



WAGGGS' WORLD CENTRES EVALUATION

2024



**WORLD BUREAU &
PAX LODGE
OLAVE CENTRE
120 LYNDBURST ROAD**

Waterbury Close
Camden

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Introduction

WAGGGS' World Centres emerged from a desire to create spaces where Girl Guides and Girl Scouts from around the world could come together to participate in meaningful, life-changing experiences. Through the delivery of programmes, activities, and events, the World Centres have been part of WAGGGS' work to achieve its mission and vision.

In 2024, the World Centres accounted for 28% of WAGGGS' total income and 27% of expenditure (unrestricted and restricted²).

The activities and operations of the World Centres are currently driven by the following objectives.

1. To support WAGGGS to create a united and connected girl and young women-led Movement by
 - delivering engaging Guiding and Scouting Adventures for adult members, celebrating the heritage, values, and impact of the Movement, and
 - providing high-quality Guiding and Scouting Adventures, international leadership events, and volunteer experiences, for girls and young women that build leadership, global citizenship and celebrate the values, heritage, and impact of the Movement.
2. To support WAGGGS in enabling Member Organisations to thrive, promote inclusivity, and deliver a high-quality Girl Guiding and Girl Scouting experience by ensuring all World Centres resources and projects adhere to the WAGGGS Growing and Learning Framework.
3. To support WAGGGS to achieve sustainability by consistently improving their financial management and long-term viability.

1. WAGGGS Vision (Compass 2032): 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. WAGGGS Mission: To enable girls and young women to develop their fullest potential as responsible citizens of the world.

2. These figures are unaudited.

The drive to create opportunities for meaningful global connections for girls and young women remains strong. However, the global landscape has changed significantly and the resources of both the Movement and WAGGGS have evolved driving the need for a greater focus on financial sustainability. In response to this, and over time, the World Centres have diversified their offerings, to balance the original mission of bringing Girl Guides and Girl Scouts together from across the world, with new revenue-generating initiatives, to support their operation and continued presence for future generations.

It is essential for WAGGGS to manage its resources wisely and with regular review, to ensure they are being leveraged effectively and in a way that enables the continued delivery of our mission. The World Centres are part of WAGGGS' global structure, and their purpose and role within the organisation warrants thoughtful reflection - not just in their current form, but in the broadest sense as organisational assets.



Motion 9 - 38th WAGGGS World Conference (Cyprus 2023)

During the 38th World Conference **Motion 9** was passed asking the World Board to evaluate, and by the 31st of December 2024, publish a report on the following:

- a. The future plan for all the World Centres including exploring different business models which shall include an assessment of the current and future financial viability and sustainability of all the World Centres, and how this aligns with the global strategy.
- b. How the World Centres contribute to our mission and Compass 2032.
- c. Whether the World Centres constitute core elements to WAGGGS.

This work supports the achievement of Outcome 3 (see box below) from the **WAGGGS Global Strategy 2024 - 2029**.



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 flexible to meet the changing needs and priorities of the Movement.

The success of the Global Strategy depends on a strong and sustainable organisational foundation. To enable us to deliver Outcome 1 (a united and connected girl and young women-led Movement) and Outcome 2 (Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience), we must prioritise Outcome 3 to ensure WAGGGS is in a strong position financially and operationally.

Report structure

This report will evaluate the World Centres and the extent to which they are integral to WAGGGS. It will examine what the World Centres deliver, who they serve, and how they contribute to WAGGGS' mission and the objectives outlined in Compass 2032. It will assess the current and future financial viability and sustainability of the Centres, including an exploration of their varied operating models.

- **Section One: Background and context**

An overview of each World Centre, its history, ownership structure and current operating model.

- **Section Two: What do the World Centres do, and who is using them?**

To highlight how the World Centres align with, contribute to and support the WAGGGS global strategy, mission and vision and outlining the activities currently delivered at the World Centres. An analysis of who the main users of the World Centres are, where they come from and their numbers.

- **Section Three: Views and experiences of the Movement**

To highlight the views and experiences from volunteers, participants and leaders from the Movement who have visited a World Centre.

- **Section Four: Finances, legal, properties and risk**

To understand the finances, operating model, legal and regulatory environments, and properties of each World Centre.

- **Section Five: Conclusions, recommendations and next steps**

To pull together the key findings from the research, suggest recommendations and next steps in setting the future direction of the World Centres.



Methodology

In compiling this report our approach has been to collate and present the data that already exists relating to the World Centres to ensure we provide an overview of the Centres as they currently are. We have spoken with many stakeholders including representatives of the Member Organisations who proposed Motion 9 and members of WAGGGS staff. We also sought advice and guidance from several Member Organisations who have experience of managing their own physical Centres and have drawn on the knowledge and expertise of each World Centre Manager.³

Limitations

While this report aims to provide a comprehensive evaluation of the World Centres, several limiting factors should be considered.

- 01. There are some gaps in historical data.** The availability of full and accurate data on the operations and finances of the World Centres is limited. This is due to past changes in finance systems within WAGGGS, different data capture practises at each World Centre, and the impact of closures during the COVID-19 pandemic. Some Key Performance Indicator data is not available from Nuestra Cabaña due to changes in management and periods of closure.
- 02. Direct comparisons between World Centres are challenging, and not always helpful.** Each World Centre operates in a different global location and unique context. There are variations in local laws, regulations, economies, currencies, etc. WAGGGS does not have a unifying framework for the World Centres to cover standard operating practices, look, culture and feel, and key metrics of impact, satisfaction, and quality.
- 03. Future projections carry a level of uncertainty.** The global environment is constantly changing. Conflict and crises, economic shocks, and political changes are unpredictable.
- 04. World Centre portfolio composition.** This report will concentrate on current analysis of the status of the World Centres, examining their ongoing activities, developments, and operational conditions. It will not include an evaluation of the World Centre portfolio (whether WAGGGS should increase or reduce the number of World Centres or change the locations, etc). Instead, the focus will remain on the present-day circumstances, challenges, and achievements of the Centres, with an emphasis on their contributions and role within the Movement.

3. See appendix 1 for full list of who was consulted.



05. Kusafiri World Centre is outside of scope.

It will only be included in the Background and Context section of this report. [Motion 10](#) which was passed at the 38th World Conference in 2023 means that Kusafiri is currently based in Ghana for a period of three years (2024 to 2026). Following this, WAGGGS will conduct a comprehensive evaluation as to the feasibility and future of Kusafiri - the findings of which will be shared with Member Organisations in advance of the 39th World Conference in 2026.

06. Future plans for all the World Centres.

The report primarily focuses on the current operating models of the World Centres and offers broad recommendations for the future. However, it does not explore specific future business models. This is due to the ongoing collection of additional information throughout 2025, specifically through the Kusafiri Motion 10 report and the Nuestra Cabaña Year One review. It is considered important to incorporate this data to ensure that any future plans are well-informed and aligned with WAGGGS' long-term global strategy.



SECTION ONE: BACKGROUND AND CONTEXT

The **World Centres** are often viewed as a group; however, they are each unique with a different back-story, individual context, and distinctive operating environment. This section provides an overview of the history, property, and governance structures of each Centre giving an understanding and insight into their place within WAGGGS and the Movement.

OUR CHALET

History

In 1929, the WAGGGS World Committee (now World Board) met in the Netherlands and decided that a World Centre should be built for all Girl Guides and Girl Scouts around the world to share. **In 1932, Our Chalet became the first WAGGGS World Centre.**

Helen Storrow, a Girl Scout leader from the USA, donated funding for the construction of Our Chalet as well as for the first four years of operation. The World Committee agreed and appointed Swiss Scout, Ida Von Herrenschand, to help Helen find a location. On 31 July 1932, Our Chalet, located near Adelboden in the Bernese Oberland of Switzerland, was formally opened by the first World Chief Guide, Olave Baden-Powell, and Helen Storrow.

The original plan was for Our Chalet to be open during the summer and for a brief winter holiday season, but it was so popular that it soon opened to support year-round demand. Since opening, the Centre has been closed to guests twice, once during World War II, then again between March 2020 and April 2022 during the global COVID-19 pandemic.

Property

Our Chalet covers a significant area of land (21,965 square meters /5.43 acres) and is surrounded by mountainous terrain, making it suitable for outdoor activities such as hiking and skiing.



The original site was first expanded in 1956, with the addition of a new building, "Stöckli", to house staff working at the Centre. Further improvements were made to the buildings and the grounds in the 1970s and 1980s which included replacing the stone roof with a new insulated one (1982), joining the community sewage system (1986), and relocating the oil tanks to a new cellar (1988). In 1999, another building, "Spycher", was added giving additional accommodation space including accessible bedrooms and bathrooms, conference / meeting areas, and office space. Between 2011 and 2013, a large improvement project called "Fit for Future" took place bringing significant improvements to the main kitchen, the bathrooms, and the lounge areas.

Our Chalet now has eight buildings and can accommodate 123 guests in the summer season and 74 guests in winter (not all buildings are heated). The facilities include dormitory-style accommodation, private chalets (houses), 2 accessible rooms with a shared accessible washroom, campground (for 30 guests), dining hall, gift shop, meeting rooms, and conference spaces. The outside space includes a campfire circle, playing field, and BBQ shelter.

Governance

Our Chalet is operated through two entities.

Our Chalet Association (OCA) which was founded on 15 December 1930 under Article 60ff of the Code Civil Suisse and is a subsidiary of WAGGGS Charitable Incorporated Organisation (CIO). The OCA is responsible for the running of the World Centre and all operations in line with the objects set out in the OCA constitution.⁴ The OCA is run by an Executive Committee appointed by the Active Members of the association. The Active Members are voting members of the WAGGGS World Board, a representative of the Our Chalet Foundation, and one other member who has close ties and knowledge of Our Chalet.

Foundation for Girl Guides and Girl Scouts International Centre, Our Chalet, Adelboden - also known as the Our Chalet Foundation (OCF), owns the Our Chalet property and was formed in 1996 and registered in the Swiss Commercial Registry. This was done to meet Swiss regulations around property ownership and property taxes. The OCF is responsible for all maintenance over £4,400, and capital improvements. There is a rental agreement in place between OCA and OCF with a current annual rent of £57,500. The Foundation is governed by a Board of Trustees with a requirement for the majority to be Swiss citizens. The Board has 12 members, most of whom are appointed by the Executive Committee of the OCA. The WAGGGS World Board, and WAGGGS Europe Region each have one seat on the OCF Board. If the purpose of the Foundation can no longer be fulfilled, the Foundation would be dissolved.

The Board of Trustees would be responsible for deciding how to use any available funds, which must be given to a charitable, tax-free institution with a similar purpose and its domicile in Switzerland.

The World Board has full decision-making authority over the operations of Our Chalet. The Our Chalet Foundation oversees the land and buildings, with most of its Directors appointed by the World Board.



4. See appendix 2 for further details on the Our Chalet's operational context.

PAX LODGE

History

In 1937, the World Committee was searching for a site in London to be the new WAGGGS headquarters and wanted a location that could also accommodate Girl Guides and Girl Scouts visiting from around the world. In 1939, Our Ark opened in London as the second World Centre with offices for the World Bureau headquarters located next door. By 1956, the property leases were coming to an end, and both Our Ark and the World Bureau had outgrown the available space. New premises were found for the World Bureau on Ebury Street, and Our Ark moved to a separate site on Longridge Road in Earls Court. In November 1963, Our Ark was renamed Olave House in honour of World Chief Guide, Olave Baden-Powell.

By 1978, there were plans to move the World Centre once again and at the 23rd World Conference in Tehran, it was agreed that the World Bureau and the World Centre should once more be united in the same location.

The foundation stone for the current World Centre site on Lyndhurst Road was unveiled in 1989 by the Honourable Mrs. Betty Clay, Lord and Lady Baden-Powell's daughter. The World Centre was built on land adjacent to an existing property – now named the Olave Centre which would be used as the World Bureau containing offices, meeting rooms, and conference space.



On 15 March 1991, Princess Benedikte of Denmark officially opened Pax Lodge World Centre ('pax' being the Latin word for peace). Named as a tribute to the homes of Lord and Lady Baden-Powell (Pax Hill in England and Paxtu in Kenya), and to highlight the importance of peace to the Girl Guiding and Girl Scouting Movement.

Property

Pax Lodge is a three-storey property located on a 0.97 acres (3,930 square metres) site, in the London suburb of Hamstead. **Pax Lodge can accommodate 65 guests** in a mix of room types from 3 to 7 bed dormitories to smaller twin, studio and family rooms, with a mix of shared and ensuite bathrooms. The Centre has one accessible room with ensuite wet room on the first floor accessible by lift.



The Centres facilities include a commercial kitchen, dining room, staff offices, a gift shop, a guest lounge, a conference room, a baggage store, a staff kitchen, laundry room, shower blocks, toilets and staff accommodation.

Governance

Pax Lodge operates as part of the WAGGGS Charitable Incorporated Organisation (CIO) in the UK, rather than as a separate entity. This structure means that, operationally, Pax Lodge functions like other WAGGGS departments, with the World Board serving as the organisation's ultimate decision-making body. All activities at Pax Lodge must align with the objectives outlined in the WAGGGS constitution.⁵

WAGGGS also has a trading subsidiary that allows Pax Lodge to offer services to non-Guiding and non-Scouting guests. These activities are treated as commercial operations and are taxed; accordingly, however, any profits from this activity are gift-aided back to the charity, effectively reducing the overall corporate tax liability in a compliant manner. The land on which Pax Lodge is situated was leased to WAGGGS by the London Borough of



Camden in 1982, under a 150-year lease that extends until 2132. Additionally, WAGGGS holds a license from Camden Council, permitting Pax Lodge to operate as a hostel. Within the lease from the council, WAGGGS can sell or lease the whole site.

The World Board has full decision-making authority over the operations and land of Pax Lodge, subject to restrictions set by the lease from the local authority.



5. See appendix 2 for further details on the Pax Lodge's operation context.

NUESTRA CABAÑA

History

The concept of a World Centre in the Western Hemisphere region began in 1946 at a training session in Havana, Cuba. The idea was later formalised and put forward to WAGGGS, and six years later, in 1952, the World Committee approved the concept of a third World Centre in the Western Hemisphere region and the search for a suitable site began.

The city of Cuernavaca in Mexico was announced as the location at the 15th World Conference in the Netherlands in 1954, and Nuestra Cabaña was dedicated on 22nd February 1956 by Lady Olave Baden-Powell. **WAGGGS' third World Centre officially opened on 24th July 1957.**

On 31st January 2014, Guías de México and WAGGGS signed a Free Bailment Agreement stating that Guías de México would manage Nuestra Cabaña with responsibility and liability for all operations. In February 2019, a new and updated agreement was signed with a term of five years until January 2024.



In March 2020, Guías de México took the decision to close Nuestra Cabaña due to the global COVID-19 pandemic, and in 2021 the agreement between WAGGGS and Guías de México was terminated. Following a year-long review, the World Board voted in January 2023 to reopen Nuestra Cabaña under WAGGGS' management and in February 2024 the Centre officially re-opened.

Property

Nuestra Cabaña sits on a five-acre (20,234 square metres) site, the land for which was purchased with the help of Girl Scouts of the USA through the Juliette Low World Friendship Fund. The funds needed to construct the Centre's buildings were raised by Clementine Tangeman - a philanthropist from the USA who was on the board of the World Foundation.⁶ Clementine secured donations from corporations and benefactors and encouraged Girl Guides and Girl Scouts worldwide to collect and donate to the campaign.

The property was expanded in 1969 and is now made up of two main buildings, a dining hall, and conference hall. The Centre also has a swimming pool, tennis court, campfire circle,

6. [The World Foundation for Girl Guides and Girl Scouts, Inc.](#)



campground, gift shop, craft house, two volunteer apartments, as well as a staff apartment and studio.

Nuestra Cabaña can accommodate 114 guests in eight large dormitory-style rooms and six double guest bedrooms. There is one accessible twin room with an accessible ensuite bathroom. **Approximately 250 additional guests can also be accommodated in 70 tents** in the campground.

Governance

Nuestra Cabaña is operated through three entities in Mexico.

The Cabaña, S.A. DE C.V., a company registered in Mexico since 1954, holds the title to the land and property. The Board of Directors is appointed by its two shareholders, WAGGSMEX Limited (a subsidiary of WAGGGS) and the WAGGGS CIO (the main charity). At the time of writing this report, The Cabaña, S.A. DE C.V. is the vehicle through which Nuestra Cabaña is being operated. The Cabaña, S.A. DE C.V., can sell the property with no restrictions.

Nuestra Cabaña, A.C. is a not-for-profit association used by WAGGGS to operate Nuestra Cabaña between 1986 to 2013 (after which Guías de México assumed the management). Nuestra Cabaña, A.C. must deliver charitable activities in line with its constitution and is not able to carry out commercial activities. Nuestra Cabaña, A.C. is managed by a Board of Directors appointed by the WAGGGS World Board.

WAGGGS México Comercializadora, S.A. DE C.V. is a Mexican company incorporated in 2024. The entity was established to provide adequate provision for WAGGGS to legally operate Nuestra Cabaña for commercial activities, following the decision by the World Board to reopen Nuestra Cabaña under WAGGGS management. The corporate purpose of the new entity, set out in the by-laws is to manage Nuestra Cabaña, offering lodging, event spaces, recreational services, and food and beverage options, while managing assets, partnerships, and transactions essential to its operations locally and internationally.

The World Board has full decision-making authority over the operations and property of Nuestra Cabaña without restrictions.



7. See appendix 2 for further details on the Nuestra Cabaña's operation context.

SANGAM

History

WAGGGS' fourth World Centre was first imagined in 1956 at the WAGGGS International Commissioners' meeting in New Delhi when the idea to build a World Centre in the Asia Pacific Region was proposed. A year later, at the 16th World Conference in Brazil, the decision to build a new Centre in India was finalised, thanks to the determination and hard work of Lakhshmi Mazumdar, the then National Commissioner of India's Bharat Scouts and Guides.

The state of Maharashtra donated land to be used for the World Centre site in the city of Pune, and in 1963, the building plans were approved at the 18th World Conference in Denmark. Girl Guides and Girl Scouts from around the world raised over 50% of the construction funds.

The Centre was designed by Bombay architects Messrs Mody and Colgan, with construction supervised by Lakhshmi Mazumdar. **On 16th October 1966, Sangam (meaning 'coming together' in Sanskrit) was inaugurated** by World Chief Guide Lady Olave Baden-Powell, with the pledge to "share love through knowledge and understanding".



Property

Sangam sits on extensive grounds, approximately 7.5 acres (30,351 square metres), in the city of Pune, known for its cultural heritage and historical significance. The Centre's facilities include a main hall, yoga shala (studio) with massage room, swimming pool (completely rebuilt in 2015), dining room, kitchen, and library.

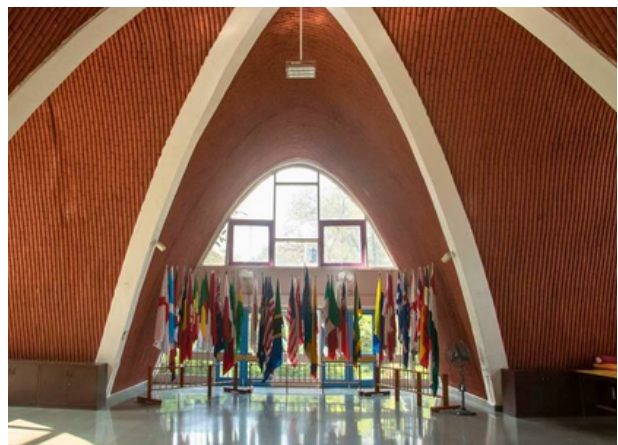
Sangam can accommodate 85 guests, in 21 bedrooms, five twin and five triple rooms with shared bathrooms, two twin and two triple ensuite rooms, a poolside villa with two queen single bedrooms as well as a living room / kitchenette, four nine-bed dormitories, and one twelve-bed dormitory. The twelve-bed dormitory has an accessible bathroom and there is ramp access to the ground floor buildings. There are also two staff houses and living quarters for long-term volunteers. Sangam has large grounds with a play area, a campfire circle, peace garden, courtyard and a **campground that can accommodate approximately 200 guests**.

