



WORLD ASSOCIATION OF GIRL GUIDES
AND GIRL SCOUTS
(A Charitable Incorporated Organisation)

Trustees' Annual Report
and Financial Statements for the year ended
31 December 2018

CIO Number: 1159255

Our Mission is...

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

Our Vision is...

All girls and young women are valued and take action to change the world

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INTRODUCTION

The trustees are pleased to present the annual report and consolidated financial statements of the Charitable Incorporated Organisation (CIO), which was formally registered with the Charity Commission for England and Wales on 18 November 2014.

This report and financial statements cover the year ended 31 December 2018.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements. The financial statements comply with WAGGGS' constitution, the Charities Act 2011 and the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), published on 16 July 2014. The report and financial statements also comply with the requirements of section 13 of the Charities (Protection and Social Investment) Act 2016.

CHAIR'S REPORT

Twenty eighteen was a dynamic and fulfilling year for the World Association of Girl Guides and Girl Scouts (WAGGGS). We put girls firmly in the spotlight and encouraged them to share their stories, speak out on the global stage and create changes for the better.

We are thrilled to present highlights of the incredible impact that Girl Guides and Girl Scouts have made for girls and young women across the world. These highlights infuse pride and generate excitement across WAGGGS, proving why our worldwide Movement continues to grow.

Whether putting an end to child marriage in Malaysia, helping refugees in Greece, working with female prisoners in Rwanda or fighting street harassment in Chile, Girl Guides and Girl Scouts play a huge role in making change happen.

In 2018, our 150 Member Organisations included 9.7 million Girl Guides and Girl Scouts. Tens of thousands of those Girl Guides and Girl Scouts had experienced at least one of our amazing five World Centres, as volunteers, as participants in programmes like the Helen Storrow Seminar, or as visitors.

Through the UPS Diversity and Inclusion Leadership Programme, we have continued to help Member Organisations engage with girls and young women from underrepresented communities and recruit and retain volunteers into Girl Guiding and Girl Scouting. Our rapid response team of volunteers supported potential Member Organisations to join WAGGGS in all five of our global regions.

We celebrated the Movement on World Thinking Day, the biggest day of the year in the Girl Guiding and Girl Scouting calendar. Members from more countries than ever participated on the day, which this year focused on leadership.

Our work with the Dove Self Esteem Project both through Free Being Me and our new Action on Body Confidence programme reached 873,000 lives in 2018, and over 4.8 million since 2013.

We took delegations of young women to high profile international events including the 62nd United Nations Commission on the Status of Women to speak out on matters affecting Girl Guides, Girl Scouts – and girls and young women – everywhere.

At the end of the year we began a project to ensure WAGGGS' longer term financial sustainability looking on strategic and structural changes so we can continue to offer value to our Members. We will continue this work in to 2019.

All of this was possible thanks to our enthusiastic volunteers, committed staff and our generous supporters. We have already achieved so much, and together there is much more to be done.

As we look to the future we see our strong, vibrant, united Movement working to deliver even bigger impact. In 2019, we will increase connections and capacities between our member organisations. Girl Guiding and Girl Scouting will continue to convince young women of their unlimited potential and prepare them to meet the challenges of the modern world. We will work to reach more girls and create a more equal, safe and happy world for every girl.

Ana Maria Mideros
WAGGGS World Board Chair

OUR PURPOSE AND ACTIVITIES

Our purpose is to further the aims of the Girl Guide and 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.

Our Mission is to enable girls and young women to develop their fullest potential as responsible citizens of the world. Our Vision is that all girls are valued and take action to change the world.

Girl Guiding and Girl Scouting is the world's only movement for every girl and any girl. We believe that each of them deserves to be the best they can be. Free to make what they want from the Movement, girls learn by doing, making friends and having fun. In safe, local spaces, girls develop the skills and attitude to change themselves, their communities and our world.

WAGGGS keeps the global Movement thriving, united and growing. We have Member Organisations in 150 countries worldwide. Between them, they have a combined membership of 9.7 million, including 728,000 volunteers.

At the core of the Girl Guide and Girl Scout experience is our model of non-formal education, which supports the development of girls and young women in diverse groups. Used well, it creates a learning environment where young people can take the lead and make choices about what they do. By using the method effectively, leaders will empower youth members and any programme activity can become relevant and exciting.