Governance

The land Sangam is built on was donated by the Government of India to establish a World Centre for Girl Guiding and Girl Scouting and deliver activities in accordance with the objectives outlined in the original Trust Deed, under the trusteeship of the Bank of India. The original Trust Deed states that The Trustee bank holds the said land and buildings erected thereon in perpetuity in Trust and therefore WAGGGS does not own the land and as such is not able to sell it.⁸

On 14 August 2019, Sangam was locally registered as 'Sangam World Centre of the World Association of Girl Guides and Girl Scouts', a charitable public trust (registration number E-35498 (M) dated 4th December 2019), under The Bombay Public Trusts Act 1950. The Bank of India relinquished their rights as Trustees and two Indian nationals were appointed as Trustees, by the World Board. WAGGGS is fully responsible for the land and operations of the Centre as well as maintenance and capital investment.

The World Board has full decision-making authority over the operations and land of Sangam, subject to restrictions set by the lease from the government.



8. See appendix 2 for further details on Sangam's operating context.

KUSAFIRI

History

Unlike the other World Centres, Kusafiri, since inception, has operated without fixed physical premises, making its operations, reach, and costs uniquely different.

Kusafiri is the product of years of discussion to bring a World Centre experience to the Africa Region. In 2010, at the Africa Regional Conference, it was unanimously agreed that the Africa Committee would explore opportunities to deliver World Centre experiences in the region. In July 2011, during the 34th World Conference in 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.

The project was evaluated, with results and recommendations presented at the 35th World conference in Hong Kong in 2014.



The conference voted unanimously for the following:

“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”.

A roving ‘pop-up’ model of delivering World Centre experiences in different locations across the Africa region was developed - initially supported by a grant from the Maersk Moller Foundation and with a project manager employed from within the Africa region. In October 2015, the roving World Centre was named Kusafiri, which means ‘to journey’ in Swahili.

When the grant funding ended, the Centre was managed remotely by staff from Sangam, only delivering events that were either fully funded through participant fees, or where funding to support an event could be secured. Between 2012 and 2019, Kusafiri delivered 11 international events in 9 locations across Africa. The majority of these were hosted in hotels. However, two events were delivered at the Ghana Girl Guides Association (GGGA) Training Centre in Accra.

Kusafiri and Motion 10

Motion 10 at the 38th World Conference in 2023 made the decision to explore the possibility of having Kusafiri World Centre permanently stationed in one of the countries in the Africa Region, and that Kusafiri should be located at the Ghana Girl Guides Association Training Centre for a three-year trial period (2024-2026). In 2026, a report on the GGGA project will be put to the World Board for a decision as to the future location of Kusafiri.

Property

The property was donated by the Ghanaian Government to Achimota School, and GGGA leases the Training Centre part of the site for a nominal fee. The 20-acre (80,937 square metres) plot has diverse facilities including a conference room, programme hall, accommodation (a **total of 122 beds** in 17 twin rooms and multi-bed dormitories), kitchen, and outdoor spaces.



Since Motion 10, three WAGGGS events have been held at the Training Centre and there are several more in the planning stages. GGGA is developing the strategic and operational plans and processes required to ensure they run a sustainable World Centre in Ghana. WAGGGS is providing support through a World Centre consultant, one-day per week.

Governance

As with the other World Centres, the operational management of Kusafiri sits under the WAGGGS Head of International Operations, with overall strategic direction sitting within the remit of the World Board. WAGGGS is working closely with GGGA as a partner, to deliver Kusafiri, however GGGA does not currently have governance responsibilities and so decision-making, strategy, and long-term oversight for Kusafiri remains with WAGGGS.



SECTION TWO: WHAT DO THE WORLD CENTRES DO, AND WHO IS USING THEM?

This section of the report explains the programmes, activities, and events (the 'products or services') that are delivered at the World Centres, the audiences they serve, and how the Centres contribute to the global Movement of girls and young women.



WORLD CENTRE OBJECTIVES



Since inception the World Centres have been through many cycles of transformation and development, with changes in management and operating landscapes, and they have adapted to the direction of WAGGGS and the Movement.

Their current objectives are:

1. To support WAGGGS to create a united and connected girl and young women-led Movement by:
 - delivering engaging Girl Guiding and Girl Scouting Adventures for adult members, celebrating the heritage, values, and impact of the Movement, and
 - providing high-quality Girl Guiding and Girl Scouting Adventures, international leadership events, and volunteer experiences, for girls and young women that build leadership, global citizenship and celebrate the values, heritage, and impact of the Movement.
2. To support WAGGGS in enabling Member Organisations to thrive, promote inclusivity, and deliver a high-quality Girl Guiding and Girl Scouting experience by ensuring all World Centres resources and projects adhere to the WAGGGS Growing and Learning Framework.
3. To support WAGGGS to achieve sustainability by ensuring strong financial management and long-term viability.

WORLD CENTRES PRODUCT AND SERVICE OFFERING

The World Centres deliver a varied portfolio of activities, services, and experiences. With the increased focus on delivering financial sustainability over recent years, they have diversified their offering to include revenue-generating activities alongside their core Girl Guiding and Girl Scouting contribution to WAGGGS' broader mission.

The unique 'product mix' offered at each World Centre depends largely on the facilities, space, and capacity available at each location, the legal and regulatory context which governs the Centre, as well as the level of demand from members and non-members alike.

The main products and services currently offered across the World Centres can be categorised into four main areas, WAGGGS Funded Programmes, Girl Guiding and Girl Scouting Adventures, Independent Stays and Commercial Services.

Product and Service Offering

1.WAGGGS Funded Programmes: Activities, projects, and events delivered at World Centres that align with WAGGGS' mission and vision. Often partially or fully funded by WAGGGS through grants or donations, these programmes typically fall into three categories.

- WAGGGS Leadership Development Programmes - such as the Helen Storrow Seminar, the Juliette Low Seminar, and the World Centre Volunteer Leadership Programme. Designed to empower young women, to foster leadership, global citizenship, and personal development.
- WAGGGS Global Programmes - events and activities that are part of a WAGGGS global programme but hosted at a World Centre. Examples include the Free Being Me Asia Pacific training held at Sangam in 2023, the Girl-Led Action on Climate Change programme event held at Nuestra Cabaña in 2023, and a Surf Smart training event held at Sangam in 2024.
- WAGGGS Administration Events – such as the World Board, volunteer, and International Commissioner meetings.



2. Girl Guiding and Girl Scouting Adventures:

Available to members of the Girl Guiding and Girl Scouting community, with a fee attached. While maintaining the values and mission of WAGGGS, the Adventures are organised with a revenue-generating focus to support the operational sustainability of the World Centres and thus the prices are standard for all users. Centre Adventures are based on five themes (Cultural Adventure, Exploring the Outdoors, Leading for Change, Celebrating the Movement, and Health & Wellbeing) and vary from Centre to Centre as influenced by the unique location of each, as well as the skills and strengths of the staff teams. Examples include 'Journey Through London' at Pax Lodge, 'Summer Adventure' at Our Chalet, 'Discover Incredible India' at Sangam, and 'Mexico Adventure' at Nuestra Cabaña. The Centres Girl Guiding and Girl Scouting Adventures vary in length from 2 to 10 days with formats including guided programme, self-guided challenges, tours, treasure hunts, and facilitated sessions. Most of these experiences are generated by the Centres themselves but at times members do request a bespoke event for their group and these are organised by the Centre in line with guest needs.

3. Independent Stays: Flexible, self-directed experiences available to Girl Guiding and Girl Scouting members as well as non-members. Independent guests can book accommodation and related services, such as meals and access to facilities, with a focus on generating revenue to support the Centres' operations. If there are WAGGGS Funded Programmes running while independent guests are staying, they may be able to join sessions or activities where appropriate and for a fee. Independent stays may also be advertised on third-party platforms like Airbnb and Booking.com where the regulatory environment allows, thus catering to a broader audience.

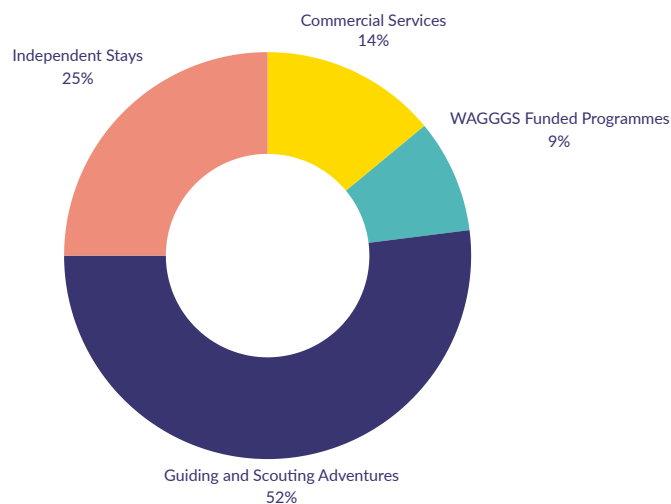


4. Commercial services: This refers to revenue-generating activities such as conference room hire and the rental of other facilities, including parking. These services are available to external groups, including non-Girl Guiding and non-Girl Scouting organisations, and are designed to support the financial sustainability of the World Centres. Commercial services also include the sale of World Centre merchandise and local souvenirs/gifts at some World Centres.



CURRENT WORLD CENTRES PRODUCT MIX

The chart below shows the estimated product mix currently being offered by the World Centres as a group.⁹ Please see appendix 3 for pie charts of product mix at each World Centre, providing greater insight into the unique offering at each location.

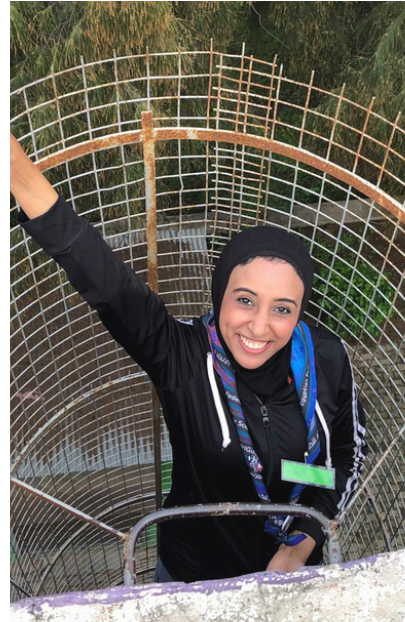


Combined World Centres Product Mix
(excludes Kusafiri)

⁹ World Centres determined their product mix based on various data including Key Performance Indicator data from 2023 and 2024 and bed nights.

Key Observations

- Our Chalet has a strong focus on Girl Guiding and Girl Scouting Adventures, offering high-adventure, personal-growth activities to WAGGGS' Member Organisations, and its location in the Swiss Alps supports this. Currently, Our Chalet does not offer many Commercial Services partly because the property is not set up to easily mix public and Girl Guiding and Girl Scouting groups, and because of limitations on commercial activities linked to our tax-free status in Switzerland, and the permits needed to provide Commercial Services like catering or taxis to the public.



- Pax Lodge benefits from its central London location and therefore experiences a good level of Independent Stays. It is also able to deliver significant Commercial Services which are a key part of its strategy to generate revenue through non-member bookings.

- **Nuestra Cabaña's** largest activity segment is **Girl Guiding and Girl Scouting Adventures**, followed by Independent Stays and WAGGGS Funded Programmes. The smallest segment is attributed to Commercial Services. As Nuestra Cabaña reopened in February 2024, this data may not reflect typical trends. However, the reopening strategy focuses on increasing non-Girl Guiding and Girl Scouting activities, such as commercial and independent bookings, during off-peak periods when Guiding and Scouting Adventures are not running, to maximise revenue opportunities.

- **Sangam** has the strongest focus on delivering **WAGGGS Funded Programme** activities (20% of its product mix). This is due to its well-established infrastructure for delivering programmes that align closely with WAGGGS' mission of leadership development and global citizenship and due to local restrictions in India which limit the delivery of other more commercial activities on the property.



WAGGGS Funded Programmes

WAGGGS Funded Programmes make up an average of 9% of the World Centre product mix. This varies year to year depending on the workplans of different teams across WAGGGS, funding available for in-person activities and interest in WAGGGS programming from guests visiting the Centres.

Over a two-year period (2019/2023)¹⁰ the World Centres co-delivered or hosted:¹¹

- 16 WAGGGS leadership development programmes, lasting a total of 104 weeks, reaching 414 participants.
- 8 WAGGGS Global Programme workshops, lasting a total of 6 weeks, reaching 126 participants.
- 96 WAGGGS Global Programme activities, reaching 3,138 participants.
- 1 in-person World Board meeting, lasting a total of 3 days, reaching 16 participants.
- 1 Informal Europe region International Commissioner meeting, lasting a total of 3 days, reaching 24 participants.



10. Excluding 2020, 2021 and 2022 because of COVID impact meaning they are non-typical years

11. For more detailed information on WAGGGS Funded Programmes co-delivered or hosted at World Centres in 2019 & 2023 see appendix 4.

Girl Guiding and Girl Scouting Adventures

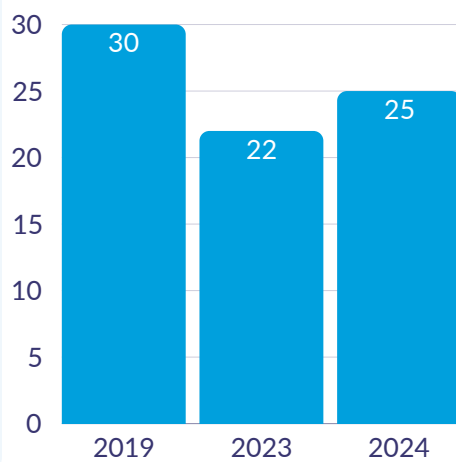
The information below shows the extent of the Girl Guiding and Girl Scouting Adventures offer in each World Centre.

Our Chalet

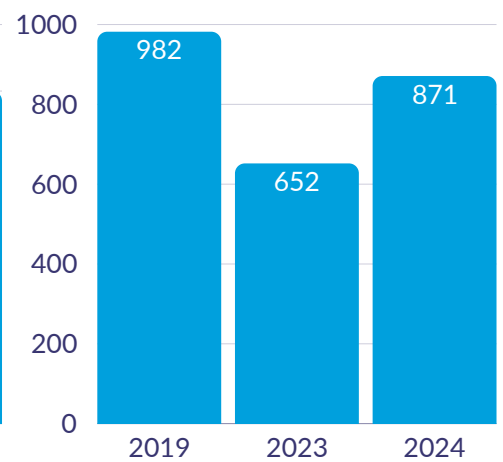
Our Chalet event statistics:

- 119 - 151 nights per year dedicated to Girl Guiding and Girl Scouting Adventures
- Average no. events: 26
- Average event length: 5.2 nights (range from 1 night to 7 nights)
- Average participants per event: 34
- Average price of an event: £600 (lowest £250 to highest £1300).

Our Chalet
Number of events delivered annually



Our Chalet
Number of participants



Pax Lodge

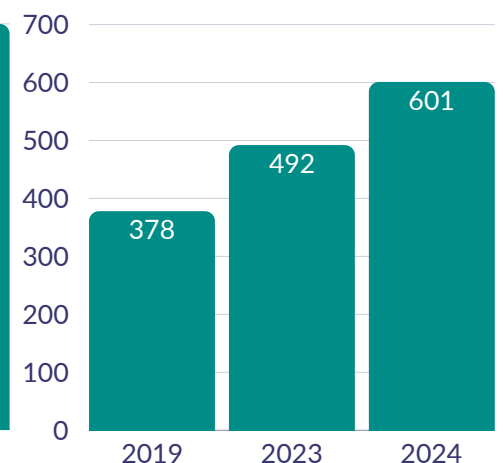
Pax Lodge event statistics:

- 31 - 41 nights per year dedicated to Girl Guiding and Girl Scouting Adventures
- Average no. events: 13
- Average event length: 3 nights (range from 1 night to 7 nights)
- Average participants per event: 38
- Average price of an event: £600 (they range from £12 - £700)

Pax Lodge
Number of events delivered annually



Pax Lodge
Number of participants

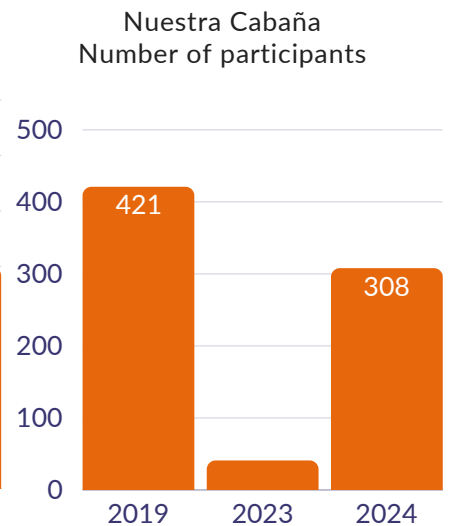
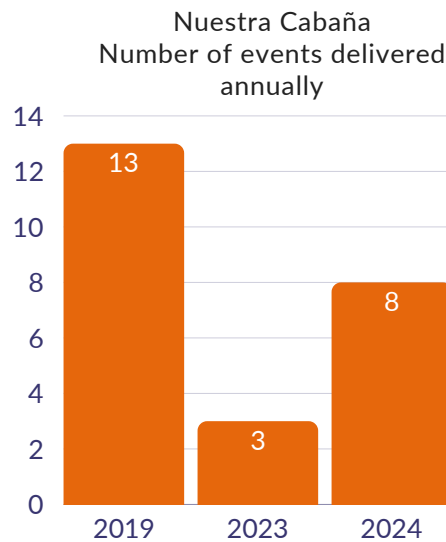


12. See Appendix 5-8 for more detailed information about World Centres Girl Guiding and Girl Scouting Adventures.

Nuestra Cabaña¹³

Nuestra Cabaña event statistics:

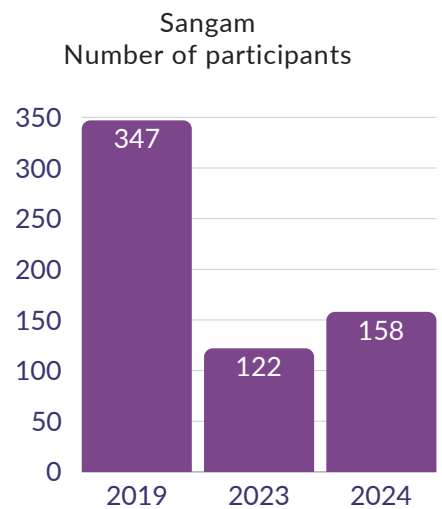
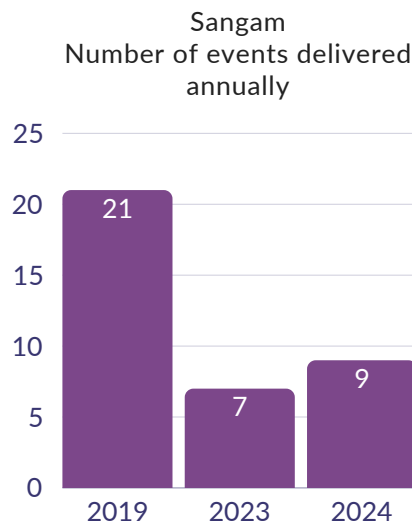
- 53 - 91 nights per year dedicated to Girl Guiding and Girl Scouting Adventures
- Average no. events: 11
- Average event length: 6 nights (range from 1 night to 7 nights)
- Average participants per event: 35
- Average price of an event: £900 (they range from £40 to £1000)



Sangam

Sangam event statistics:

- 46 - 135 nights per year dedicated to Girl Guiding and Girl Scouting Adventures
- Average no. events: 12
- Average event length: 6.4 nights (range from 3 nights to 8 nights)
- Average participants per event: 7
- Average price of an event: £700 (they range from £100 to £700)



13. 2019 data for Nuestra Cabaña was under Guías de México management.

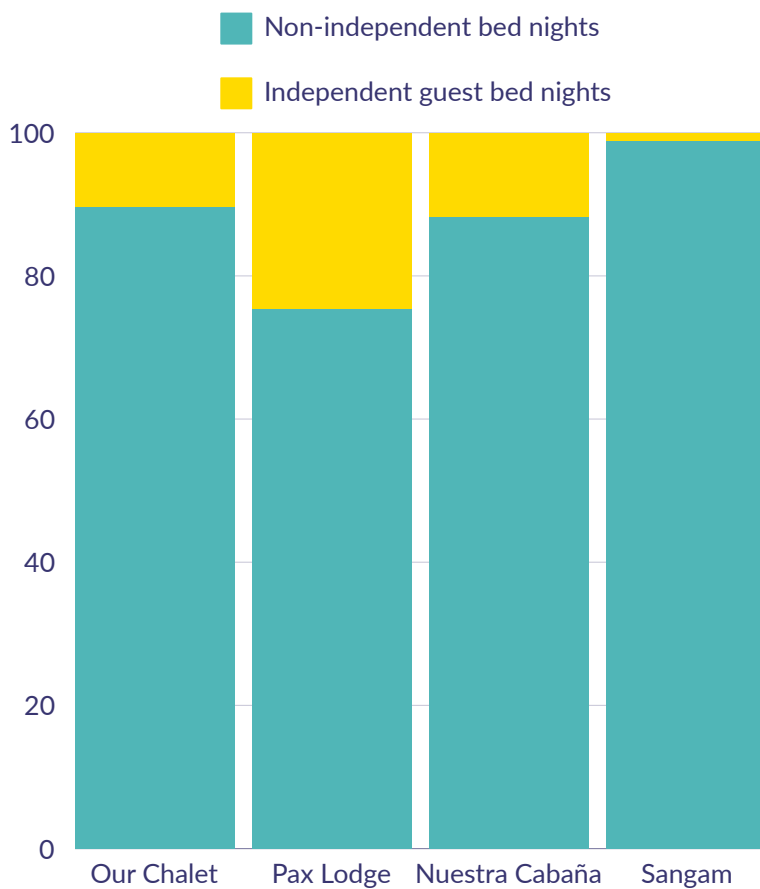
Table showing the extent of Independent Stays in each World Centre for 2019.

Bed nights refer to the number of nights guests stay at a facility, with one bed night equating to one person staying for one night.

For example, if five guests each stay for two nights, that equals 10 bed nights.

This is a common metric used in the hospitality industry, including hotels, to track occupancy and assess how well a facility is being utilised.

Percentage of independent bed nights of total bed nights (2019)



WHO IS USING THE WORLD CENTRES?

This section looks at the composition of World Centre users, exploring who they are, where they come from and why they choose to visit.

The following table provides an overview of the number of guests visiting World Centres and bed nights. Guest figures in the table are broken down by day, night, Girl Guiding and Girl Scouting and non-Girl Guiding and Girl Scouting from 2018, 2019, 2023 and 2024 (Q1 and Q2 only). 2020, 2021 and 2022 are not included due to the COVID-19 pandemic and its impact on the Centres.

	Our Chalet	Pax Lodge	Nuestra Cabaña	Sangam	Total
Total number of guests for the period	11,848	50,490	5,946	10,545	78,829
Day visitors					
Girl Guiding/Girl Scouting	5,018	7,479	2,233	719	15,449
Other	906	3,359	906	3	5,174
Overnight Visitors					
Girl Guiding/Girl Scouting	3,853	21,564	2,419	5,807	33,643
Other	2,071	18,088	388	4,016	24,563
Total bed nights for this period	27,062	53,140	8,603	20,587	109,392
Guiding/Scouting	23,050	32,052	7,758	19,764	82,624
Other	4,012	21,088	845	823	26,768

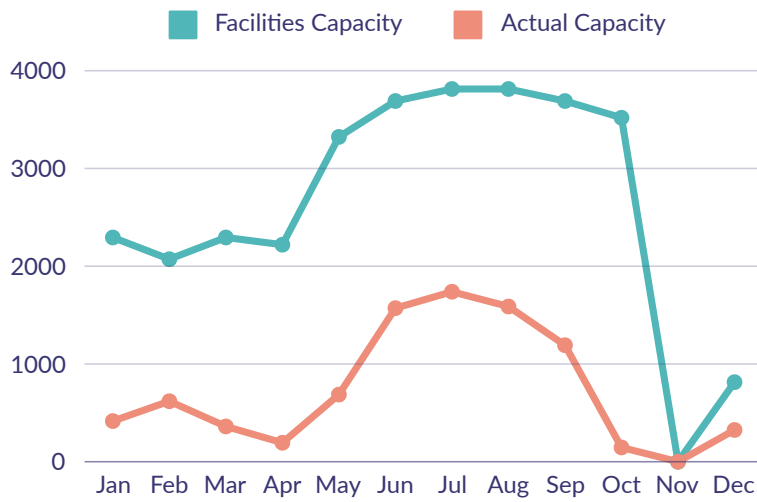
World Centre Occupancy

The World Centres track bed nights as a measure of occupancy at any given time. To analyse usage trends effectively, each Centre records two key pieces of information:

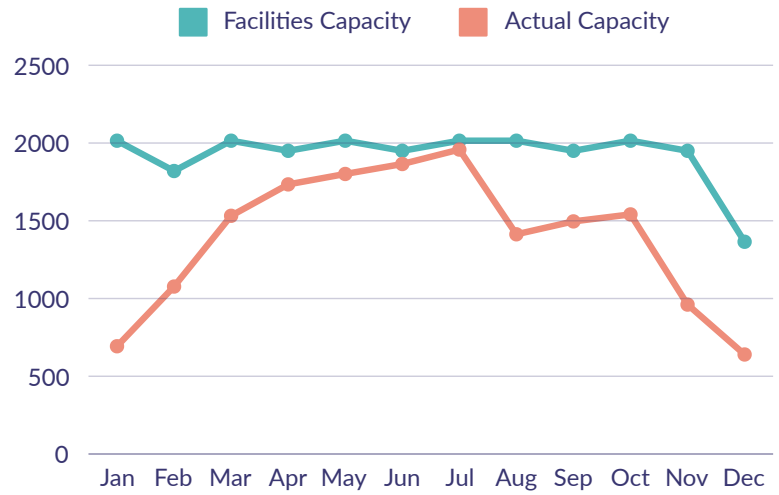
- 1. Facility Capacity:** the total number of bed nights available each month, based on each Centre's maximum capacity.
- 2. Actual Bed Nights:** the recorded number of bed nights at the end of each month, representing actual guest stays.

The charts below display occupancy data for each World Centre in 2024. As this report is being prepared prior to year-end, data for November and December 2024 represents booking reservations rather than confirmed guest numbers. For 2023 charts see appendix 9.

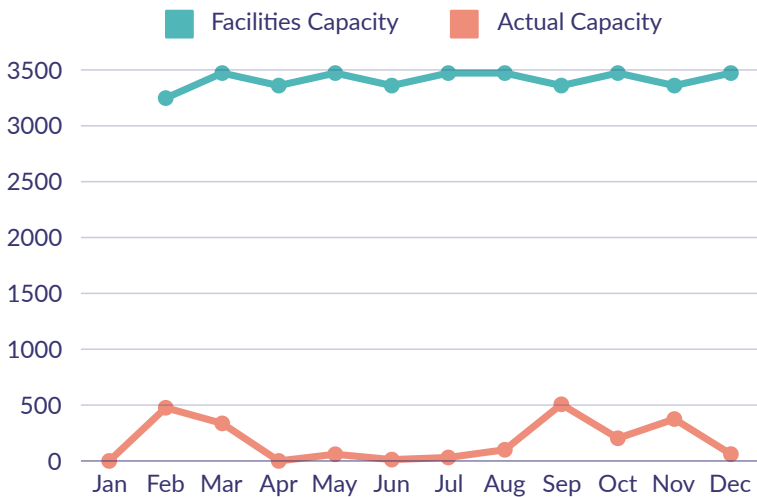
Our Chalet Occupancy 2024



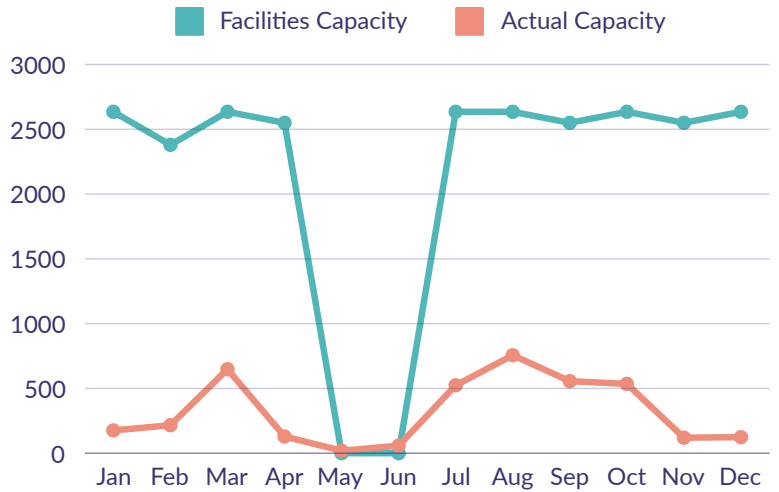
Pax Lodge Occupancy 2024



Nuestra Cabaña Occupancy 2024



Sangam Occupancy 2024



Key Observations

- Overall, the World Centre occupancy shows actual bed night figures are well below the maximum capacity, with Pax Lodge being the exception. Several factors contribute to this underutilisation:
 - Staffing limitations: staffing constraints reduce available bed nights at some Centres. For instance, Our Chalet occasionally closes bookings on select nights to allow time for cleaning and preparation for incoming groups.
 - Demand variability: the level of demand often falls short of full capacity. For example, demand for Sangam's Girl Guiding and Girl Scouting Adventures typically remains well below its available capacity.
 - Facility limitations: certain facility restrictions limit guest numbers. For example, at Our Chalet, dining and conference space cannot service full capacity across guest rooms, which restricts the number of participants for some events.



OUR CHALET

Our Chalet – The occupancy trends at Our Chalet show lower rates from January to April, due in part to reduced demand, but also affected by the limited capacity of the dining hall and conference rooms (which are essential during colder months) meaning the Centre is unable to accept large group bookings. Occupancy increases in June, July, and August, driven by the high demand for youth events coinciding with school breaks in some parts of the world. Additionally, the Centre closes for a month from mid-November to mid-December (low- season in Adelboden) as many local restaurants and tourist attractions are closed which limits what guests can do at that time of year.





NUESTRA CABAÑA

Nuestra Cabaña - The occupancy data reveals fluctuations throughout the year. February saw a spike driven by a major reopening event and the annual "Friends of Nuestra Cabaña" gathering. In contrast, there was a period of low occupancy between March and July, which would ordinarily be a time where demand from youth groups might be high. This is likely because as the Centre reopened after the COVID-19 pandemic, reservations could only be made from late 2023, and groups typically plan and book such visits at least a year in advance. The highest occupancy occurred in September, with strong demand continuing through October and November. This surge was largely fuelled by the Juliette Low Seminar and a special event related to the Mexican Day of the Dead celebration.



PAX LODGE

Pax Lodge - The occupancy trends at Pax Lodge reflect a clear seasonal pattern, with the first and last months of the year (January and December) experiencing lower occupancy/demand. The Centre also closes for approximately 12 days at the end of each year for maintenance and deep cleaning. During the summer months of July and August, when demand typically peaks, there is a noticeable drop in occupancy. This reduction is primarily due to the Centre's policy of safeguarding its Girl Guiding and Girl Scouting youth guests. In these months, when a youth event is hosted, certain floors are restricted to accommodate event participants only, leading to a decrease in the overall occupancy rate. In contrast, occupancy is generally higher during the rest of the year when fewer Girl Guiding and Girl Scouting events take place.



SANGAM

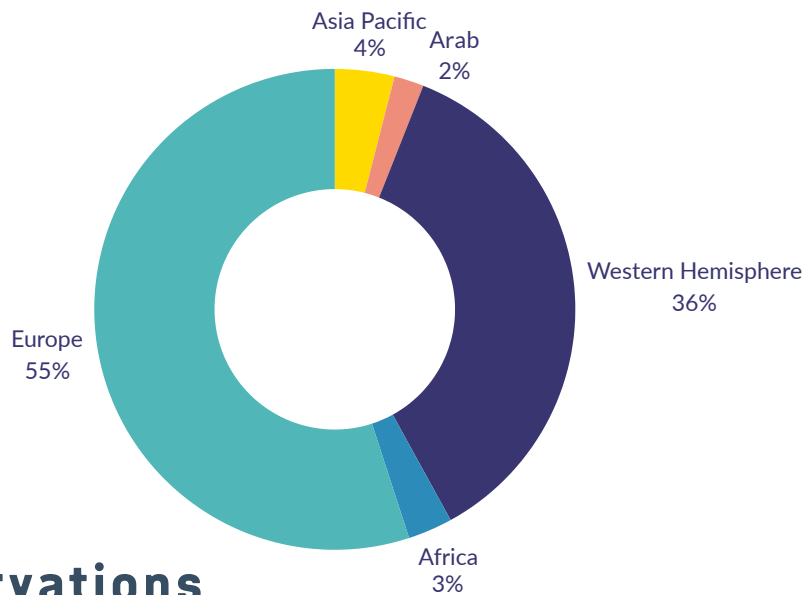
Sangam - Typical occupancy trends reflect seasonal patterns, with peak usage during mid-year and lower occupancy at the start and end of the year. Sangam is closed for most of May and June for scheduled property maintenance, deep cleaning, and seasonal weather conditions. This downtime allows the Centre to prepare for higher-demand periods. Occupancy steadily rises from early in the year, reaching its peak in August, which aligns with travel demand and major national and cultural events. Towards year-end, occupancy tapers off again, which reflects lower demand at that time.



Visitor origins

This section examines the regional distribution of visitors to World Centres over recent years. By analysing these trends, we can better understand the global engagement with the Centres and identify opportunities to broaden their appeal and accessibility to underrepresented regions.¹⁴

**World Centres Visitors Region of Origin
(2018, 2019, 2023 & 2024)**



Key Observations

- Mismatch Between Membership and Visitors** - While the Asia Pacific region accounts for 42% of WAGGGS membership, it contributes only 4% of visitors to the World Centres, a small fraction compared to Europe, which has a much smaller membership share (11%) but dominates visitor numbers with 55% of individuals. This disparity suggests need for further work to address barriers to engagement.
- Dominance of Europe and the Western Hemisphere** - Europe and the Western Hemisphere collectively account for most World Centres visitors, reflecting their higher levels of accessibility to the Centres. With Europe leading in visitors and the Western Hemisphere following with 36% of visitors these regions are key drivers of the Centres' current operations.
- Underrepresentation of Africa and the Arab Region** - Africa and the Arab region, which together comprise 15% of WAGGGS' membership, contribute significantly fewer visitors - 3% and 2%, respectively. This may indicate barriers such as cost, travel logistics, language, or regional programme alignment that could be addressed to increase their participation.
- Opportunities for Growth in Key Regions** - The large membership bases in the Asia Pacific and Africa regions present an opportunity for the World Centres to expand their global impact. Initiatives such as region-specific programming, virtual engagement, or partnerships to subsidise travel could help attract visitors from these areas.

¹⁴. See appendix 10 for a more detail breakdown of visitors of each World Centre.

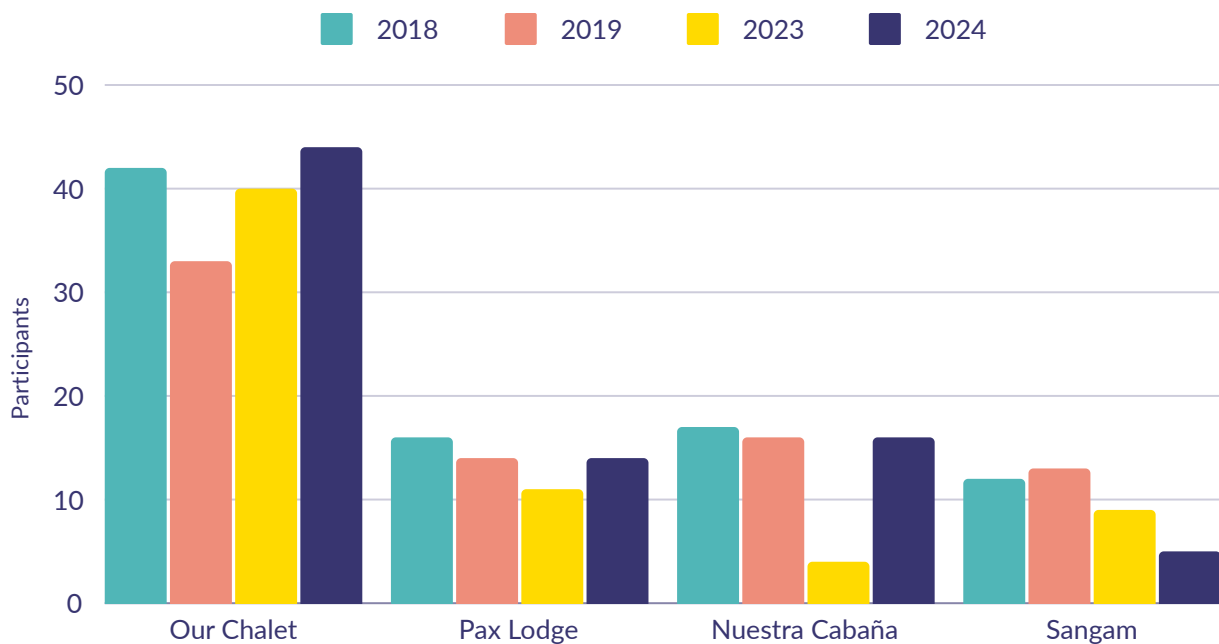
World Centre Volunteer Leadership Programme

The World Centre Volunteer Leadership Programme enables Girl Guides & Girl Scouts from around the world to develop their leadership skills through volunteering at a World Centre for an extended period. These volunteers also play an important role in supporting the operations of the World Centres. Most volunteers live and work at the World Centre but since the COVID-19 pandemic opportunities now also exist for remote volunteers. This section relates to onsite volunteers only.

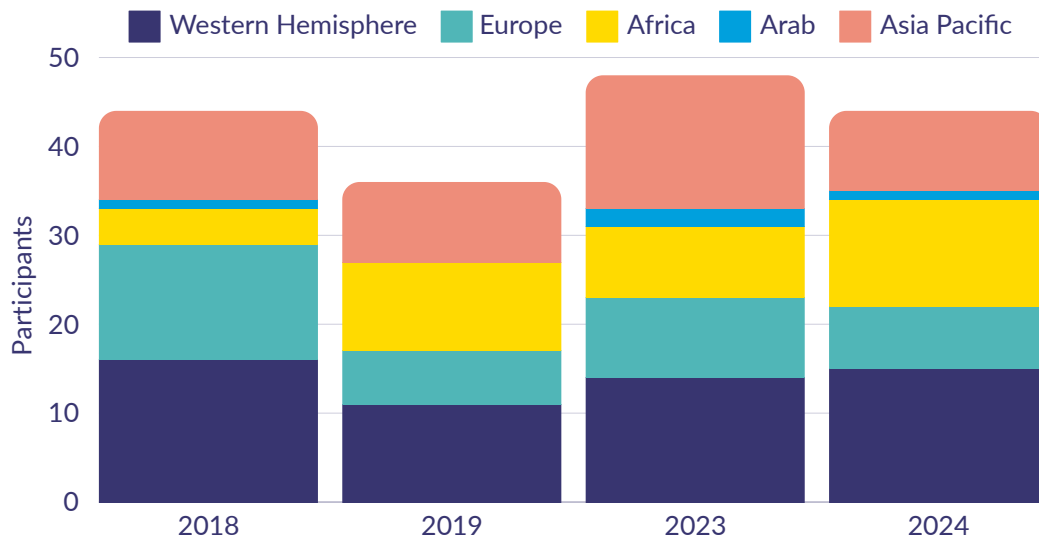
Below we have captured the breadth of the volunteer programmes for 2018 through to 2024, (excluding 2020, 2021 and 2022 when the programmes did not run fully due to COVID-19), to provide a concrete idea of the numbers and reach of the volunteer programme. Most of these individuals have received partial or full travel grants and scholarship fees from WAGGGS.



**World Centre Volunteer Leadership Programme
Participant Numbers**



World Centre Volunteer Leadership Programme By Participant Origin



Key Observations

- Representation in the World Centre Volunteer programme, based on 2024 data, is highest from the Western Hemisphere (34%), followed by Africa (27%), Asia Pacific (21%) and then Europe (16%). Representation is very low from the Arab region (2%).
- Volunteer numbers fluctuate in line with demand levels for the World Centre programmes, events and activity offerings. For example, event participant numbers have been lower at Sangam in 2023 and 2024 than in 2019 and therefore the number of volunteers needed (and the number that can be supported financially) has been reduced. This will be built back up as participant numbers increase.
- Most participants in the World Centre Volunteer Leadership Programme receive support with costs either through a full or partial scholarship and / or travel grant. This allows the World Centres to proactively ensure greater participant diversity than Girl Guiding and Girl Scouting Adventures where demand comes from self-funding guests.
- The benefits of this programme to the individuals who take part are evident in the evaluations completed by participants. However, there are some challenges. These include the cost of running the programme, the resource and oversight required to ensure the programme is a high-quality leadership development experience for participants, and variations in the skill level of participants can impact the quality of support the Centre receives.
- Our Chalet hosts a larger number of volunteers in its Volunteer Leadership Programme due to several key factors. Limited local economic feasibility for hiring paid staff means volunteers take on roles like kitchen and cleaning work, increasing opportunities for engagement. With housing for up to 14 volunteers, the Centre can accommodate a larger team, supported by a dedicated Volunteer Coordinator who oversees recruitment, training, and management.