We support advocacy and community action programmes on issues such as prevention of violence against girls and women and body confidence, which support girls and young women to address critical social issues at all levels, including at the United Nations.

We operate World Centres in the UK (Pax Lodge), Switzerland (Our Chalet), India (Sangam); and a fourth centre, in Mexico (Our Cabaña), is operated under license by Guías de México, our Member Organisation there. A fifth centre (Kusafiri) operates as a roaming World Centre delivering events in African countries.

WAGGGS also distributes grants. In 2018, over 349 grants worth approximately £821,000 were disbursed to individual Girl Guides and Girl Scouts as well as Member Organisations to participate in programme activities – including at World Centres – and to attend WAGGGS governance events.

In addition to the volunteer trustees, WAGGGS works through many different types of volunteers – for example on working groups and committees, at World Centres, as well as to develop and deliver programmes and services for our Member Organisations.

WAGGGS works with its Member Organisations based on a shared vision, equal partnership and active promotion of joint initiatives. Extensive consultations take place with Member Organisations, individual members and young women to determine their needs and priorities.

At a World Conference, held every three years, a global strategy is agreed. The strategy sets out how WAGGGS will support its Member Organisations and contribute to the overall strengthening of the Girl Guide and Girl Scout Movement. In 2017, the World Conference approved three global strategic themes for 2018-2020:

- Theme 1 – More Opportunities for More Girls
- Theme 2 – Greater Global Influence
- Theme 3 – A Strong and Vibrant Movement

Under each of these themes, there are specific objectives setting out what WAGGGS aims to achieve by the end of 2020. There are ten objectives in total across the three thematic areas.

Each year, a business plan is agreed by the World Board to set out how the organisation will deliver its strategy over the coming twelve months. The business plan for 2018 was structured around the three strategic themes, with an additional area of work focusing on governance and administration.

Sixteen key performance indicators (KPIs) were identified for the year, of which eleven were fully met, and five were partly met. Further information on delivery of the business plan is included in the "WAGGGS Performance in 2018" section below.

PUBLIC BENEFIT

The trustees have paid due regard to the Charity Commission's guidance on providing public benefit while reviewing the charity's aims and objectives, deciding what activities the charity should undertake, and assessing how the donations made will help the charity meet its objectives.

Charity trustees have a duty in the trustees' annual report to report on their charity's public benefit. The trustees should demonstrate that they fully endorse and are clear about the specific benefits generated by the charity's activities. This report sets out in some detail the activities undertaken to further the goals set out in WAGGGS' 2018-2020 strategic plan, as well as the types of programmes offered to girls and young women.

The benefits must be related to the Object of the charity. The Object of WAGGGS is to further the aims of the Girl Guide and Girl Scout Movement by providing girls and young women with opportunities for self-development through leadership, responsible citizenship and service in their own communities and the world. The people who receive support are entitled to do so according to criteria set out in the charity's objectives.

Wherever possible, the views and opinions of girls and young women are sought in the design and implementation of programmes. This approach helps to ensure that programmes are targeted to the needs of girls and young women in each of our five regions, and the success of each can be evaluated and assessed.

WAGGGS PERFORMANCE IN 2018

Overall, 2018 was a successful year for WAGGGS in delivering its operational plan. As mentioned above, 11 of 16 key performance indicators (KPIs) were fully met. Details of some of these successes can be found in the “Highlights of 2018” section below.

However, more information about the KPIs that were partly met in 2018 is provided first, as well as a summary of a broader organisational challenge that emerged in 2018.

CHALLENGES IN 2018

Of the five indicators that were partly met, progress was limited in three of them (objectives 1.2, 1.4 and 2.1) largely as a result of changes in staffing structure that took longer to implement than initially anticipated as well as some delays in filling existing vacancies. However, as can be seen from the updates below, substantial progress was still made in each of those areas.

The indicator related to improving WAGGGS Global Team’s ways of working (objective 3.4) was also partly met. There was limited progress in sharing World Board decisions and discussions with Member Organisations, and the slower than anticipated progress in developing WAGGGS’ IT systems.

The final partly met indicator was to do with developing a strategy for WAGGGS’ World Centres. This was completed in early 2019.