WORLD CENTRE ALIGNMENT WITH WAGGGS MISSION AND VISION

In delivering its Mission and Vision, WAGGGS has developed a [Global Strategy \(2024-2029\)](#) and an Action Plan and Budget 2024-26, where its purpose, priorities and principles have been articulated after consultation with Member Organisations (MOs). The table below lists the Member Organisation priorities and WAGGGS strategic outcomes, and how the World Centre operations align with these objectives, as well as opportunities for development.

Member Organisation Priority One: Identity and unity of the Movement

How the World Centre current operations and activities align:

Current strengths

- The World Centres purpose is to be a space for members of the Movement to come together. They are well known in the Movement and are the space where the highest number of individual members encounter WAGGGS through their own choice. Every visit to a World Centres aims to increase guests' knowledge of WAGGGS and the international Movement.
- World Centres are part of the symbolic framework of WAGGGS and connect the Movement through icon, song and story. World Centres capitalise on being well known in the Movement to engage girls and young women through a strong social media presence. This can foster understanding of international Girl Guiding and Girl Scouting and raise awareness of opportunities to engage with the Movement.
- World Centres deliver Girl Guiding and Girl Scouting activities, ceremonies, day visits, etc. that strengthen connections to the Movement.

Opportunities for development

- The World Centres could strengthen how they promote the relevance and diversity of modern Girl Guiding and Girl Scouting through updating their visual identity as well as aspects of their symbolism. There are also opportunities to strengthen how we showcase the Movement and WAGGGS' work at the Centres.
- They could play a stronger role in raising the profile of WAGGGS and the Movement through leveraging and expanding relationships with external partners and supporters.
- The World Centres have the potential to create more opportunities to convene Member Organisations, supporting common understanding around Girl Guiding and Girl Scouting characteristics and principles and facilitating dynamic dialogue between MOs and WAGGGS.
- Ensure World Centres online presence is evaluated as part of the WAGGGS communications strategy, to grow both reach and impact.

Member Organisation Priority Two: Strengthening the relevance and educational impact of Girl Guiding and Girl Scouting

How the World Centre current operations and activities align:

Current strengths

- In all initiatives, World Centres aim to exemplify quality Girl Guiding and Girl Scouting, delivering impactful, inclusive, and inspiring experiences that make a lasting difference in the lives of participants and their communities.
- Through recent work to better align World Centre programmes with the WAGGGS Growing and Learning Framework, World Centres are better placed to demonstrate how their offer models the characteristics of quality Girl Guiding and Girl Scouting and promotes leadership practice. They also lead sessions about WAGGGS' global programmes such as Free Being Me, Plastic Tide Turners, and Surf Smart, empowering young people with skills and knowledge to address pressing global issues.

Opportunities for development

- Ensure resource allocation to different segments of the World Centre offer is proportional with their potential for reach and impact.
- Continue to strengthen World Centre implementation of the Growing and Learning framework, towards Centres being able to consistently role model the characteristics of quality and train others in this area.

Member Organisation Priority Three: Meaningful global connections for girls and young women ¹⁵

How the World Centre current operations and activities align:

Current strengths

- World Centres deliver Girl Guiding and Girl Scouting adventures, activities, camping, ceremonies, day visits, etc. that create connections and often lifelong friendships. Anecdotally, we have heard time and time again that lifelong leadership journeys in the Movement began in a World Centre.
- World Centres play a pivotal role in delivering core elements of the WAGGGS leadership development experience, including the Helen Storrow Seminar and the Juliette Low Seminar. Through these, as well as the World Centre Volunteer Leadership Programme, participants engage deeply with the WAGGGS leadership model, cultivating essential leadership skills and a global perspective that supports personal and community growth.
- Recognising that international travel is not accessible to all girls and young women in the Movement, World Centres offer international experiences through online events to make international connections more accessible.

Opportunities for development

- Establish greater clarity around mission alignment for each World Centre "product". For those with high mission alignment, consider how to appropriately prioritise and strengthen the "meaningfulness" of World Centre international connections, and our evidence base to demonstrate this impact.

15. Creating meaningful global connections for girls and young women is a highly valued part of WAGGGS offer. For MOs, connections were defined as most meaningful when they develop leadership and global citizenship. We also know that global competence development and evidencing the value of international travel in supporting personal development is an area of strong interest to some MOs.

- Use WAGGGS' Growing and Learning framework and leadership model to establish consistent measures to assess the leadership and global citizenship impact of World Centre experiences and ensure all World Centre teams are sufficiently supported and equipped to deliver accordingly.
- Continue to strengthen internal collaboration to ensure the World Centres are both the delivery model of choice for transformational international experiences and can add significant value to WAGGGS' impact in this area, and that this is reflected in fundraising and programme planning.
- Evaluate the return on investment of online World Centre experiences and establish clarity on their purpose, as regards to promoting the Centres vs. creating meaningful international connections.
- Explore opportunities to make World Centre experiences more accessible to underserved segments of the Movement.
- Consider strengthening relationships with key MOs to develop targeted services that support their international strategies.
- Complete a review of the World Centres Volunteer Leadership Programme and explore prospects to upscale it as part of the WAGGGS international leadership programme.

WAGGGS Global Strategy 2024 – 2029 Strategic Outcomes ¹⁶

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

How the World Centre current operations and activities align:

World Centre Objective: To support WAGGGS to create a united and connected girl and young women-led Movement by:

- delivering engaging Girl Guiding and Girl Scouting adventures for adult members, celebrating the heritage, values, and impact of the Movement.
- providing high-quality Girl Guiding and Girl Scouting Adventures, international leadership events, and volunteer experiences, for girls and young women that build leadership, global citizenship and celebrate the values, heritage, and impact of the Movement.

Current strengths

- Through programmes like the Helen Storrow Seminar, Juliette Low Seminar, youth events and the World Centres Volunteer Leadership Programme, they equip girls and young women with leadership skills rooted in the WAGGGS model, fostering a global sisterhood and shared purpose.
- With robust safeguarding, diversity, equity, and inclusion practices, World Centres provide an inclusive environment where all participants feel valued. By delivering global programmes—such as Free Being Me, Plastic Tide Turners, and Surf Smart—World Centres empower young people to address shared challenges, building unity and strengthening connections across the Girl Guiding and Girl Scouting community.

Opportunities for development

- Agree a framework to capitalise on presence of World Centre volunteers to support meaningful youth participation in WAGGGS, such as during consultation and co-creation processes.
- Strengthen pipeline for World Centre programme participants to be aware of and apply for opportunities to volunteer with WAGGGS.

16. [WAGGGS GLOBAL STRATEGY 2024-2029](#)

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

How the World Centre current operations and activities align:

World Centre Objective: To support WAGGGS in enabling Member Organisations to thrive, promote inclusivity, and deliver a high-quality Girl Guiding and Girl Scouting experiences by ensuring all World Centres resources and projects adhere to the WAGGGS Growing and Learning Framework.

Current strengths

- Through regional trainings, such as the Free Being Me facilitator training, World Centres equip leaders with skills to enhance their local programmes and inspire impactful, inclusive practices.
- The Centres foster meaningful community connections and encourage leaders and participants to bring a spirit of community action back to their home organisations. By offering training and support for leaders, including those traveling as chaperones, World Centres empower them to create enriching, transformative experiences for girls and young women.

Opportunities for development

- Seek more opportunities to offer MO training and development opportunities, through stronger relationships with regional and global capacity development initiatives.
- Explore alternative costing models to make it easier to deliver highly-valued services to MOs through the World Centres.

3. A sustainable WAGGGS

How the World Centre current operations and activities align:

World Centre Objective: To support WAGGGS to achieve sustainability by ensuring strong financial management and long-term viability.

Current strengths

- World Centres consistently operate on a cost-neutral basis or generate surpluses as a collective.

Opportunities for development

- Through strong financial management, cross-organisational collaboration, and continuous improvement in operational efficiency, the Centres enhance their financial viability.
- Additionally, with long-term property plans and a commitment to innovative approaches, World Centres ensure they remain sustainable assets for the global Girl Guiding and Girl Scouting community.
- By continuing to strengthen internal collaboration we can adapt our delivery models to ensure the World Centres can add value and delivery opportunity for WAGGGS' initiatives.
- There is potential for the World Centres to support internal operations by acting as global team hubs.
- Strengthen the exchange of good practice and standards in event management across World Centres and with the global team members managing events.

COMPASS 2032 ¹⁷

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

- World Centres provide an environment for development of leadership skills and empowerment through both long and short-term programmes.
- Volunteers are young women between 18 – 35 and lead large parts of the World Centre programmes and operations for guests during their time at the World Centres.
- Approximately 50,000 members from across the Movement visited the World Centres between 2018 - 2024, but participation is not evenly spread across the regions with much higher numbers for paid events coming from the Western Hemisphere and Europe regions. This is partly counterbalanced through the granting of scholarships and travel grants which as you can see from the regional split of the volunteer programme makes a huge difference. However, the numbers show that there is more work that needs to be done to make the World Centre experiences more accessible to all.






**SECTION
THREE:
VIEWS AND
EXPERIENCES
FROM THE
MOVEMENT**

While the World Centres do not currently have in place a robust system for measuring the immediate and longer-term impact of their programmes, they do capture feedback and insights in several ways to support ongoing improvements to the events, programmes, and activities that they offer. These include:

- **User satisfaction data and feedback** gathered from guests and participants at the end of a visit or stay. This covers both the activities and programmes they took part in as well as their impressions of the overall facilities, amenities, and service levels available.
- **In-depth evaluation forms completed** by World Centre Volunteer Leadership Programme participants at the end of their placement. This captures reflections on the more immersive experience of an extended period spent at a world Centre, and the ways in which the volunteering placement impacts the individual and the skills and personal development gained. Though useful, this is limited in so far as it only captures immediate reactions and reflections at the end of the placement, capturing the longer-term impacts of such volunteering experiences is harder.
- **Dialogue with Member Organisations and the WAGGGS Regional Committees.** This enables the World Centres to evolve and adapt their offerings in response to the needs and interests of the Movement.
- **MO insights** collected through the WAGGGS Annual Membership Engagement Surveys and other MO consultations. This is an opportunity to understand more about views and experiences relating to the World Centres from across all Member Organisations.

In addition to the above, in 2021, to support the development of a vision to guide the work of the World Centres, over 1,800 members from all five WAGGGS regions were consulted to share their views, experiences, and opinions. The insights gathered have played an important role in setting the overall direction for the World Centres since 2021. A key finding from the consultation was that 96% of respondents reported their experience at a World Centre had a positive impact on their lives.

Through these varied mechanisms for capturing feedback, insights, and anecdotal impact stories, several common themes emerge:

- **Personal growth, leadership development and global perspectives:**
 - World Centres provide unique opportunities for Girl Guides and Girl Scouts from around the world to connect, fostering broader perspectives and cross-cultural understanding and learning.
 - Girls and young women use their time at World Centres to explore new skills, build their confidence, self-awareness and independence, and feel empowered to create change in the world.
 - World Centres foster a sense of global awareness, helping participants develop strong values and become active global citizens ready to make a difference.
- 



Volunteering has been a remarkable experience. I have learned, unlearned, and relearned so much, and I'm grateful for every moment. This experience has truly enriched my life.

Volunteer



HSS has convinced me that I do have the power to make change in my community and given me the motivation to follow it through.

Participant



For the past ten years, our Association greatly benefited from the experiences offered by the World Centres. World Centre programs have moulded our girls into bold, responsible and courageous young leaders.

MO executive secretary, Africa Region



Young women and leaders who have been to the World Centres see things from a wider angle, as they meet people from different parts of the world in one place who share the same vision and mission.

International Commissioner, Asia Pacific Region



- **Movement Strengthening**

- A visit to a World Centre often leads to a lifelong connection to the Movement. Participants becoming leaders, volunteers, and advocates with a greater sense of belonging to a truly global Movement, a deeper understanding of WAGGGS and often a renewed level of engagement with their home Member Organisation.
- The experiences and opportunities offered through the World Centres play an important role in attracting, recruiting and retaining members.
- Those who visit a World Centre return to their Member Organisation with new skills to help strengthen Girl Guiding and Girl Scouting at the grassroots level, and a renewed commitment to Girl Guiding and Girl Scouting. They also carry their experiences and personal development to their personal and professional lives beyond Girl Guiding and Girl Scouting.
- It is common for individuals who have experienced the World Centres to go on to hold leadership positions within their national organisation, demonstrating how the World Centre experience can propel individuals into leadership roles that contribute to the Movement's sustainability and future growth.
- Many of WAGGGS individual donors were first introduced to the organisation through their experiences at the World Centres. These experiences have played a crucial role in engaging and retaining supporters, ultimately contributing significant funds to the organisation.



We know that being part of WAGGGS and our global sisterhood makes us unique as a youth serving organisation. We have seen that Girl Scouts who visit the World Centre have a powerful experience of this sisterhood and develop a lifelong commitment to both Girl Scouts and WAGGGS.

Programme Manager, Western Hemisphere



Over the past 6 years, I have witnessed so many changes and impacts the World Centres have brought to members and the Association. Young women who have been to the World Centres have brought fantastic new ideas and good practices from their World Centre experiences back and have felt empowered to use their experience in the Association. They became more enthusiastic and contribute more to the Guiding and Scouting world.

International Commissioner, Asia Pacific

After their learning journeys, they bring home new leadership experiences, ideas for innovation, and particularly the love for the Movement grows deeper. They contribute to local and national programs, especially in our advocacy, learning and training work.

MO executive secretary, Africa Region.

Volunteering here has definitely reignited my commitment to Girl Guides and I am excited to get back to my units when I return home. I will definitely be looking to further my roles in Guiding when I get back as well, including being more involved in my district level, joining committees and gaining new qualifications within my MO.

Volunteer



Key Observations

There is undoubtedly evidence that World Centres provide immense value and opportunity to members across the globe. However, there is a need for stronger systems to monitor and evaluate their immediate and longer-term impact at all levels (on individuals, on national Member Organisations, on the wider global Movement, and on the delivery of WAGGGS' own mission and vision). Only this way will we develop a greater understanding as to the overall impact delivered by the World Centres.

SECTION FOUR: FINANCES, LEGAL, PROPERTIES AND RISK

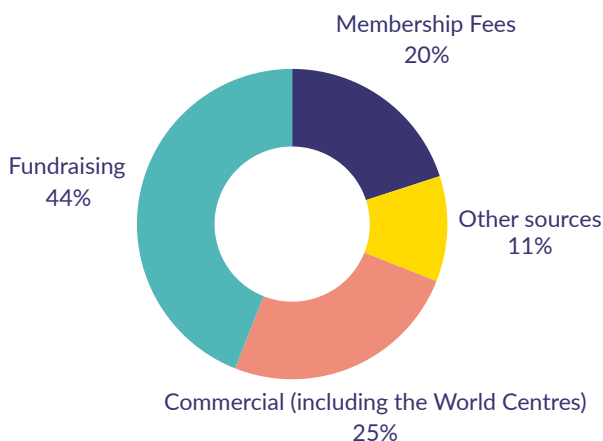


WAGGGS FINANCES

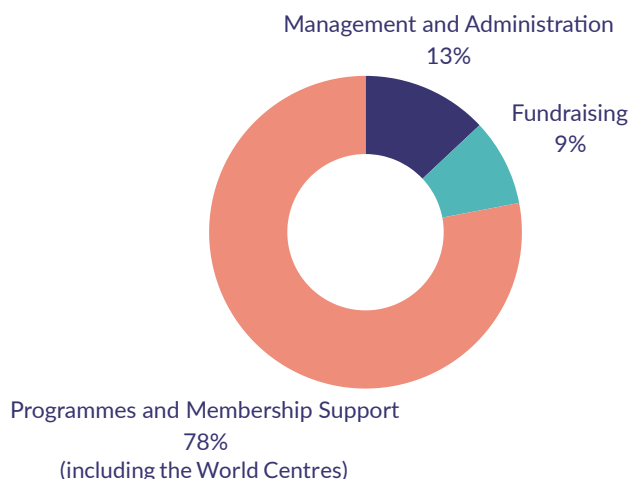
This section will explore and unpack the financial and operational considerations surrounding the World Centres including income, expenditure, performance, staffing and capital expenditure plans.

To put the World Centres finances into context,¹⁸ the below tables provide an overview of WAGGGS income and expenditure annually.

WAGGGS Income



WAGGGS Expenditure



World Centres

The World Centres form part of WAGGGS group audited accounts and are therefore reviewed by our UK auditors annually. In 2024, the World Centres¹⁹ accounted for 28% of WAGGGS' total income and 27% of expenditure (unrestricted and restricted).

For accounting purposes, the World Centres are treated as individual business units, which means that they have direct income, expenditure and surplus/deficit budgets. This captures all operations costs and programme delivery costs, and income from paying guests, individual donations, foundations and others.

The World Centres present a unique financial distinction compared to other WAGGGS costs - when a booking is made, a deposit is paid and held separately, similar to a restricted grant, until the booking is confirmed or cancelled.

18. Based on 2024

19. These figures are unaudited

When presenting World Centre financial information, we aim to provide comparable data whenever possible. However, it's important to acknowledge that comparing World Centres can be challenging due to differences in finance systems, accounting practices driven by local financial requirements, and operating environments. For example:

- Like-for-like income and expenditure are captured differently between sites.
- Pax Lodge, due to its central London location, secures approximately 50% (£230k in 2023) of its accommodation income from independent guests, many of whom are not part of Girl Guiding and Girl Scouting.
- Governance arrangements at Sangam restrict the use of the site to Girl Guiding and Girl Scouting activities and therefore limits the ability of Sangam to deliver other commercial streams of income.
- Programme costs at Our Chalet are higher compared to other Centres due to its location, which is ideal for outdoor activities that come with higher costs.
- The finances of Nuestra Cabaña are atypical when compared to the other Centres as the Centre has recently reopened after an extended period of closure. The reopening is being monitored by the Audit, Finance and Risk Committee and the World Board, with a separate evaluation planned for 2025.



Income and Expenditure²⁰

Total income and expenditure for World Centres based upon 2024 forecast data²¹

World Centre	Our Chalet			Pax Lodge			Sangam			Nuestra Cabaña		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Income	£955,536	£80,612	£1,036,148	£689,633	£39,275	£728,908	£199,102	£54,860	£253,962	£290,334	£89,508	£379,842
Expenditure	£921,078	£169,959	£1,087,354	£631,101	£55,533	£686,634	£196,268	£61,795	£258,062	£325,175	£8,732	£333,907
Surplus / (Deficit)	£34,458	(£89,347)	(£54,889)	£58,531	(£16,257)	£42,274	£2,834	(£6,934)	£4,100	(£34,841)	£80,776	£45,935
Surplus / (Deficit) as % of income	4%	-111%	-5%	8%	-41%	6%	1%	-13%	-2%	-12%	90%	12%

World Centre Combined Restricted and Unrestricted Income and Expenditure²²

World Centre	Unrestricted	Restricted	Total
Income	£2,134,605	£264,255	£2,398,860
Expenditure	£2,073,622	£296,019	£2,369,641
Surplus / (Deficit)	£60,983	(£31,764)	£29,220

20. The financial outcome for restricted funds can vary, showing either a surplus or a deficit, depending on the timing of receipts and expenditures. For example, if Our Chalet receives a £10,000 donation in 2024 for a project, it will be recorded as income in that year. However, if most of the spending for that project takes place in 2025, the 2025 accounts will show a deficit, as the expenses are incurred without corresponding income. This timing mismatch creates a temporary lag, which may appear as a deficit in the accounts.

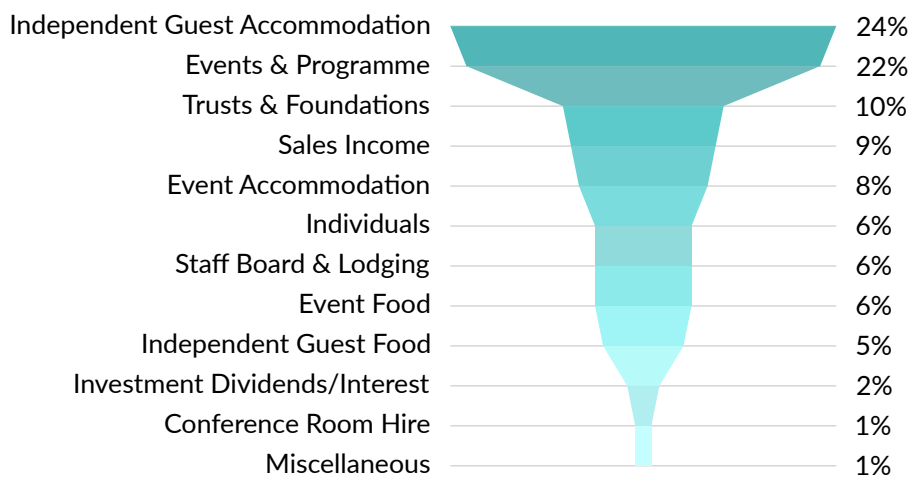
21. 2023 data not available in this format therefore 2024 Q2 data supplied

22. Restricted funding refers to donations or grants given for specific purposes or projects, as outlined by the donor. These funds can only be used for the designated program or initiative and cannot be redirected to other areas of the organisation's work. Unrestricted funding has no specific conditions, allowing them to be used by the organisation as needed in line with the charities purpose.

The World Centres are projected to make a total surplus of £29,220 in 2024, which is approximately 1% of their total income. This is driven by an unrestricted surplus of 3% of total income and a restricted deficit of -12% of total income. Restricted funds are designated for specific purposes, typically for programme delivery (e.g., volunteer costs or leadership events like the Helen Storrow Seminar) and occasionally for capital projects (e.g., building upgrades).

Income

Q2 Forecast 2024 All World Centre Income Source



The World Centres have an annual income of £2,398,860.²³ This includes £2,134,605 from unrestricted commercial activities like Guiding and Scouting adventures, independent guests, and conference hire, and £264,255 from restricted donations and grants.

The highest income stream is Girl Guiding and Girl Scouting Adventures at 36% (including event programs, accommodation, and food), followed by Independent Stays at 29% (including guest accommodation and food). The third highest income stream is charitable donations at 16%, mainly from individual donors. The fourth highest income stream is merchandise sales (9%). The remaining income comes from conference hire, investment interest/dividends and miscellaneous sources (all 1% and under).

It is important to note that increased income from additional bookings also means higher costs for extra staff, catering, cleaning, etc. Therefore, more income doesn't always mean a higher surplus. Balancing high-quality, affordable services with transparent subsidy for the benefit of Girl Guiding and Girl Scouting and the financial needs of running a commercial hostel is essential for evaluating the financial performance of our World Centres.

23. Based on 2024 financial data

Major cost drivers of World Centres

Based upon 2024 forecast data

World Centre	Our Chalet	Pax Lodge	Nuestra Cabaña	Sangam	Average
Staffing (% of income)	40%	34%	27%	29%	35%
Overhead (% of income)	14%	32%	26%	24%	22%
Programme (% of income)	21%	12%	8%	20%	16%
Other (% of income)	26%	23%	38%	27%	27%

Staffing

The largest single cost at our World Centres, like the rest of WAGGGS, is staffing. Staffing makes up 33% of all our World Centre costs. This is only for salaried staff and does not include the cost of volunteers who are captured under programme costs.

Each World Centre is staffed differently based on their context and taking into consideration local salary expectations, employment laws, and job market, among other things. Our Chalet, given its location has the highest staff costs at 40% of income, while Nuestra Cabaña has the lowest with 27% due to having a smaller staff as it reopens.

WAGGGS also outsources some services dependent on the geography – as an example Sangam has salaried cleaners, whereas at Pax Lodge this is outsourced. In all locations, WAGGGS outsources its accounting needs. See appendix 11 for an outline of each Centre’s staffing model and numbers based on 2024 information.

Overhead

Overhead cost area amounts to 24% of total spend. Within this, WAGGGS covers everything from repairs and maintenance to utilities and insurance and is specific to each Centre and how it is captured within the accounting system.



Within WAGGGS annual budget, we plan for ongoing maintenance costs to the World Centres, and where income allows some investment in long-term modernisation. These works are to some extent ad-hoc, depending on the developing needs of the World Centres, but also form part of our longer-term investment in the Centres.

Programme

The World Centres core work of delivering programmes, including the World Centre Volunteer Leadership Programme, to Girl Guides and Girl Scouts amounts 23% on average across the Centres, with Our Chalet the highest at 41%, and Nuestra Cabaña the lowest at 12%. The type, duration, and impact of these programmes at each Centre is covered in other parts of this report.

Other costs

Other costs (17%) associated with the World Centres relate to the effective management of each Centre and include items like IT, communications and marketing, and human resources. WAGGGS charges each Centre a small management fee to cover the cost of central services which benefit the Centres - like audit, finance, and senior management / leadership oversight.



PROPERTY MANAGEMENT

As highlighted earlier in this report, each WAGGGS World Centre is unique, featuring varying facilities such as swimming pools, extensive gardens, and multiple buildings. Some of these features date back to 1932. Managing these properties requires significant time and resources.

Capital Expenditure (CapEx) is money used to buy or improve physical assets, like buildings or equipment. Instead of treating these costs as immediate expenses, they are recorded as assets on the balance sheet, which spreads the cost over several years. This is done through depreciation, where the value of the asset gradually decreases over time.

For example, if an organisation buys a new building for £100,000, it won't show the full cost right away. Instead, it will be recorded as an asset, and a portion of the cost, e.g. £10,000 each year, will be shown as depreciation in the budget.

A CapEx plan helps the organisation manage its money wisely by outlining future investments needed to maintain and improve its facilities. In contrast, a Maintenance CapEx plan specifically focuses on the maintenance, repair, and upgrading of existing assets, equipment, or facilities.

World Centre Managers are responsible for developing and updating a rolling ten-year Maintenance CapEx plan for their Centre, with oversight from the Head of International Operations. To develop the Maintenance CapEx plans, Centre managers record critical information about the property such as the life of the boiler and when it is likely to need replacing, or when flooring has been replaced and is likely to need replacing again. The costs are then incorporated into the Centre's annual budgets wherever possible. Currently World Centres don't have CapEx plans which focus on long term (ambitious) modernisation projects.

This approach is a tool for financial planning and prioritisation and aims to ensure that the necessary funds for capital projects are systematically allocated each year, and the Centres can maintain their facilities in optimal condition while addressing the ongoing needs of their operations. However, when budgets are tight or where there is no long-term capital investment strategy in place, capital investments are usually one of the first areas to be cut. This has been the case for several of the Centres over the last 10 years. Deferring much of the required capital investments now means that buildings need larger than usual capital investment to get the properties back up to standard.

Our Chalet - The property is generally in excellent condition. OCF are responsible for upkeep of the Our Chalet property and grounds and therefore ultimately responsible for the development and fund of the CapEx plan. The OCF plan for the next 3 years individually, but then for 2028-2034 they have put all the years together as it is hard to tell the exact year that some items will need to be taken care of. Our Chalet's CapEx plan covers both large-scale maintenance of the site as well as aspirational improvements to ensure modernising of the facilities. OCF uses the money that OCA pays in rent (circa £60,000 annually) plus money they fundraise to cover the cost of capital projects. This model has meant that the Our Chalet property has been maintained to a high standard and regularly upgraded e.g. building a garage in 2021 and upgrading the Squirrel House building in 2024.

Pax Lodge – The exterior of the property is in reasonable condition in line with its age and use, albeit windows are dated throughout with old, double-glazed units, some of which are blown and are likely to need replacement or repair soon. Internally the property is dated and whilst some works have been done to ensure essential maintenance, and health and safety compliance, it would benefit from comprehensive refurbishment. The Pax Lodge Maintenance CapEx plan includes essential improvement projects, such as shower upgrades, boiler replacement, and exterior painting among others, but does not cover works required to substantially modernise and upgrade the property. The current cost of the Maintenance CapEx plan is planned to be covered by the Centre’s annual operations.

Sangam – The site is located on a large property with most of the buildings constructed between 1964 and 1966. Many of the buildings are tired and in need of refurbishment and upgrading to keep up with ever increasing hospitality standards. For example, the main hall recently had an upgrade of all the doors and windows. The foundations and the integrity of the concrete of some of the structures, including the water tower, need urgent assessment. An engineer is currently being contracted to undertake this assessment. These elements are critical to the safety and long-term viability of the property and the engineer’s report will help determine the extent of the damage and identify necessary repairs, upgrades or replacement to ensure the continued stability and safety of the property.

Nuestra Cabaña – This is a vast property which has not been well maintained for many years. Since reopening the Centre in 2023, WAGGS has invested in essential works including building a new security booth, upgrading parts of the drainage system, termite treatment, upgrading the water well, and painting. However, there is still much more that will need to be done in the coming years to bring the property up to standard, including upgrading the electrics, replacing bathrooms, as well as carpentry and ironworks across the property. Beyond this, the property would benefit from some modernising and remodelling to ensure it is being used to its best capacity and offering guests a quality experience. In early 2025, a full property review will be conducted by an external agency which will be used to develop the Centre’s 10-year Cap-Ex plan. At the moment, only the works for 2025 have been calculated as shown in the table below.

The table below shows the capital investment currently captured in each World Centre Maintenance CapEx plan for the next 5 years. In 2025, all World Centres will have a professional building survey carried out to ensure the CapEx plans include more than just maintenance and are fit for purpose.

World Centre	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)	Year 5 (2029)	Total
Our Chalet	£62,000	£139,000	£81,000	£134,000	£134,000	£550,000
Pax Lodge	£45,000	£54,000	£60,000	£42,000	£19,000	£220,000
Nuestra Cabaña	£50,000	TBC	TBC	TBC	TBC	TBC
Sangam	£63,000	£29,000	£24,000	£43,000	£32,000	£191,000

Key Observations

- Review the current format and regularity of the Maintenance CapEx planning cycle to ensure consistency and standardisation across all the World Centres.
- Set top-level priorities – such as accessibility and environmental sustainability, which should drive each Centre’s individual CapEx strategy to deliver upon WAGGGS core objectives of inclusivity and sustainability.

RISK MANAGEMENT

This section provides an overview of the World Centres' approach to risk management, detailing the primary financial, operational, reputational, and strategic risks identified.

At the organisational level, risk management falls under the responsibility of the World Board, Audit, Finance and Risk Committee and Chief Executive. WAGGGS maintains an organisation-wide risk register, which is reviewed quarterly, and includes a dedicated section covering the World Centres. The Head of International Operations ensures this section remains up to date, incorporating insights from each Centre’s own risk assessment. The largest risk associated with the World Centres at the organisational level is financial risk, which represents a significant portion of WAGGGS' overall risk portfolio.

World Centre Managers are responsible for local risk management and maintain a risk assessment for their Centre that is updated regularly to reflect changing conditions.²⁴ This risk assessment includes the following categories: guests, house and property, finance, staff, contagious illness, and general programme delivery. For specific programme events and activities, additional targeted risk assessments are conducted to identify hazards and apply tailored mitigation strategies.

Staff receive regular training on essential topics including safeguarding, first aid, and emergency protocols. These trainings ensure that all staff are well-prepared to handle potential risks and respond effectively in emergencies.

To improve consistency across all Centres, the assessment cycle, review schedules, and documentation formats are being standardised. This proactive approach ensures comprehensive risk identification and consistent management across locations, fostering safe and effective Centre operations.

The table below gives a high-level overview of the identified risks at the World Centres, assessing their impact, likelihood, and suggested mitigation strategies:

24. See World Centres local risk assessment template in appendix 12.

Risk Category	Risk Description	General	Our Chalet	Pax Lodge	Sangam	Nuestra Cabaña
Financial	Budget shortfalls due to reduced guests, decreased funding or inflation.	Each centre carries out annual budgeting and regular reforecasting to track and adjust expenses. Managers are also focused on expanding and diversifying funding sources. Rising inflation has increased costs across all centres which managers are responding to.	Bookings are strong through 2026, with early reservations allowing flexibility if adjustments are needed. Donations have been steady for the past decade, increasing over the last two years. With good reserves Our Chalet has a financial cushion for unexpected events.	Group bookings are strong through 2026, with early reservations offering flexibility for any necessary adjustments. In the event of cancellations, individual travellers will fill the spots through online booking platforms. Donations have experienced a slight decline over the past two years, and steps are being taken to strengthen relationships with donors to address this trend.	Group bookings remain strong through 2026, though cancellations are challenging to refill due to the lack of a ready market for last-minute bookings. However, since COVID-19, there has been an increase in last-minute reservations, strengthen Sangam's booking pipeline. Donations have remained steady over the past decade and are expected to stay consistent in the coming years. Additionally, income from funded grants has increased over the past two years and shows no signs of changing.	Since reopening, Nuestra Cabaña has seen steady reservations for both scheduled events and independent bookings, though it is too early to predict if this will continue. Delays in obtaining necessary licenses and permits have postponed the opening for non Guiding and Scouting activities, but these are expected to be in place by early 2025, allowing for increased income. Donations to the centre remain strong.
Facilities & Property	Inadequate facilities or resources to deliver high-quality services and experiences	Each centre has a rolling 10-year CapEx plan and carries out regular facility assessments. Annually there are funds allocated to general repairs and maintenance; this rarely extends to larger capital investment projects as funds do not allow for this.	The Our Chalet Foundation manages facility upkeep and has a strong plan and funding for this. However, they occasionally run fundraisers targeting the same donors as WAGGGS, so coordination with the WAGGGS fundraising team is essential.	Prior to 2022, there was a period of low investment in the property and its facilities. Since 2022 significant investment has been made in improvements and maintenance. A comprehensive 5-year work plan is in place to guide these efforts, reliant on Pax Lodges' financial performance.	Sangam has experienced a period of under investment in its facilities. The annual budget prioritises regular and essential maintenance, as outlined in the CapEx plan. However, larger, more costly capital projects are often deferred until funding becomes available to complete them.	In preparation for the upcoming reopening, extensive essential maintenance has been carried out throughout 2023 and 2024. Prior to this, the property had not received regular maintenance, and the closure exacerbated existing issues. Additional funds have been allocated for facility improvements in 2025, and a professional review of the property will be conducted to support the development of the centre's 10-year CapEx plan.
Reputational	Negative feedback spreading across the Movement	All centres have a high customer satisfaction rating and strong word-of-mouth networks from previous guests. Ongoing guest evaluations, allow feedback to be acted upon promptly and transparently before issues escalate.	See general comment.	See general comment.	See general comment.	Nuestra Cabaña is still working to build guest confidence after the closure of the centre due to COVID-19.
Health & Safety	Incidents affecting the safety of guests	All centres implement comprehensive safety protocols, risk assess all activities and conduct regular training.	See general comments Adventure and snow sports activities are offered, all with thorough risk assessments. The Centre partners with vetted external providers to ensure proper processes, insurance, and qualifications are in place. Staff are trained in safeguarding and wilderness first aid.	See general comments.	See general comments. The Centre has a swimming pool and natural wildlife that can pose risk to guests. These are managed by trained staff on first aid and lifeguarding and having protocols in place to manage risk.	See general comments. The Centre has a swimming pool. Currently, staff have not had lifeguard training so its is made clear to guest that they use the pool at their own risk. Training for staff will be completed in Q1 of 2025.

Governance/ Compliance	Non-compliance with local laws or regulations. Ownership and management control, responsibility and decision making. Permitted activities.	Annual audits are conducted. WAGGGS Head of Governance provides oversight on World Centre governance, and where needed local expertise are hired to ensure that local regulations are adhered to. Managers ensure compliance with all other essential requirements, including health and safety, fire safety, and staff and volunteer training.	OCA is currently an unregistered association, which is not a risk in itself but could present some challenges. Additionally, the land is owned by OCF and not by WAGGGS. While this is not a risk on its own, it is important to be aware of this arrangement.	See general comment.	Don't currently hold an FCRA (Foreign Contribution Regulation Act). Ongoing work to achieve this. Ongoing work to review details of the trust deed/ownership of the land poses a risk.	Historically Nuestra Cabaña has been operated through two entities. As of Q4 2024, a third has been established to enable greater flexibility in permitted income streams and tax status, etc. This needs to be monitored closely to ensure full compliance.
Programmatic	Programmes deliver low or no impact.	All Centres regularly conduct surveys to collect participant feedback and implement changes and improvements. Additionally, staff receive ongoing training in WAGGGS non-formal education and leadership methodologies.	See general comment.	See general comment.	See general comment.	See general comment.
Strategic	Failure to meet or add value to strategic goals of WAGGGS and the Movement.	Oversight for World Centres strategy is led by the Head of International Operations. Strategic plans are regularly reviewed and adapted. Quarterly updates are provided to the World Board for review.	See general comment.	See general comment.	See general comment.	See general comment.
Environmental	External environmental factors affecting operations.	Develop an emergency response plan, conduct risk assessments.	Extreme hazards such as avalanche, land slide, flash flooding on trails and high winds are infrequent but possible during off-site activities. Advance weather warnings are always monitored, and adaptations are made to programmes and activities as required. High winds, although rare, can cause damage to trees or create flying debris that could affect the Our Chalet site. In such cases, everyone should be kept indoors for safety.	Hazards, including heavy rainfall, flooding, and high winds, particularly during extreme weather events are possible but very infrequent. In such an event, weather warnings are monitored, and adaptations are made to programmes and activities, as required. In addition, being in London there is possible risk of terrorism, in such an event, Government safety alerts will be monitored and safety guidance followed.	The monsoon season can bring heavy rainfall that may lead to localized flooding. Additionally, high temperatures during the summer months can pose risks related to dehydration and heat exhaustion. Dust storms and strong winds can also occur. Weather conditions are closely monitored, and safety measures are in place, including adjusting activities during extreme weather, ensuring adequate hydration, and providing shelter during storms or extreme heat to ensure the safety and comfort of all visitors.	The region is seismically active, with occasional earthquakes posing a risk to the centre and its surroundings. While Cuernavaca is generally safe, travellers to nearby Mexico City may encounter civil unrest, protests, or crime. Visitors are advised to stay informed, follow safety guidelines, and remain alert. Weather and security risks are monitored, with necessary adjustments made to activities and safety protocols to protect guests.

<p>Technological</p>	<p>Cybersecurity breaches or data loss. Old and out of date technology equipment becoming slow and obsolete.</p>	<p>WAGGGS contracts an external IT consultant to manage IT systems and security. The consultant is responsible for implementing robust IT security measures, conducting regular staff training on cybersecurity, and ensuring compliance with GDPR.</p>	<p>See general comment.</p>	<p>See general comment.</p>	<p>See general comment. Additional risk of power surges that can affect equipment.</p>	<p>See general comment.</p>
<p>Human Resources</p>	<p>Recruitment and retention challenges, poor performance, high salary expectations.</p>	<p>Rising salary cost is a risk across all World Centres. Annual appraisals, salary bench marking, local advice, staff development and retention strategies are put in place to manage this.</p>	<p>See general comment.</p>	<p>See general comment.</p>	<p>See general comment.</p>	<p>See general comment.</p>





SECTION FIVE: CONCLUSIONS AND RECOMMENDATIONS



CONCLUSION

The World Centres remain central to WAGGGS' mission, offering invaluable spaces for girls and young women to connect, develop leadership skills, and contribute to the global Movement. While these Centres have evolved to balance their mission with the need for financial sustainability, there is still work to be done to ensure their continued success and relevance. The Centres' unique offerings, including leadership development programs and Girl Guiding and Girl Scouting adventures, provide meaningful experiences that align closely with the goals outlined in the WAGGGS Global Strategy.

To secure the long-term viability of the World Centres, it is essential to address the financial challenges and to develop a clear, sustainable operational model. This report outlines the current state of the World Centres, highlights the need for continued financial investment, and calls for strategic decisions to ensure they remain vital and impactful assets within WAGGGS. Future plans for all World Centres, including exploring different business models were not included in the report. Making decisions and recommendations about the future strategic directions of the World Centres is essential. However, it is important to recognise that we are still gathering crucial information. This process will continue into next year with the Kusafiri Motion 10 report, assessing its viability to remain permanently in one African region country, and the Nuestra Cabaña year one review. Any strategic decisions must be informed by these forthcoming insights to ensure they are based on comprehensive data. Additionally, these decisions must align with WAGGGS' broader work and mission to ensure long-term sustainability.