During the final quarter of the year, it became clear that over the course of the previous decade, WAGGGS’ unrestricted cost base had become unsustainably high. Although this had limited impact on the delivery of activity in 2018, it raised some concerns about the extent to which WAGGGS would be able to achieve its future priorities. Addressing these questions became the key focus for the World Board and Leadership Team. The risk management section below provides further detail on WAGGGS’ approach to resolving this challenge.

HIGHLIGHTS OF 2018

Some of the main successes across the three strategic areas, as well as highlights from the World Centres are included below. All of these achievements were only made possible through the collaborative efforts of our volunteers on the World Board, Regional Committees, Working Groups and Committees, at World Centres, and in many other operational roles, supported by our committed staff team around the world. And of course the Girl Guides and Girl Scouts of our 150 Member Organisations.

1. More Opportunities for More Girls

By 2020, we aim to have 12 million active members in 154 countries benefitting from a high quality Girl Guiding or Girl Scouting experience.

1.1 *Work with countries without a Member Organisation*

By 2020, our target is to reach girls and young women through Member Organisations in 154 countries and territories – up from 150 in 2017. In collaboration with our existing Member Organisations, WAGGGS continued to work with potential Member Organisations in Afghanistan, Algeria, Bulgaria, Comoros, Croatia, Ethiopia, Gabon, Laos, Moldova, Montenegro, Mozambique, Tajikistan and Timor-Leste.

In Ethiopia and Mozambique, leaders were trained and young women recruited to sit on the National Boards. A workshop in Podgorica, Montenegro was held for potential Member Organisations from the Balkans.

“A guide is someone who is independent, who uses both hands to succeed and achieve in life. She does not throw in the towel when faced with difficulty. One of our laws says: ‘The guide is not afraid of effort; she does nothing by halves’.”

- Astrid, Girl Guide, Gabon

1.2 Retain and support the growth of existing Member Organisations

Through our longstanding partnership with UPS, WAGGGS supported Member Organisations from Jordan, Kuwait, Lebanon, Mexico, the Netherlands, Nigeria and the United Kingdom to engage with communities that have traditionally been underrepresented in each National Association.

WAGGGS launched a gender and diversity mainstreaming toolkit in 2018.

WAGGGS volunteers and staff made support visits covering a wide variety of topics to Member Organisations across all five regions, including to National Associations in Bangladesh, Belarus, Burundi, Chile, France, Gambia, Greece, Guatemala, Guinea, Hong Kong, India, Korea, Lebanon, Malaysia, Nicaragua, Niger, the Philippines, Suriname, Tanzania, Ukraine, and Zimbabwe.

WAGGGS began to work with Member Organisations from Australia, Canada, New Zealand, the United Kingdom and the United States of America (referred to as the ‘Springboard’ group) on exploring ways to strengthen collaboration and support for programmes in girl-only Member Organisations.

At the end of 2018, WAGGGS’ total global membership (including girls, young women and adult volunteers) stood at 9.7 million, which is the highest for over 25 years.

1.3 Offer more opportunities for members of the Movement to connect

The Youth Exchange Programme South to South (YESS) Girls Movement is a WAGGGS international exchange programme, funded by Norec (the Norwegian Agency for Exchange Cooperation) which allows young women aged 18 to 25 to explore their leadership potential at home and overseas.

Forty participants from ten Member Organisations in Africa and Asia Pacific Regions travelled to another country for six months where their host Girl Guiding Association gave them hands-on leadership responsibility. Through the work of these 40 participants, more than 33,000 girls and young women became Girl Guides or Girl Scouts in 2018.

In July, 3,500 Rovers and Rangers from across Europe and the rest of the world met in Zeewolde, Netherlands for Roverway 2018. Roverway created an environment where participants could come together to share experience, knowledge and ideas, particularly focusing on society, citizenship and intercultural learning.

As part of the preparations for Roverway, WAGGGS delivered *Dream the Way*, where 70 WAGGGS volunteers came together to develop workshop plans, train as facilitators and to act as WAGGGS ambassadors at the main event.

“I feel that the more I assist in these events, the more I have the opportunities to see how people from different parts of the world look at and perceive things. Every time I do training like this, I come back home with so many ideas and I’m very inspired”

- Gitta, Girl Guide and WAGGGS volunteer, Belgium

1.4 Enrich the lives of girls and young women through the Girl Guiding or Girl Scouting experience

"Girl Scouts offers me lots of fun, energy and inspiration. We participate in various activities to improve our perseverance. I like new experiences. It is especially exciting for me to spend a time away from home with my friends."