RECOMMENDATIONS

The following recommendations are intended to guide the future development and sustainability of the World Centres. They are divided into two categories: those already planned within existing staff work plans and those that will require additional investment. It is important to note that the implementation of these recommendations will occur at a pace that aligns with current resources, meaning that not all actions can be executed immediately. These recommendations are designed to be phased in gradually, ensuring that each step is carefully considered and resourced appropriately.

Within existing plans:

01

Risk

Standardisation of the assessment cycle, review dates, and formats across all Centres. This proactive approach ensures that risks are effectively identified and managed, supporting the safe and successful operation of the World Centres.

02

Enhance financial management systems

Continue to strengthen the financial oversight of each Centre by establishing transparent policies, setting capital expenditure targets, and updated budgeting tools. Consistent financial reporting will improve accountability and support long-term financial health.

03

Financial self-sufficiency

Each Centre should generate sufficient surplus to cover its operational needs and support capital investment plans. This work has already begun with World Centres increasing the amount they cover of WAGGGS central support cost (HR, Finance, Management) in 2024 and will continue into 2025 and beyond.

04

Member Organisation engagement and communication

Engage with Member Organisations strategically about the World Centres through established channels, such as the Membership and Regional Support team, Regional Committees, and Regional Plans. Where appropriate, encouraging



Member Organisations to consider the World Centres as the primary destination for international travel and exchanges for their members. Additionally, develop resources to assist Member Organisations to promote the World Centres and to support their members to participate in activities, both virtually and in-person, that offer opportunities to learn about and celebrate the diversity of the Movement.

05

Maximise strategic alignment and potential of World Centres

Ensure that the World Centres are considered for delivering WAGGGS activities and events. Initiatives such as forums, committee meetings, conferences, leadership programmes, and capacity-building workshops should consider Centre locations if it is viable and could enhance income, synergy, and visibility for WAGGGS.

06

Optimise product mix

Continue to refine and adjust each World Centre's product mix to align with its unique strengths, audience, and context, building on high-potential use cases that support financial and mission-driven goals. For example, Our Chalet and Pax Lodge could focus on increasing their income revenue, while Sangam and Nuestra Cabaña might focus on community-centric and volunteer-led initiatives. This tailored approach will maximise impact and revenue opportunities by catering to the specific strengths of each Centre, ensuring their offerings remain relevant and appealing to both WAGGGS members and external visitors.

Outside of existing plans:

07

Long-term capital investment strategy

Develop a comprehensive capital investment strategy for each World Centre to build upon existing Maintenance CapEx plans and focus on the modernisation of facilities. This strategy should be informed by expert advice, outline how costs will be covered, and prioritise enhancements that reflect WAGGGS' core values, such as inclusivity and environmental sustainability.



08

Impact monitoring and evaluation framework

Strengthen and further standardised the Key Performance Indicators (KPIs) framework across Centres (and WAGGGS) to allow for more robust impact measurement and easier comparison, whilst also maintaining a level of tailoring to each Centre's specific context, objectives and strengths (e.g., community engagement at Sangam, income generation at Pax Lodge). This framework will facilitate more consistent impact assessment and help define value add for Girl Guides and Girl Scouts who visit. A more robust and comprehensive approach to data collection and evaluation would be essential in assessing both the short and long-term impact on individuals and the organisations they represent to gain a greater understanding of the Centres' overall impact and value to WAGGGS and the Movement. This impact framework would not be unique to the World Centres but applicable to all WAGGGS delivery to ensure consistency in approach.

09

Setting the strategic direction

Once WAGGGS has gathered and analysed the necessary information, it is essential to establish a clear strategic direction for the World Centres alongside all other WAGGGS delivery mechanisms and assets. A focused, long-term plan will ensure that the World Centres monitor the right deliverables and ultimately contribute effectively to WAGGGS' mission, driving both organisational success and meaningful outcomes for girls and young women globally.

10

Review governance models for efficiency and agility

Review and refine the governance structures of each World Centre, ensuring that the most efficient and effective models are in place. This process should focus on optimising oversight mechanisms and enabling agile decision-making, while maintaining adherence to best practices in governance and compliance.

WAGGGS is committed to maintaining strong and responsible management of the World Centres. This report provides a comprehensive overview and valuable insights into the Centres and has been carefully reviewed by the World Board and the Audit, Finance, and Risk Committee. Further research planned for 2025 will inform the World Board's development, over this triennium, of a strategic direction for the World Centres.





APPENDIX



1. Stakeholder consultation list

Name	Position	Organisation
Richard Antcliffe	Director, Finance & Commercial	Girlguiding UK
Emma Guthrie	International Commissioner	Girlguiding UK
Adwoa Aidoo	Sr. Director of Global Girl Scouting	Girl Scouts of the USA
Anne Nordness Smith	Sr. Vice President, Property Strategy	Girl Scouts of the USA
Emily Henehan	K-12 Programme Manager	Girl Scouts of the USA
Mattias Gils	International Commissioner	Belgium
Jennifer Adami	International Commissioner	Luxembourg
Ronja Kok & Lea Heiling	International Commissioner	Austria
Mina Jadhav	World Centre Manager	Sangam
Pankaja Bhagwat	Accountant	Sangam
Amir Amanpour	World Centre Manager	Pax Lodge
Tanya Tulloch	World Centre Manager	Our Chalet
Martha Concha	World Centre Manager	Nuestra Cabaña
Itziar González Amuchástegui	Accountant	Nuestra Cabaña
Jen Barron	World Centre Consultant	Kusafiri
Nupur Patel-Shah	Head of Finance	WAGGGS
Louise Sargeant	Interim Head of Finance	WAGGGS
Sulari Jayewardana	Immediate Past Chief Commissioner	Sri Lanka Girl Guides Association
Kusantha Herat	Chief Commissioner	Sri Lanka Girl Guides Association
Visakha Thilakarathne	Former Chief Commissioner	Sri Lanka Girl Guides Association
Ridmashi Fernando	Young Leader	Sri Lanka Girl Guides Association
Nadeeka Gunasekara	International Commissioner	Sri Lanka Girl Guides Association



2. World Centre Operating Context

Factors	UK	Switzerland	India	Mexico
Purpose restrictions	<ul style="list-style-type: none"> Pax Lodge operates as part of the WAGGGS Charitable Incorporated Organisation (CIO) and therefore is restricted by the same object set out in the constitution: 'to further the aims of the Girl Guide/Girl Scout Movement by providing girls and young women with opportunities for self-development through leadership, responsible citizenship and service in their own and world communities'. Nothing in the constitution shall authorise an application of the property of WAGGGS for purposes which are not charitable in accordance with section 7 of the Charities and Trustee Investment (Scotland) Act 2005 and/or section 2 of the Charities Act (Northern Ireland) 2008. 	<ul style="list-style-type: none"> The Our Chalet Foundation object states its 'purpose is the management of the buildings and their surroundings belonging to the property of Our Chalet and thereby the preservation and development of the Girl Guide and Girl Scout International Centre, Our Chalet Adelboden, as a meeting place for young people from all over the world and particularly for member organisations recognized by the World Association of Girl Guides and Girl Scouts (WAGGGS)'. The Our Chalet Association's purpose is 'To further the object of the World Association of Girl Guides and Girl Scouts in accordance with its Constitution by supporting and managing a centre and holiday home for Girl Guides and Girl Scouts at Adelboden, Switzerland' and 'to hold the assets - with the exception of real estate - held for the management and running of 'Our Chalet' (Notre Chalet, Unser Chalet) which shall be a meeting place for young people from all over the world and particularly for members from organisations recognised by the World Association of Girl Guides and Girl Scouts.' ²¹ In Switzerland, associations and foundations are governed by the Swiss Civil Code. Associations, regulated by Articles 60-79, and Foundations, governed by Articles 80-89. Both must also adhere strictly to the objectives in their governing documents. 	<ul style="list-style-type: none"> The Trust Deed states the objects are: <ul style="list-style-type: none"> a. For the establishment in Asia of a World Centre of Girl Guiding and Girl Scouting for the promotion of unity of purpose and common understanding in the fundamental principles of Girl Guiding and Girl Scouting throughout the world and to encourage friendship amongst girls of all nations within frontiers and beyond. b. To provide facilities for the accommodation of visiting Girl Guides and Girl Scouts of all countries which are members of the World Association or working towards membership irrespective of creed, race, class or nationality. The Bombay Public Trusts Act, 1950 regulates charitable trusts in Maharashtra to ensure that trust property is only used for the purpose for which the trust was created. If trust property is misused, the Charity Commissioner can intervene. It also ensures that the trust funds are used for the intended charitable purposes. 	<ul style="list-style-type: none"> The Cabaña, S.A. DE C.V., corporate purpose is to establish international centres for Girl Guides and Girl Scouts, promoting international friendship and understanding of tThe Movement. It can acquire real estate and engage in legal and commercial activities to support its mission. Nuestra Cabaña, A.C., purpose is managing the "Nuestra Cabaña" centre in Cuernavaca, running events and activities that promote the Girl Guides and Girl Scouts' Movement and fostering international unity, friendship, and character development among young girls, especially in Mexico. The Association must use fees, donations, and property exclusively to cover expenses related to its purpose, with any surplus being kept in reserve and used to improve services and acquire necessary assets. WAGGGS México Comercializadora, S.A. DE C.V. corporate purpose is to manage Nuestra Cabaña, offering lodging, event spaces, recreational services, and food and beverage options, while managing assets, partnerships, and transactions essential to its operations locally and internationally.
Charitable grants/ donations	<ul style="list-style-type: none"> As part of WAGGGS Charitable Incorporated Organisation (CIO), Pax Lodge, is eligible to apply for grants and can accept donations from individuals. 	<ul style="list-style-type: none"> The Our Chalet Association is an unregistered association, which in Switzerland refers to an organisation that has not registered in the commercial registry but still operates under the Swiss Civil Code. Unregistered associations in Switzerland can apply for grants, but some grant-making organisations and donors require that associations be registered as a condition for funding. The Our Chalet Foundation is registered and can take advantage of charitable funding opportunities within Switzerland. Donations from taxpayers in Switzerland, to the OCF and OCA, can be deducted under Swiss tax law, as both are tax exempt. Our Chalet Association does not have controlling power over the property or the Our Chalet Foundation but is able to fill many seats on the OCF. 	<ul style="list-style-type: none"> Sangam can legally receive donations from Indian citizens and organisations. However, to accept donations from foreign individuals, groups or organisation, it needs an FCRA (Foreign Contribution Regulation Act) certificate. This certificate ensures foreign funds are used properly and don't pose risks to India's security. Sangam's FCRA registration expired in 2019 and has not been able to be renewed due to delays in bureaucracy and stricter Indian laws that have made it harder for many organisations to get or renew FCRA approval. As a result, any foreign funds, including those from WAGGGS, are now treated as commercial income and taxed at a rate of 18.5%. 	<ul style="list-style-type: none"> Receiving donations is possible for NCA and TC however, not having Donataria Autorizada status could impact the organisation's ability to attract certain types of donors, especially those seeking tax benefits. This special status, that you get by registering with the Servicio de Administración Tributaria (Mexico's federal tax authority) allows organisations to receive tax-deductible donations, from both domestic and international donors. Neither NCA nor TC have Donataria Autorizada status. Initial setup is estimated as £2,500 to £5,500, with ongoing annual compliance

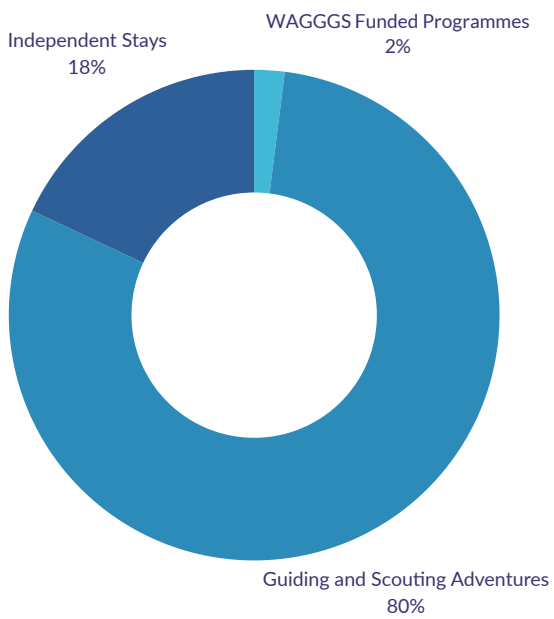
				at approximately £450 to £1,800 per year. In case a donation is received, that income would be considered as taxable in either of the entities who may receive them. The corporate tax in Mexico is 30% and could be taxable for VAT in case it comes from a Mexican entity.
Commercial activities	<ul style="list-style-type: none"> At the end of the financial year, any income generated from non-Guiding activity is transferred to WAGGGS trading entity. Any profits derived from this activity are then gift-aided back to the WAGGGS charity entity. This means that the trading entity donates the profits to the charity under the Gift Aid scheme. The Gift Aid scheme allows the charity to reclaim the tax paid on these donations from the government, thus increasing the funds available to the charity. Additionally, this process helps the trading entity reduce its corporation tax liability, as the donation to the charity is considered a legitimate expense that lowers its taxable profits. 	<ul style="list-style-type: none"> Unregistered associations in Switzerland can engage in small-scale or incidental commercial activities, if these activities support their primary non-profit purpose. However, if the association engages in significant or regular commercial activities (services to those outside of those stated in their statutes), it must register with the commercial registry to comply with Swiss law and avoid potential legal or financial liabilities. Therefore, the Our Chalet Association, as an unregistered association, may not carry out many commercial activities to the public. They deliver services and activities to those within the Movement that support the objectives outlined in the statutes. When promoting our services, it is important to avoid the use of commercial platforms such as Booking.com, which are designed for commercial enterprises. However, the use of Airbnb is permitted, as it is regarded as a platform for private homeowners. 	<ul style="list-style-type: none"> Sangam's charitable purpose limits the rental of its accommodation and facilities to members and friends of the Girl Guiding and Girl Scouting Movement. Therefore, it cannot engage in commercial activities for the public, like advertising on platforms such as Booking.com. 	<ul style="list-style-type: none"> The Cabaña S.A. de C.V. (the Holding Company) is legally able to run commercial activities such as the services that are provided at the Nuestra Cabaña World Centre. However, if it operates the Centre, it will assume all associated risks, thereby compromising the security of the land and property it owns. Nuestra Cabaña A.C. is a not-for-profit association and is not legally permitted to run commercial activities of the level it would take to operate the Nuestra Cabaña World Centre. It is not possible in Mexico for a charity to run income-generating activities as charitable activities. We are in the process of setting up a new company to carry out the commercial trading activities of the Nuestra Cabaña World Centre.
Human Resources	<ul style="list-style-type: none"> WAGGGS can hire anyone with the right to work in the UK. To hire staff from outside the country, WAGGGS needs a licence. The organisation currently holds 1 licence, which is being utilised., therefore Pax Lodge is not able to employ anyone that does not have the right to work in the UK. Volunteers have a Charity Worker Visa (Temporary Worker) previously known as Temporary Worker - Charity Worker visa (T5). We assign a Certificate of Sponsorship to 	<ul style="list-style-type: none"> Our Chalet staff are paid by OCA, although their employment contracts are with WAGGGS. International staff recruitment in Switzerland is feasible but regulated. Switzerland has a free movement agreement with the EU and EFTA (European Free Trade Association) countries, making it easier for nationals from these countries to work in Switzerland but they still need a residence permit and work permit. To hire non-EU/EFTA Nationals, employers must demonstrate that the position cannot be filled by a Swiss or EU/EFTA candidate and must comply with the following: <ul style="list-style-type: none"> a. Employers must offer salaries and working conditions that match Swiss standards, regardless of the employee's nationality. 	<ul style="list-style-type: none"> Local staff recruitment should not exceed 19. If the number of local staff exceeds this, additional local labour laws would apply to Sangam leading to increased compliance requirements and costs. International staff recruitment is possible, but an employment visa requires a minimum salary of £19,344 (25,000 USD); which is a large amount considering the operational requirements at Sangam for the various posts and the financials of Sangam. It is also important to check the current visa rules of India including qualifications for employment etc. Volunteers – For short-term volunteers, staying for 3 months, they can do so legally 	<ul style="list-style-type: none"> The law in Mexico establishes that a working relationship is constituted when a subordination figure is set in any sort of entity; corporate or individual, and the employer is obligated to pay social security quotes and local taxes of approximately 26% of the sum of salaries paid. The relationship must be in compliance with the Federal Labor Law in which some benefits must be paid to them such as Christmas bonus, holidays, among others. For volunteers, the relationship is set through WAGGGS and until now the only expenses that have been paid are travel expenses and/or transportation. NCA

	<p>each volunteer for them to apply for their Charity Worker Visa. A volunteer can apply for their visa up to 3 months prior to travel.</p>	<ul style="list-style-type: none"> ◦ b. Employers must register all employees with the Swiss social security system, contributing to old-age, disability, unemployment insurance, and occupational accident insurance. ◦ c. International employees working in Switzerland must obtain Swiss health insurance within three months of arrival. • Volunteers – There is a special 'scout' visa that Our Chalet is eligible for volunteers of 90 or 120 days. 	<p>on a tourist visa. For longer-term volunteers, visa rules state that they need to apply for an employment intern/volunteer visa which lasts for 1 year.</p>	<p>facilitates the accommodation and meals and in some cases medical assistance.</p>
Licences/ Permits	<ul style="list-style-type: none"> • Under the terms of the lease WAGGGS has with the local council, Pax Lodge can operate as a youth hostel. Income from non-Guiding and Scouting guests is allowed but must be taxed as commercial income (see commercial activities above). Other income is treated as either charitable donations or income which means it either has little or no tax. 	<ul style="list-style-type: none"> • Since our customers are members of our Movement, we are currently exempt from the requirement to obtain a catering license, though we have annual government health inspection of the kitchen and kitchen management. However, if we were to extend our meal services to the public, it would necessitate hiring an individual who holds the appropriate catering license. • We do not hold a taxi license so we are limited in the amount of transports we can do for guests. We can transport guests for programme purposes though and those are covered by our auto insurance as well. • In addition, OCF must get approval from the local authorities and often the neighbouring property owners for building and improvement projects. At this time, they have reached the limit for new square footage being added. 	<ul style="list-style-type: none"> • To conduct its activities, as per the information available, Sangam can operate based on its current trust and tax registrations. Sangam is also registered under the Goods and Service Tax Act, as Goods and Service Tax must be charged on stay income, event income, food income, etc. 	<ul style="list-style-type: none"> • To operate fully the new entity will need to obtain approximately six licenses & permits (local and municipal operations, selling food and beverages, events venue, restaurant, Bed and Breakfast). This is something that must be verified with the licences granted for NCA for the water wells No. 8770 and 8771 and these licences are verified by the attorneys.
Tax Implications	<ul style="list-style-type: none"> • See commercial activities section above. 	<ul style="list-style-type: none"> • Swiss associations can operate commercially, but revenues and profits from these activities are generally taxable. Non-profit associations primarily focused on charitable or social goals may remain exempt from income tax on non-commercial activities, while commercial ventures trigger additional tax obligations, especially VAT, corporate income tax, and social security contributions if staff are employed. • Our Chalet must apply for tax exemption approximately every 10 years. On 24 March 2017 approval was once again granted by the Steuerverwaltung des Kantons Bern for the non-commercial activities at Our Chalet. • It does not pay taxes on profits made by the OCA if the profits are reinvested to further the not-for-profit purpose of the OCA. 	<ul style="list-style-type: none"> • As per the registration as a Charitable institution under Sec 12A of the Income Tax Act with the Tax Authority in India, Sangam must ensure the utilisation of the income as per the rules laid out in the specified Act for charitable organisations. The law states that commercial transactions cannot exceed 20% of the total income in the financial year. The implication of this is a possible loss of charitable status as per the tax laws and payment of tax on surplus as calculated by the Indian Tax Act. 	<ul style="list-style-type: none"> • The Cabaña S.A. de C.V. as with any holding Company, including the new entity, are taxed under the general tax regime in Mexico, which means that profits are subject to 30% income tax. • Nuestra Cabaña A.C. is a non-profit organisation, but not entitled to receive donations. So, it is only permitted to conduct activities under the subject for which it was incorporated.
Governance	<ul style="list-style-type: none"> • Pax Lodge operates as part of the WAGGGS Charitable Incorporated Organisation (CIO) in the UK, rather than as a separate entity. 	<ul style="list-style-type: none"> • The World Centre Manager and Head of Governance manage the relationship with OCF. OCA meets legal requirements for approving key documents but does not provide any daily oversight or strategic oversight. 	<ul style="list-style-type: none"> • The original trust deed dated 26th of December 1963 states – The Government of Maharashtra has granted revenue free a piece of land for the purpose and objects of 	<ul style="list-style-type: none"> • Entities are obligated to annually complete some corporate documents such as shareholder meetings which approves the results of the previous

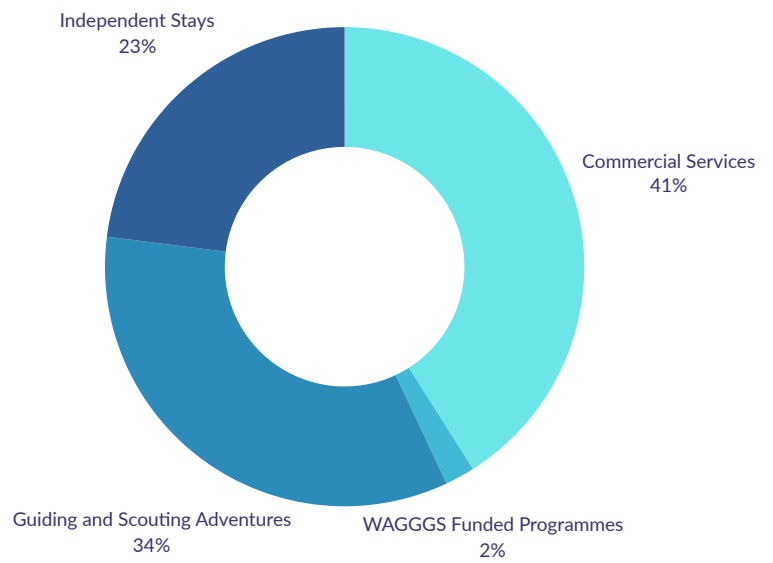
	<p>This structure means that, operationally, Pax Lodge functions like other WAGGGS departments, with the World Board serving as the organisation’s ultimate decision-making body. All activities at Pax Lodge must align with the objectives outlined in the WAGGGS Constitution.</p>	<p>Our Chalet’s day-to-day operations are managed through the relationship between the Head of International Operations at WAGGGS and the Our Chalet Centre Manager.</p>	<p>the World Association. The Bank of India was appointed as custodian trustee. Paragraph 3 of the Deed states –The Bank convents to hold the said land and the buildings to be erected thereon in perpetuity in trust for the World Association.</p> <ul style="list-style-type: none"> On a reading of the Deed the term “lease” has not been referred to in any paragraph. Hence it is conferred that the land belongs to the World Association subject to the adherence of the objects stated. Non-adherence to the usage of the land to the objects of the World Association and the charitable purpose, could lead to the possibility of the land been taken back by the government. Sangam is in the process of getting the property evaluated by a Registered Property Evaluation Agency. This would help in assessing the quality and physical state of the property and understanding the maintenance and rebuilding costs, if any. The Sanad (official government document) also states that the state government can revoke the grant of land for any public purpose by the collector giving a declaration to the effect. This is a risk for Sangam. Sangam recommends having the property documents especially Sanad and the original Trust Deed evaluated by a lawyer for a better understanding of the legal standing and risks, if any. 	<p>year, and in some cases such documents are also used for granting or revoking power of attorneys, among other activities. Also, in the case of being a Foreign Investment Entity in Mexico, they are subject to sometimes file information with the National Registry of Foreign Investment Ministry.</p>
Accounting	<ul style="list-style-type: none"> Pax Lodge is supported by the WAGGGS finance department and uses the same financial systems as the rest of WAGGGS. 	<ul style="list-style-type: none"> Our Chalet contracts a Swiss accounting company for bookkeeping and assistance with language specific administrative tasks such as employee benefits, contact with local authorities, interpretation of legal documents in German, etc. 	<ul style="list-style-type: none"> Sangam contracts an Indian accountant for financial support. Sangam must use a local accounting software that speaks to the government’s systems and submits online reports and returns. The various compliances have different periodicity for filing. They are monthly, quarterly and annually as per the statutory reporting periods. 	<ul style="list-style-type: none"> Nuestra Cabaña contracts a Mexican accountancy company for finance support. In Mexico, businesses must follow specific requirements for federal taxes. This includes filing monthly and annual reports, such as the trial balance and chart of accounts, directly from their accounting system. Each entry must be linked to its corresponding electronic invoice. All this information is then exported into an XML file that meets the electronic structure required by the tax authorities for validation and therefore requires the use of a local accounting system.

3. Product mix by individual World Centre

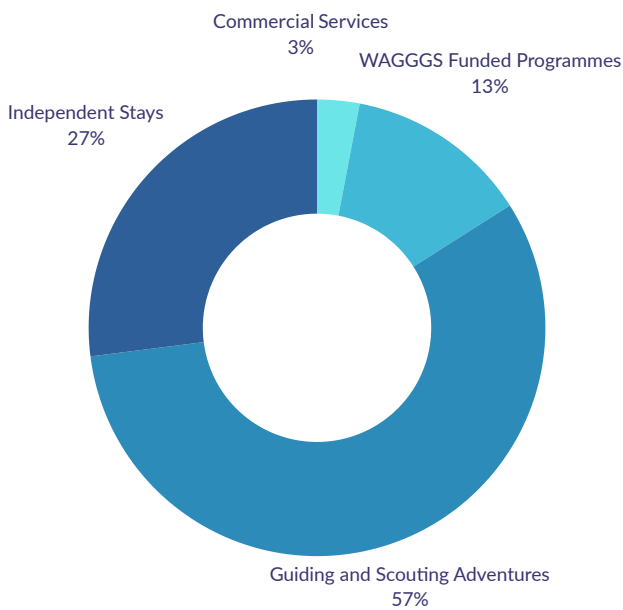
Our Chalet - Product Mix



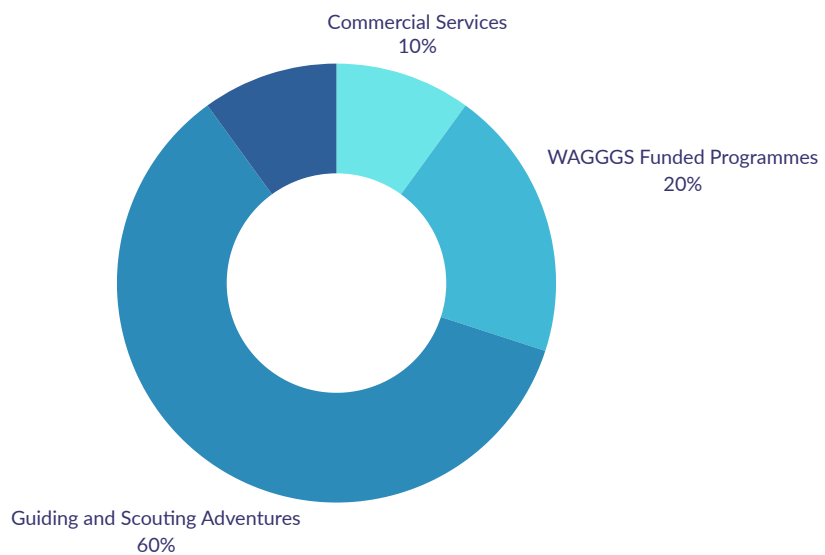
Pax Lodge - Product Mix



Nuestra Cabaña - Product Mix



Sangam - Product Mix



4. WAGGGS Funded Programmes co-delivered or hosted at a World Centre over a two-year period (2019/2023).

Our Chalet	2019	2023
WAGGGS Leadership Development Programmes	<ul style="list-style-type: none"> • Juliette Low Seminar (7 days, 36 participants) • Helen Storrow Seminar (7 days, 36 participants) • Sustainable Development Goals Event (7 days, 34 participants) • Volunteer Programme (3 months, 33 participants) 	<ul style="list-style-type: none"> • Volunteer Programme (3 months, 33 participants)
WAGGGS Global Programmes	<ul style="list-style-type: none"> • Free Being Me (FBM) training (7 days, 47 participants, 2 events) • WAGGGS game (90 mins, 223 participants, 8 sessions) • Stop the Violence (STV) introduction workshop (38 participants, 2 sessions) • Stop the Violence National Training (4 nights, 7 participants) 	<ul style="list-style-type: none"> • Surf Smart taster – (15mins, 93 participants, 4 sessions) • Surf Smart trainer training (2 hours, 35 participants, 4 sessions) • Girl Powered Nutrition (GPN) – (90mins, 40 participants, 4 sessions) • FBM (90 mins, 40 participants, 4 sessions) • Action on body confidence (ABC) train the trainer (1 day, 8 participants) STV train the trainer (1 day, 8 participants)
WAGGGS other		<ul style="list-style-type: none"> • Informal Europe region International Commissioner meeting (3 days, 24 participants)
Pax Lodge	2019	2023
WAGGGS Leadership Development Programmes	<ul style="list-style-type: none"> • Juliette Low Seminar (JLS) (7 days, 19 participants) • Volunteer Programme (3 months, 14 participants) 	<ul style="list-style-type: none"> • JLS - Celebrating Us: Connected Communities (7 days, 35 participants) • Volunteer Programme (3 months, 14 participants)
WAGGGS Global Programmes	<ul style="list-style-type: none"> • WAGGGS Motion 32 - Young Leader Event (7 days, 12 participants) 	<ul style="list-style-type: none"> • Surf Smart – delivered 16 sessions for 1,257 people
WAGGGS other	<ul style="list-style-type: none"> • In-person World Board meeting (3 days, 16 participants) 	
Sangam	2019	2023
WAGGGS Leadership Development Programmes	<ul style="list-style-type: none"> • Juliette Low Seminar (7 days, 27 participants) • Volunteer Programme (3 months, 16 participants) 	<ul style="list-style-type: none"> • JLS - Celebrating Us: Connected Communities (7 days, 57 participants) • Volunteer Programme (3 months, 6 participants)
WAGGGS Global Programmes		<ul style="list-style-type: none"> • Surf Smart – (16 sessions, 320 participants)STEM (36 sessions, 1,076 participants) • STEM (36 sessions, 1,076 participants) • Free Being Me Asia Pacific Facilitator Training (5 days, 20 participants)
WAGGGS other		
Nuestra Cabaña	2019	2023
WAGGGS Leadership Development Programmes	<ul style="list-style-type: none"> • Juliette Low Seminar (7 days, 35 participants) • Volunteer Programme (3 months, 16 participants) 	<ul style="list-style-type: none"> • Volunteer Programme (3 months, 3 participants)
WAGGGS Global Programmes	<ul style="list-style-type: none"> • 1 WAGGGS Motion 32 event 	<ul style="list-style-type: none"> • All for the Planet Climate Change event (5 days, 8 participants) • Free Being Me Western Hemisphere Facilitator Training (7 days, 20 participants)
WAGGGS other		

5. Our Chalet events information

Our Chalet 2019			Our Chalet 2023			Our Chalet 2024		
Event name and dates	Event length (nights)	No. of participants	Event name and dates	Event length (nights)	No. of participants	Event name and dates	Event length (nights)	No. of participants
Mini Break (22/03/19 - 24/03/19)	2	19	New Year Break 10 + (29/12/22 - 03/01/23)	5	14	New Year Break 10 + (29/12/23 - 03/01/24)	5	33
Mini Break (04/05/19 - 06/05/19)	2	20	Mini Break 1 (13/01 - 15/01)	2	20	New Year Break 16 + (29/12/23 - 03/01/24)	5	4
Mini Break (10/05/19 - 12/05/19)	2	59	Winter Adventure YUNGA - Biodiversity (12/02 - 18/02)	6	34	NYB 16 + (29/12/23 - 05/01/24)	7	12
Mini Break (17/05/19 - 19/05/19)	2	90	Winter Adventure 4 night (20/02 - 14/02)	4	12	Bespoke Programme (13/01 - 14/01)	1	14
Mini Break (24/05/19 - 26/05/19)	2	10	Winter Walking Week (05/03 - 11/03)	6	8	Ski 5 day (20/01 - 26/01)	6	2
Winter Adventure (07/04/19 - 19/04/19)	6	13	Winter Adventure 8 night (16/03 - 24/03)	8	10	YUNGA Winter Adventure (11/02 - 17/02)	6	69
Spring Break (14/04/19 - 20/04/19)	6	17	Mini Break 2 (24/03 - 26/03)	2	11	Winter Adventure (18/02 - 24/02)	6	11
Spring Break (21/04/19 - 27/04/19)	6	30	Basel Girl Scouts Mini Break (02/06 - 04/06)	2	26	Winter Walking Week (03/03 - 09/03)	6	10
Swiss Challenge 3 (29/06/19 - 07/07/19)	8	81	USAGSO Camp (10/06 - 16/06)	6	70	Bespoke Programme (18/04 - 25/04)	7	11
Swiss Challenge 4 (13/07/19 - 21/07/19)	8	17	Explore 1 (24/06 - 30/06)	6	26	USAGSO Camp (08/06 - 14/06)	6	90
Swiss Challenge 5 (26/07/19 - 03/08/19)	8	68	Adventure 1 (01/07 - 07/07)	6	40	Discover 1 (16/06 - 22/06)	6	38
Swiss Challenge 6 (04/08/19 - 12/08/19)	8	69	Discover 2 (12/07 - 18/07)	6	57	Explore 1 (23/06 - 29/06)	6	78
Swiss Challenge 7 (17/08/19 - 25/08/19)	8	63	Explore 2 (23/07 - 29/07)	6	56	Adventure 1 (01/07 - 07/07)	6	39
Mini Swiss Challenge 1a (11/06/19 - 15/06/19)	4	32	Adventure 2 (30/07 - 05/08)	6	57	Discover 2 (08/07 - 14/07)	6	48
Mini Swiss Challenge 4a (13/07/19 - 17/07/19)	4	52	Mini Discover (07/08 - 09/08)	6	6	Discover 4 (18/07 - 24/07)	6	14
Mini Swiss Challenge 4b (17/07/19 - 21/07/19)	4	41	Discover 3 (11/08 - 17/08)	6	76	Explore 2 (27/07 - 02/08)	6	111
Mini Swiss Challenge 8 (27/08/19 - 31/08/19)	4	35	Explore 3 (19/08 - 25/08)	6	46	Discover 3 (04/08 - 10/08)	6	63
EF Mini Break 1 (25/06/19 - 27/06/19)	2	27	International Friendship Week (13/09 - 21/09)	8	27	Explore 3 (11/08 - 17/08)	6	45
EF Mini Break 2 (07/07/19 - 09/07/19)	2	22	Autumn in the Alps (22/10 - 28/10)	6	10	Explore 4 (19/08 - 25/08)	6	77
EF Mini Break 3 (22/07/19 - 24/07/19)	2	24	Ski 3 day (18/12 - 22/12)	4	5	Walking and Hiking Week (07/09 - 14/09)	7	16
Walking Week (12/09/19 - 17/09/19)	5	7	Ski 5 day (22/12 - 28/12)	6	1	Bespoke Programme (18/09)	1	10
International Friendship Week (21/09/19 - 29/09/19)	8	45	22	119	653	International Friendship Week (21/09 - 29/09)	8	57
Swiss Experience Week (30/09/19 - 07/10/19)	8	7				Bespoke Programme (27/12 - 28/12)	1	tbc

Half Term Break 1 (12/10/19 - 18/10/19)	6	31				25	135	871
Half Term Break 2 (19/10/19 - 25/10/19)	6	1						
VA Mini Break (22/10/19 - 25/10/19)	3	24						
Christmas in the Alps (23/12/19 - 29/12/19)	6	1						
New Year's Break (30/12/19 - 03/01/20)	4	9						
Winter Adventure (17/02/19 - 24/02/19)	7	17						
30	151	982						

6. Pax Lodge events information

Pax Lodge 2019			Pax Lodge 2023			Pax Lodge 2024		
Event	Event length (nights)	No. of participants	Event name and dates	Event length (nights)	No. of participants	Event name and dates	Event length (nights)	No. of participants
World Thinking Day Friday 22nd February 2019 PM session	0.5	35	WTD Saturday am session 25.02.23	0.5	6	WTD Session Hendon Division 11.02.24	0.5	105
World Thinking Day Saturday 23rd February 2019 AM session	0.5	19	WTD Saturday pm session 25.02.23	0.5	30	WTD Saturday am session 24.02.24	0.5	111
World Thinking Day Saturday 23rd February 2019 PM session	0.5	22	WTD Sunday am session 26.02.23	0.5	13	WTD Saturday pm session 24.02.24	0.5	35
World Thinking Day Sunday 24th February 2019 AM session	0.5	30	WTD Sunday pm session 26.02.23	0.5	95	WTD Sunday am session 25.02.24	0.5	46
World Thinking Day Sunday 24th February 2019 PM session	0.5	37	JamBrownee 1-4.06.23	3	29	WTD Sunday pm session 25.02.24	0.5	14
JamBrownee (4-day session) 30.05-02.06	3	55	Journey Through London 1 25-30.06.23	5	65	Inspiring Spring 11-14 April 2024	3	6
Journey Through London 1 23-28.06	5	26	Journey Through London 2 02-07.07.23	5	26	JamBrownee 30.05.24-02.06.24	3	31
Journey Through London 2 07-12.07	5	39	Journey Through London 3 09-14.07.23	5	59	Journey Through London 1 23-28.06.24	5	36
Journey Through London 3 21-26.07	5	36	Journey Through London 4 16-21.07.23	5	50	Journey Through London 2 30.06.24-05.07.24	5	45
Journey Through London 5 18-23.08	5	12	Journey Through London 6 06-11.08.23	5	63	Journey Through London 4 21-26.07.24	5	42
Trefoil Week (Now called Global Friendship) 13-17.10	4	32	Global Friendship Week 26.11.23-01.12.23	5	15	Journey Through London 5 28.07.24-02.08.24	5	43
12	34.5	378	12	40	492	Journey Through London 6 04-09.08.24	5	32
						Global Friendship Event 10-15.11.24	5	11
						14	38.5	601

7. Nuestra Cabaña events information

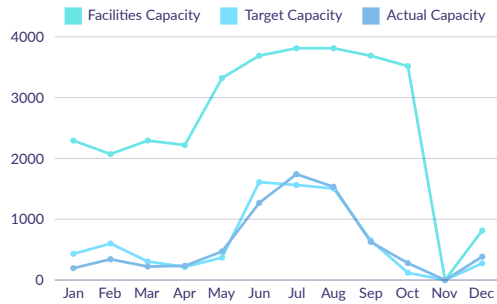
Nuestra Cabaña 2019			Nuestra Cabaña 2023			Nuestra Cabaña 2024		
Event name	Event length (nights)	No. of participants	Event name and dates	Event length (nights)	No. of participants	Event name and dates	Event length (nights)	No. of participants
New Years Eve	7	35	RENEWAL GET-TOGETHER, 29th October to 5th November	7	13	Let's Celebrate - FOC annual gathering, 7-11 Feb	5	79
Monarch Butterfly	7	26	Todas por el planeta: Latinoamérica y el Caribe, 18th Nov to 22nd	4	8	Girl Scouts of Colorado, leaders training, 13-17 Feb	4	18
Pick and Mix	7	16	FBM/ABC Regional Experts Facilitators Training, 3-9 Dec	6	20	World Thinking Day, week event, 19-26 Feb	7	7
Splash into Spring	7	16	3	17	41	World Thinking Day, day pass, 24 Feb	1	77
Sea Adventure	7	30				Taste of Mexico 1, 9-16 Mar	7	48
Splash into Spring	7	19				Mexico adventure: Summer Friendship 3, 3-10 Aug	7	10
Leaders in Action	7	13				Real Mexico: Day of the Dead, 27th Oct-3rd Nov	7	22
Summer Friendship	7	85				Natural Mexico: Monarch Butterflies, 17-24th Nov	7	47
Summer Friendship	7	20				8	45	308
Summer Friendship	7	26						
Day of the Dead	7	37						
Monarch Butterfly	7	23						
13	91	421						