- Youngseo, Girl Scout, South Korea

Responding to 36th World Conference motion 17 (on the development of tools to support Member Organisations improve their educational programme), we established a global team of volunteers to focus on the Girl Guide and Girl Scout Experience. This team will develop and update resources like *Guiding in a Box*, the *Member Organisation Starter Kit* and *Prepared to Learn, Prepared to Lead*.

"Girl Guiding [teaches] skills like leadership, time management, confidence and communication. Badges show if you work hard towards your goals, you can achieve them; all you need to do is put in the effort. Being a part of Guides, means you are a part of a special sisterhood forever."

- Rachel, Girl Guide, Barbados

Girl Powered Nutrition

WAGGGS' *Girl Powered Nutrition* programme – supported by Nutrition International – completed the first phase of curriculum testing. The programme focuses on ensuring that through having good knowledge of nutrition, girls can help stop malnutrition from one generation to the next. Thirty-four activities were trialled with Member Organisations in the five participating countries – Bangladesh, Madagascar, the Philippines, Sri Lanka and Tanzania.

School of 5

WAGGGS and Bharat Scouts and Guides (the Indian Member Organisation) completed a Girl Guiding and Girl Scouting specific pilot of Lifebuoy's School of 5 handwashing programme. This project was a powerful example of how the enthusiasm and community-minded approach of Guides and Scouts and the countless hours of adult volunteer time can bring about social change. Over 109,000 Scouts and Guides were trained and they trained an extra 800,000 community members, exceeding the pilot project's targets.

"At home my mom mentioned handwashing using soap but I never took it seriously until we were taught the same at school. Now I carry soap for me as well as my best friend."

- Asmita, Girl Guide, India

Free Being Me and Action on Body Confidence

Through the Dove supported *Action on Body Confidence* programme – a strand of the highly successful *Free Being Me* – 11 young women from Member Organisations in Argentina, Brazil, Grenada, Japan, Mexico, Philippines, South Africa, the UK, USA and Zimbabwe attended the UN's Young Women's Forum in September. WAGGGS volunteers also attended the European Union's European Development Days.

WAGGGS also provided sessions on *Action on Body Confidence* at Roverway 2018 in the Netherlands.

"The participants had some strong discussions about how people their age should approach feeling comfortable in themselves. We also did some activities such as rafting to celebrate what our bodies can do, as well as practising persuasion techniques for advocacy campaigns"

- Anna, Girl Guide and WAGGGS volunteer, Netherlands

In 2018, the *Action on Body Confidence* and *Free Being Me* programmes had a combined reach of 873,000, exceeding the annual target. This means that since 2013, the Movement has reached over 4.8 million young people through these two programmes.

2. Greater Global Influence

By 2020, the Girl Guide and Girl Scout Movement will be a leading global voice for positive change on issues important to girls and young women.

2.1 Increase our visibility

Working with Member Organisations, girls, young women and volunteers, WAGGGS was able to raise awareness of many topics in the global media. The Malaysian Girl Guides' campaign to end child marriage received widespread coverage throughout the Pacific Rim. WAGGGS supported the Kenya Girl Guides at the launch of WAGGGS, World Organisation of the Scout Movement (WOSM) and UN Environment's new Plastic Challenge Badge. This event was attended by the UK prime minister, and received coverage around the world.

World Thinking Day

World Thinking Day 2018 completed the Connect-Grow-Impact theme by celebrating the impact the Movement has on the lives of our members and their communities.

- 119 countries took part in World Thinking Day celebrations, including six potential Member Organisations. – a record number of Member Organisations involved in a single year
- The World Thinking Day hashtags appeared in 184 million social media timelines
- The World Thinking Day activity pack was translated into 12 languages and downloaded 57,790 times
- WAGGGS received over £125,000 in World Thinking Day donations.

2.2 Strengthen our global influence

Girl Guides and Girl Scouts around the world are making change happen. In their communities and globally they are taking action, changing laws and influencing decision makers. Because girls are experts in the issues that matter to them, we support them to campaign locally, and enable them to speak to Heads of States and UN officials at the highest global decision making bodies.