8. Sangam events information

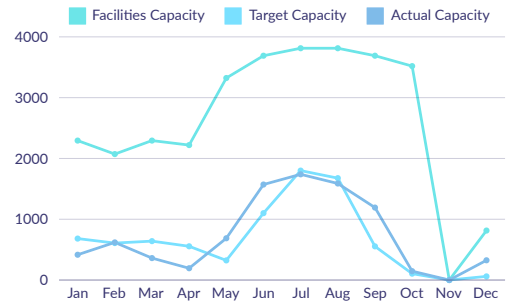
Sangam 2019			Sangam 2023			Sangam 2024		
Event name and dates	Event length (nights)	No. of participants	Event name and dates	Event length (nights)	No. of participants	Event name and dates	Event length (nights)	No. of participants
Body Mind & Soul (29 December 2018 – 2 January 2019)	4	9	Discover Incredible India (22 - 28 January 2023)	7	9	Discover Incredible India 22 - 28 January 2024	7	15
Reach for the Stars II (9 - 18 January 2019)	8	13	Celebrating World Thinking Day (17 - 23 February 2023)	7	14	Celebrating World Thinking Day -19 - 25 February 2024	7	7
Celebrating World Thinking Day (14 – 23 February 2019)	8	1	Come Home (16 - 22 June 2023)	7	11	Celebrating Us: Holi Festival - 21 - 27 March 2024	7	31
ISGF Special Event (21 – 25th February 2019)	4	14	Magic Masala (6 - 13 August 2023)	8	54	Indian Summer Flavours - 3rd - 7th April 2024	5	13
Be The Change: Global Goals II (4 – 10 March 2019)	6	13	Leaders Today II (16 - 22 August 2023)	7	18	Come Home - 18 - 24 June 2024	7	4
Essence of India II (19 – 25 March 2019)	6	6	Diamond Countdown 3 (11 - 17 October 2023)	7	7	Brave Space 4 - 10 July 2024	7	17
Mangoes and Mermaids (8-14th April 2019)	6	20	Magic Masala II (3rd - 6th November 2023)	3	9	Leaders Today - 9 - 15 August 2024	7	52
Special Event South Langbaugh (12th - 15th April' 2019)	3	14	7	46	122	Diamond Countdown Two! - -11 - 17 October 2024	7	9
Essence of India I (27 June - 4 July 2019)	7	48				Connect, Camp & Celebrate - 21 - 27 December 2024	7	10
Discover Your Potential I (10 – 19 July 2019)	8	12				9	61	158
Discover Your Potential II (22 – 31 July 2019)	8	31						
Discover Your Potential III (3 - 12 August 2019)	8	45						
Discover Your Potential IV (15 – 24 August 2019)	8	49						
Reach for the Stars I (1 - 10 September 2019)	8	7						
Essence of India II (1 - 7 October 2019)	6	2						
Special Event Maureen (13th - 22nd October' 2019)	8	10						
Special Event Royal Wootton Bassett Rangers (23-25th October ' 2019)	2	26						
Food Festival at Sangam (1 - 7 November 2019)	6	6						
GGA World Centres Tour (1st - 7th November 2019)	6	10						
Saris and Spices - Pre JLS open event (9 - 13 November 2019)	4	3						
Gifts for Change (20 - 26 December 2019)	6	6						
Body Mind and Soul (29 December 2019 - 3 January 2020)	5	2						
21	135	347						

9. Occupancy 2023 and 2024

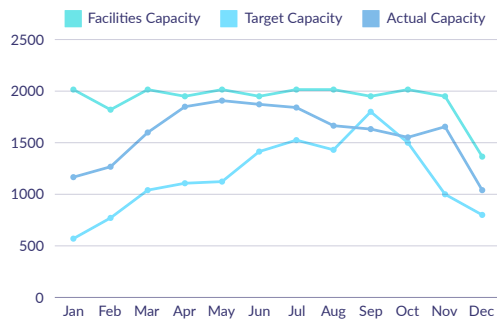
Our Chalet Occupancy 2023



Our Chalet Occupancy 2024



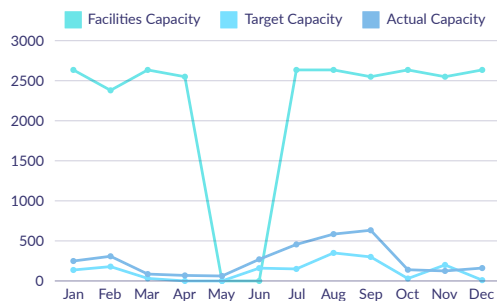
Pax Lodge Occupancy 2023



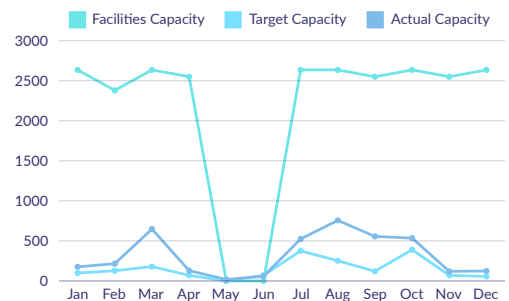
Pax Lodge Occupancy 2024



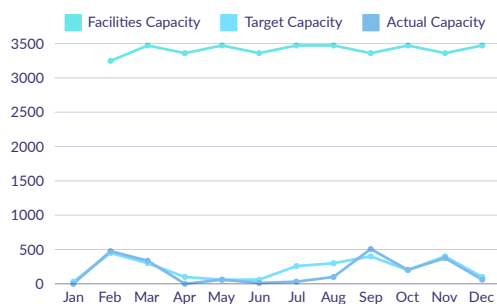
Sangam Occupancy 2023



Sangam Occupancy 2024

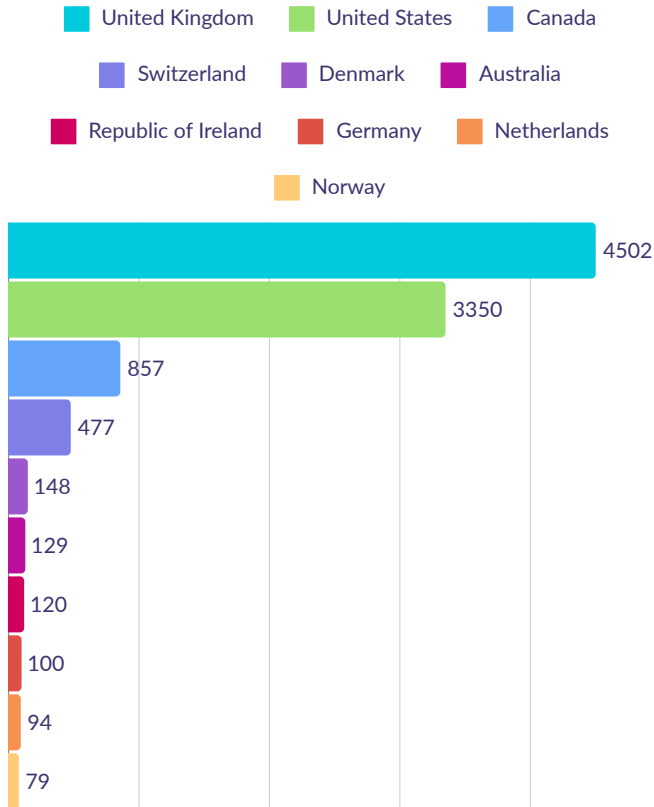


Nuestra Cabaña Occupancy 2024

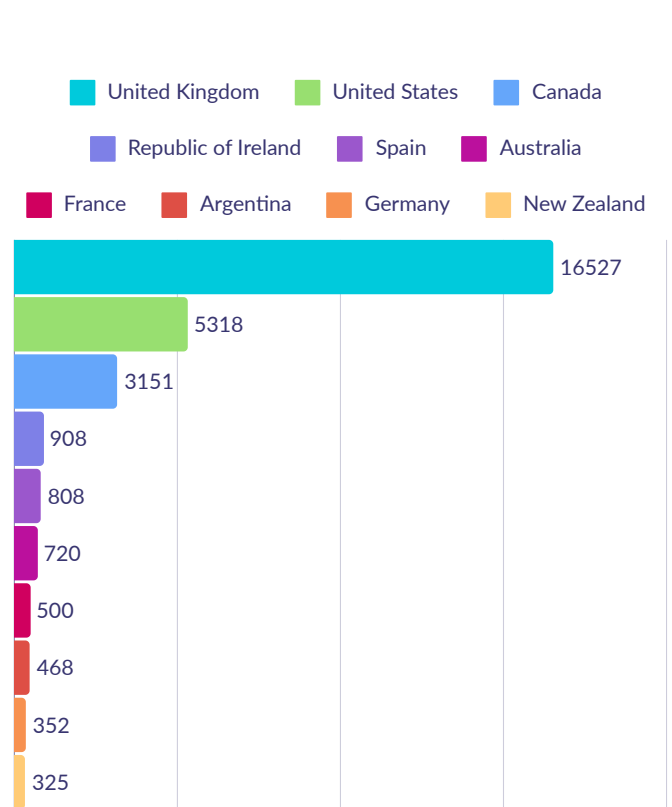


10. Visitors' origins information

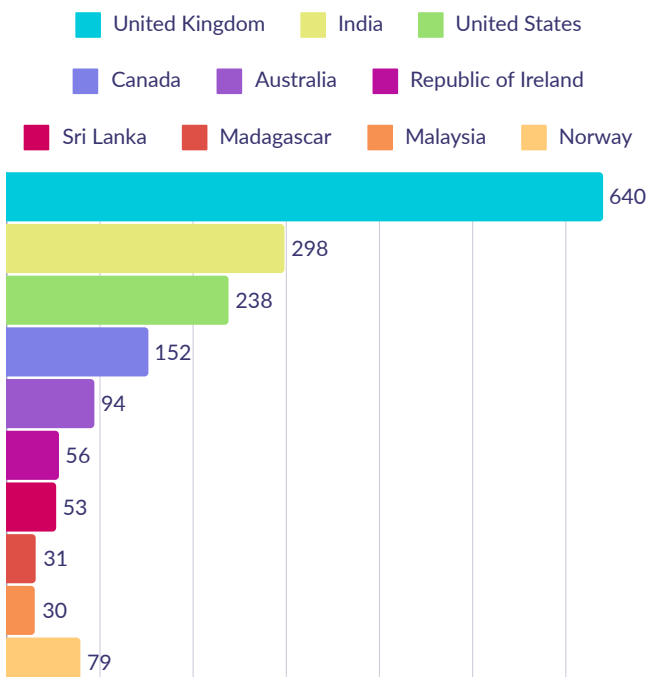
**Our Chalet top 10 visiting countries
(2018, 2019, 2023 & 2024)**



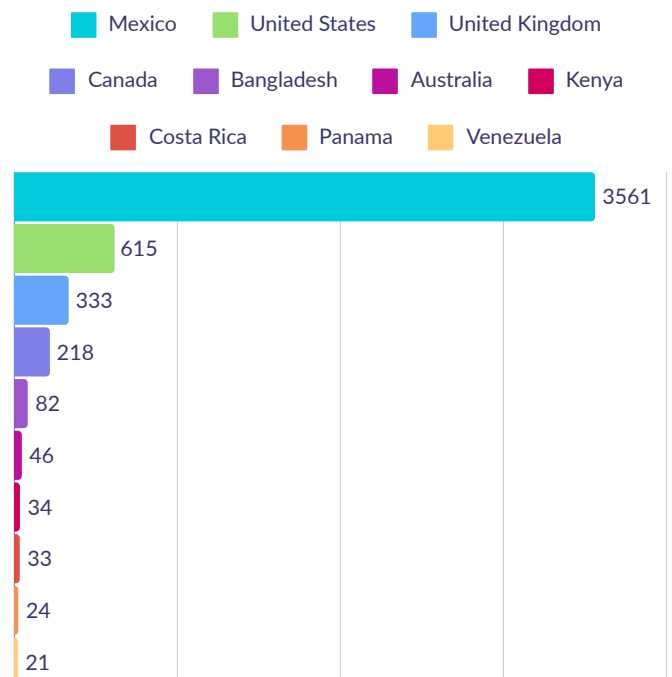
**Pax Lodge top 10 visiting countries
(2018, 2019, 2023 & 2024)**



**Sangam top 10 visiting countries
(2018, 2019, 2023 & 2024)**



**Nuestra Cabaña top 10 visiting countries
(2018 & 2019)**



11. Outline of each Centre's staffing model and numbers based on 2024 information.

World Centre	Our Chalet	Pax Lodge	Sangam	Nuestra Cabaña
Employees	<ul style="list-style-type: none"> World Centre Manager Deputy World Centre Manager Volunteer Coordinator Programme Coordinator Office Coordinator Maintenance Coordinator Kitchen Coordinator 	<ul style="list-style-type: none"> World Centre Manager Operations Manager Programme Manager Front of House Coordinator x 3 Finance Officer 	<ul style="list-style-type: none"> World Centre Manager Guest Services Coordinator Programme Assistants X 2 Office Assistant Kitchen Staff x 5 Maintenance Staff x 6 	<ul style="list-style-type: none"> World Centre Manager Programme Manager Cooks x 2 Cleaners x 2 Maintenance Staff x 4
Regular contractors	<ul style="list-style-type: none"> Bookkeeper 	<ul style="list-style-type: none"> Cleaning company Gardener 	<ul style="list-style-type: none"> Accountant Security Gardener Pool operator 	<ul style="list-style-type: none"> Lawyers Accountants Temporary event staff
Volunteers	<ul style="list-style-type: none"> 8-14 short-term volunteers at any time that focus on cooking, cleaning, communications, guest services and programme delivery. 	<ul style="list-style-type: none"> 3-5 short-term volunteers at any time, that focus primarily on programme delivery but also support with guest services, laundry, kitchen and communications. 	<ul style="list-style-type: none"> 3 short-term volunteers at any time that focus on programme delivery. 1 longer-term volunteer that leads all Sangam programmes. 	<ul style="list-style-type: none"> 4-6 short-term volunteers at any time that focus on programme delivery, communications and guest services. 1 long-term volunteer assisting with programme delivery. 1 long-term volunteer assisting with guest services.



12. World Centre Overarching Risk Assessment Template

Risk Profile	
Date Created	
Date Revised	

Risk No	Risk Description (incl potential cause)	Commentary and rationale	Grade	Owner	Current Controls/Actions	Required specific actions (with completion date)	Target Ranking	Actions on track
		Current signs of the threat and why it may be a problem			Specific actions that are known to be in place and working	Further actions that are deemed Value for Money and appropriate to manage the current risk. Include a date as to when the action can be implemented.	Where the risk will be once actions have taken place	🚫 or 😊 ▪
H&P1	Security of unlocked buildings and rooms	To date, there have not been real security issues due to doors being unlocked, but there is some concern by guests.	C3	WCM	We have strong motion detector lights around the property to dissuade people who should not be on the property. We are very remote and don't seem to attract problems.	Investigate potential of locks on doors, adding door to attic room and adding doors to shower stalls.	B3	▪ ▪ ▪ ▪ 😊 ▪
								▪

Chart of Risk							
Likelihood	Almost Certain	E					
	Likely	D					
	Possible	C					
	Unlikely	B					
	Rare	A					
			1	2	3	4	5
			Insignificant	Minor	Moderate	Major	Catastrophic
			Impact				
😊 ▪	All Actions on Track						
🚫 ▪	Serious Issues						



GLOSSARY

Term	Description
Accessible	Designed to be usable by all people including people with disabilities.
Bed nights	A common metric used in hospitality, representing the number of nights a guest stays at a facility.
Bed night Tracker	The document used to track bed nights.
CapEx (Capital Expenditure)	Money spent on acquiring or upgrading physical assets like buildings or equipment.
CapEx Plan (Capital Expenditure Plan)	A written plan that helps identify, prioritise, and track capital expenses to achieve long-term financial and property goals.
Centres	Used interchangeably with "World Centres", to describe the physical locations (permanent or temporary) managed by WAGGGS that serve as international hubs for Girl Guiding and Girl Scouting activities.
Constitution	A set of rules that establish and outline how entities are governed.
Commercial activities and services	Activities undertaken by the World Centres to generate income.
Compass 2032	A strategic framework developed by WAGGGS to guide its work and the development of the Movement through 2032.
Deficit	A financial situation where expenses are greater than income, resulting in a shortfall or negative balance.
Entity	An organisation, company, or legal structure that has its own existence and can enter into contracts, own property, or engage in legal actions.
Event Fee Scholarship	Funding given to a participant to cover part or all of their event fee to support their participation in a World Centre event.
Events	Programmes run by World Centres on particular themes.
Free Bailment Agreement	An arrangement where one party doesn't receive anything in exchange for the agreement.
Governance	The system of rules, practices, and processes by which an organisation is directed and controlled.
Growing and Learning Framework	A framework developed by WAGGGS to ensure the quality of programmes.
Head of International Operations	The senior leadership position within the World Association of Girl Guides and Girl Scouts (WAGGGS) responsible for overseeing and coordinating the World Centres.
Independent Guests	Guests that stay at World Centres who do not participate in an event. However, they may pay to join activity sessions if events are on while they are staying.
Legal and Regulatory environments	The systems of laws, rules, and regulations that govern the operations of organisations within a particular country, region, or industry. These frameworks establish the legal boundaries within which entities must operate and provide guidelines for compliance, governance, and enforcement.
Maintenance CapEx Plan	A detailed plan focused specifically on the capital expenditures required for the ongoing maintenance, repair, and upgrade of existing assets, equipment, or facilities.
Member Organisations (MOs)	The national organisations that are members of WAGGGS and deliver Girl Guiding and Girl Scouting in their countries.
Motion 9	A resolution passed at the 38th WAGGGS World Conference, requiring the evaluation of the future of the World Centres.
Motion 10	A resolution passed at the 38th WAGGGS World Conference, locating Kusafiri in Ghana on a temporary basis to be reviewed in 2026.

Term	Description
Movement	The 10.8 million girls and young women from 153 countries and territories who are members of WAGGGS.
Participant	A person who takes part in a World Centre event
Product mix	The mix of activities delivered at a particular World Centre. For example, one Centre may focus more on independent guests and deliver less events while another may focus on events and take independent guests on occasion.
Operating model	How an organisation operates on a day-to-day basis to deliver its goals.
Programmes	The suite of activities delivered by World Centres including in person events, virtual events, volunteer and internship programmes.
Revenue-generating initiatives	Activities and strategies that a Centre uses to earn money and increase profits.
Subsidiary	An entity that is owned or controlled by another entity, called the parent company.
Surplus	A situation where income exceeds expenses, creating extra funds. It is not called a profit because it is usually used in non-profit organizations or when the extra funds are set aside for specific purposes, not for profit distribution.
Sustainability	The ability to maintain financial health and viability over the long term, ensuring the continued success of an organisation.
Travel Grant	Funds given to a participant to support their travel to a World Centre to participate in a programme.
Trust Deed	A legal document that establishes a trust and outlines how it will operate.
Unrestricted and Restricted Income	Terms used to describe different types of financial income, where 'unrestricted' can be used for any purpose and 'restricted' is designated for specific uses.
Virtual Programmes	Programmes run by the World Centres online.
Visitor	A person who comes to spend time at or stay at a World Centre.
WAGGGS	World Association of Girl Guides and Girl Scouts, an organisation that supports and empowers girls and young women around the world.
WAGGGS central support cost	The fee that is paid by World Centres to the WAGGGS operational budget to help cover the Salary/time of other staff within WAGGGS that support the World Centres such as the Head of International Operations and finance/human resources staff members.
WAGGGS Mission and Vision	Mission: To help girls and young women develop their potential as responsible citizens of the world Vision: To create an equal world where all girls can thrive
World Centre Intern	A volunteer that lives at a World Centre for a specified period of time and supports a particular area of work such as Guest Services or Marketing and Communications as part of a leadership development programme.
World Centre Virtual Volunteer or Intern	A volunteer who supports a World Centre from their own place of residence.
World Centre Operational Volunteer	A person who freely offers to support the World Centres onsite by donating their time and talents.
World Centre Volunteer	A volunteer that lives at a World Centre and volunteers at the World Centre as part of a leadership development programme.
World Centre Volunteer Leadership Programme	A programme that enables individuals to develop leadership skills through volunteering at the World Centres.
World Centres	Used interchangeably with "Centres", to describe the physical locations (permanent or temporary) managed by WAGGGS that serve as international hubs for Girl Guiding and Girl Scouting activities.



!Merci! شكرًا لكم!
Gracias! Thank you!



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trello.com/b/60WB36hY/waggs



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@nuestracabanamx
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