Girl-led advocacy

WAGGGS launched *Be the Change 2030* – an educational programme to help Girl Guides and Girl Scouts to create social change by developing and running a community action project or launching an advocacy campaign. The programme focuses on leading change as part of the Sustainable Development Goals (SDGs) agenda.

Continuing the focus on SDGs, a Madagascan Girl Guide, who received training as a nutrition advocate through the Girl Powered Nutrition programme, was invited to attend Global Citizen as part of the SUN network Youth Leaders for Nutrition programme. She spoke at a high level panel discussion on SDG 2 (zero hunger) with the executive directors of three UN departments.

In part as a result of her advocacy at the Global Citizen Festival, the Madagascan Government announced a move from less than 1% of the national budget to 3% to fund nutrition.

“Advocating for improved nutrition ensures decision makers invest more in girls’ nutrition, improving access to healthy foods for as many as possible. Girls are powerful and can contribute to changing their world. My goal is to empower as many girls as I can, to speak about the vicious cycle of malnutrition and work towards creating a world where their health is a priority.”

- Hanitra, Girl Guide, Madagascar

Member Organisation-led advocacy

We provided training on advocacy and campaigning for several Member Organisations in 2018. Training included on the Voices Against Violence curriculum, in South Africa, as part of the #NoBridesUnder18 campaign in Malaysia and the #NoToChildSexualAbuse campaign in Nigeria. An

external evaluation of the Voices Against Violence curriculum in Barbados, Fiji, Malaysia, Portugal and Rwanda was shared with UN Women.

"The Guides has an important role breaking down social barriers, by telling the stories of girls, and empowering them - we need to educate communities. We work closely with governments, and with NGOs - we are trusted and respected and people listen to us."

- Candela, Girl Guide, Argentina

Global advocacy

We had a strong presence at the UN's 62nd Commission on the Status of Women (CSW). WAGGGS ran several oversubscribed events, and our 11 delegates had three key speaking opportunities. These included one as the only non-governmental organisation at an inter-parliamentary event, one as the youth focal point organisation on SDG 5 (gender equality) and one at the young women's caucus.

In partnership with UNICEF, we used their social messaging platform U-Report to amplify girls' voices. Throughout 2018 we consulted with young people to understand the issues that matter to them. In 2018, 130,000 U-Reporters from 14 countries shared their views on issues faced by rural women and ways in which technology can help resolve them. These responses shaped the messages presented by our delegates at CSW.

"As delegates, we bring the voices of young women and girls to the table. We advocate for our rights and we directly lobby and engage decision makers. During CSW we hosted two events about our body confidence and violence initiatives. All of us had the chance to give speeches at high-level events."

- Hannah, Girl Guide, UK

We supported two young women from Ghana and Malaysia to speak at the UN General Assembly about the UN youth strategy. WAGGGS also attend the UN Economic and Social Partnership Forum in New York, USA as well as the UN Climate Change Conference (COP 24) in Katowice, Poland.

In 2018, we established our Advocacy Champions network, with 13 participants from all five regions ready to get involved in global advocacy events over the next 18 months.

3. A Strong and Vibrant Movement

By 2020, the Girl Guide and Girl Scout Movement will increase its sustainability by strengthening income, leadership and organisational capacity at the national, regional and global levels.

3.1 Secure our funding

Individual giving and philanthropy (including Olave-Baden Powell Society)

Throughout 2018, WAGGGS continued efforts to diversify our sources of income. WAGGGS work with 'Friends' groups continued to develop. The Friends of Europe Region was revived with the appointment of a lead volunteer. The Friends of Asia Pacific WAGGGS held successful fundraising events in Cambodia, Mongolia, and Thailand. Over £35,000 of income was raised for the region.

A 'Friends of WAGGGS' group was established to provide some structured support to donors giving over £1,000 but less than the £6,000 threshold for Olave-Baden Powell Society membership.

Successful OB-PS events were held in Japan and the UK, with the latter prompting an unanticipated donation of £32,000. In total, OB-PS members gave more than £300,000.

The Olave-Baden Powell Society recruited 50 new members in 2018, bringing the total membership to 1,229.

WAGGGS' approach to sales of merchandising was refreshed this year, resulting in an increase in surplus from an average of around £4,000 per year for the previous five years to £46,000.

Strategic partnerships

WAGGGS won a £1.2 million joint bid with Save the Children to the UK's Postcode Global Trust (People's Postcode Lottery) for a project in Uganda focusing on Voices Against Violence. Delivery of this project – called *Girls as Drivers of Change* will begin in 2019.

WAGGGS successfully secured a further round of funding for the YESS programme in 2019 and 2020. Through the YESS programme, WAGGGS also successfully applied for support for a menstrual health project with WASH United from the Swedish Postcode Lottery.

In early 2018, the World Board approved further investment in strategic partnerships fundraising, and also in fundraising from global trusts and foundations.

WAGGGS received over £140,000 in donations from Girl Guides of Canada to support a wide variety of activities including the leadership offer and World Thinking Day.

3.2 Strengthen leadership in the Movement

The WAGGGS leadership offer project continued to develop, for example by working with seven Member Organisations (from Chile, Finland, Hong Kong, Italy, Rwanda, Sri Lanka and the USA) to co-create a leadership offer outcomes framework. By creating it with Member Organisations, rather than in isolation, we hope it will be far more relevant to each country context, and will move away from previous 'one-size-fits-all' approaches to leadership development. Aspects of the leadership model have now been piloted in all four WAGGGS official languages (Arabic, English, French and Spanish).

Other key events where the leadership offer was presented and tested included the Helen Storrow Seminar (see World Centres) as well as the Conference of Leaders of Girls in the Philippines, facilitator training in Chile and Sudan.

Over 150 national leaders from 40 Member Organisations took part in the 2018 Academy in Skopje, North Macedonia, run jointly in the Europe Region with WOSM. At the event, opened by the president of North Macedonia, leaders participated in 35 workshops covering themes such as strategic planning, the SDGs, diversity and inclusion and growth strategies.

Twenty Member Organisation and World Centre hubs were identified to host up to 1,000 Juliette Low Seminar participants in November 2019.

3.3 Strengthen WAGGGS' organisational capacity

As part of WAGGGS' capacity building framework, in 2018 the capacity assessment tool was piloted with 26 associations around the world in all four official languages. This tool will allow us to better understand Membership Organisations' needs and therefore adapt our membership offer accordingly.

Volunteers will deliver much of the tailored support to Member Organisations identified through the capacity assessment tool. In preparation for this, work continued on establishing a global pool of capacity building expert volunteers.

There were several training events for WAGGGS volunteers throughout the year, including the facilitators for the 2019 Juliette Low Seminar were trained in Kampala, Uganda in late 2018 and a volunteer activation training at Our Cabaña.

WAGGGS introduced an online volunteer management platform, and the Volunteer Resources Committee drafted a volunteer management framework and associated standards that will be developed further in 2019.

By the end of 2018, there were over 300 members of the WAGGGS volunteer network.

3.4 Improve the WAGGGS Global Team's ways of working

In response to motion 28 (relating to the frequency and detail of World Board communication with Member Organisations) at the 36th World Conference, an update from the first World Board meeting of the year was shared with Member Organisations within two weeks. However, no further updates from later meetings were shared. Even so, the World Board Chair and CEO sent monthly updates to Member Organisations covering more general aspects of WAGGGS' work.

WAGGGS established a youth research team to help identify the barriers to participation by young women (under 30) in WAGGGS' governance and decision making. This was in response to 36th World Conference motion 32. The team received some funding from the World Foundation, and will report on its findings to the 37th World Conference in 2020.

In 2018, the World Board approved an investment case to recruit an IT project manager to develop an updated IT strategy for WAGGGS, addressing both infrastructure and customer relationship management and other systems. In August 2019, the World Board approved an investment case for developing WAGGGS' IT infrastructure, and implementation will begin in the final quarter of 2019.

World Centres

We offer international experiences, leadership training and events at our World Centres: Our Chalet in Switzerland, Sangam in India, Pax Lodge in the UK, Our Cabaña in Mexico and Kusafiri, our World Centre travelling around Africa. Girls from all over the world come together to learn new skills, share international experiences and form lifelong friendships.

Volunteering at one of the World Centres is a great way to develop professional skills, make friends and experience life in another country. Every year, volunteers and interns from across the world bring our World Centres to life.

"I was in Switzerland for a total of 101 days, which was long enough to completely change how I viewed myself and the world around me. It was also long enough to make friends that, regardless of where in life or the world we are, I know will provide support for every endeavour I choose to take on."

- Renee, Girl Scout and Our Chalet volunteer, USA

The Helen Storrow Seminar, focusing on leadership and the environment, took place at Our Chalet for 42 participants from 31 Member Organisations. In addition, there were more than 500 participants at 19 'pop-up' seminars including at the three other static World Centres.

In 2018, Kusafiri moved to Uganda to host a new experience; two programmes at the same time. Kusafiri hosted a leadership programme to prepare facilitators for the 2019 Juliette Low Seminar and a cultural programme to explore the heritage and diversity of Uganda. Almost 150 participants attended from 42 countries and for the first time, five Kusafiri volunteers were part of delivering this experience.

Activities connected to Free Being Me, Stop the Violence, the SDGs and the leadership offer leadership model were offered across the World Centres, which received 20,000 visitors from the Girl Guide and Girl Scout Movement.

FINANCIAL REVIEW

NET INCOME / EXPENDITURE

The figures below are a summary of the Statement of Financial Activities (SOFA) figures, which can be found in more detail on page 32. Across all funds, the net loss for 2018 of £1.06 million increased from a net surplus of £0.45 million in 2017.

Item	2018	2017
Income	+ 7.580m	+ 8.342m
Cost of raising funds	- 0.777m	- 0.744m
Charitable spend	- 7.636m	- 7.321m
Net income/expenditure before gains and losses	- 0.833m	+ 0.277m
Investment gains	- 0.224m	+ 0.175m
Net income/expenditure for the year	- 1.057m	+ 0.452m

Income

Incoming resources in 2018 totalled £7.58 million, 9% lower than in 2017 (£8.34 million), mainly due to lower unrestricted income, which decreased to £4.77 million (63% of total income) from £5.60 million (67% of total income) in 2017. Restricted income for the year amounted to £2.35 million, which was 3% higher than in 2017 (£2.27 million).

Investment income was £0.29 million, which is marginally lower than 2017, representing a return of 4% (2017: 5%) on the opening value of the portfolio. Investments were bought and sold throughout the year to manage risks in an increasingly volatile market. At year-end, there was an unrealised loss on the value of investments of £0.22 million (2017: £0.18 million gain).

Expenditure

Total expenditure across all funds for the year was £8.41 million (2017: £8.07 million), with £5.32 million being funded from unrestricted funds (2017: £6.11m). The increase in expenditure is mainly due to delivery of more restricted activities in 2018 at £3.09 million (2017: £1.96 million), where we had received funds in prior years. The table below shows the analysis of spend against strategic outcomes.

Strategic Outcome	2018	2017
Expenditure on raising funds	0.777m	0.744m
Strategic Theme 1 - More Opportunities for More Girls	3.372m	3.019m
Strategic Theme 2 - Greater Global Influence	1.727m	2.390m
Strategic Theme 3 - Strong & Vibrant Movement	2.537m	1.912m
Total Resources Expended	8.413m	8.065m

WAGGGS continued to subsidise Our Cabaña in Mexico, which has been operated by the national Girl Guiding association since early 2014. Under the operating agreement Guías de México retains all income generated from bookings and pays for the day-to-day running costs of the Centre. WAGGGS pays required legal, accountancy and audit costs related to the property and two legal entities that exist in Mexico.

For clarity, WAGGGS' 2018 unrestricted funds deficit before investment gains and losses was -£0.55 million (2017: -£0.51 million). After investment gains and losses, the 2018 figure was -£0.77 million (2017: -£0.34 million).

RESERVES POLICY

At the World Board meeting in January 2018, the Trustees further developed the charity's reserves policy by adopting a risk-based reserves policy.

Since April 2019, the Audit, Finance and Risk Committee maintains an overview of the reserves position during the year and reviews the suitability of the reserves set by the policy as part of the annual business plan and budgeting process. Prior to April 2019, this oversight was provided by the Finance Committee.

Four categories of reserves are held by the charity:

- Restricted reserves are those funds given by donors / grant givers whereby the terms of the funding agreement specify that the funds be restricted for a particular purpose.
- Endowment reserves are those funds given to the charity by an external donor, which must be applied in accordance with the donor's intentions and where one of those intentions is the preservation of the original capital given.
- Designated reserves are funds set aside for particular purposes by the Trustees.
 - WAGGGS' risk-based designated reserve is the amount of reserves deemed necessary by the Board to fund working capital requirements, unexpected expenditures, or shortfalls in income that might arise when income does not reach expected levels. The risk-based reserves are reviewed annually by the Board and adjusted based on the certainty of income sources, expenditure commitments and the charity's risk register. The risk-based reserve is a specifically designated fund.
- General unrestricted reserves are the balance of reserves held by the charity and will be kept to a minimum.

At 31st December 2018 WAGGGS' risk-based reserves amounted to £2.95 million (2017 : £2.95 million) as shown in note 18. The World Board believes that this represents an acceptable level to cover any unanticipated costs.

INVESTMENT POLICIES AND PERFORMANCE

The WAGGGS' constitution enables the World Board to invest any funds that are not immediately required for its purposes in such investments as may be thought fit, subject to any conditions and consents as may be required by law. The World Board has previously set an ethical investment policy, driven by WAGGGS' principles and consistent with Trustees' responsibilities under the Charities Act.

Our investment managers, Quilter Cheviot Asset Management, are instructed to take all reasonable measures to avoid investing in companies for which it is possible to determine that a material proportion of revenue is derived from the following activities: tobacco, alcohol, illicit drugs, pornography, gambling, armaments or war-producing items. The ethical policy was reviewed during 2013 and a decision taken in early 2014 to add companies involved in the retail of alcohol, gambling supplies and services and in causing environmental damage to a list of preferred exclusions. In addition, our investment managers are aware that WAGGGS wishes to avoid investment in regions or companies that have material dealings that breach human rights, particularly those of women and girls.

In setting the performance criteria against which the investment portfolio is managed, consideration is given to achieving capital growth and the target to provide up to five per cent of WAGGGS' total income requirements in the year. The allocation of assets is reviewed each year taking into account advice from the investment managers. The degree of risk considered appropriate for WAGGGS investments and performance is reviewed against industry benchmarks.

In managing the portfolio, Quilter Cheviot have been given a balanced investment mandate, which means that they should avoid unnecessary risks to the investment portfolio overall and that they should target long term growth through a combination of income and capital growth. The Trustees have adopted a low to medium tolerance to risk in the investment strategy. The Investment Managers are required to apply the ethical considerations, as agreed with the Trustees.

In 2019, WAGGGS will establish an investment sub-committee of the Audit, Finance and Risk Committee to provide further advice and guidance in this area. The first full meeting of the investment sub-committee will be in October 2019.

The portfolio stood at £5.38 million (£5.28 million in investments and £0.09 million in short-term investments) at the end of 2018 and during 2018 delivered a net capital return of -3.6% (2017: 2.7%), a net income return of 4.2% (2017: 4.5%) and, consequently, a total return of 0.6% (2017: 7.2%). Although the year on year total return figure has fallen significantly, the income return was slightly lower than last year and the fund outperformed the long term return objective of Consumer Price Index (CPI)+3.5%. In addition, the overall total return of the bespoke benchmark (75% UK gilts and 25% UK equity) fell by only -1.9% (2017: rise by 4.6%), showing that total return performance was ahead of the benchmark. The long term statistics remain favourable; since appointment of Quilter Cheviot in November 2012, the portfolio has enjoyed annualised returns of 7.0%, as against 4.6% for the benchmark.

The WAGGGS investment portfolio generated an unrealised loss in value of £0.198 million in the year, compared to £0.235 million in 2017.

GOING CONCERN

WAGGGS has cash resources and a substantial portfolio of investments that can be liquidated at short notice. The trustees therefore have a reasonable expectation that WAGGGS has adequate resources to continue to operate for the foreseeable future and are confident that these accounts can be prepared and agreed on a 'going concern' basis.

INTERNAL CONTROL

The trustees are responsible for ensuring that WAGGGS has a sound system of internal control to safeguard its assets and will use their best endeavours to ensure its policies and procedures are strengthened and its aims and objectives met. It is recognised that the systems can only provide reasonable but not absolute assurance that major risks have been adequately managed. Internal control processes include:

- Separation of duties within the finance team
- Access controls in respect of the financial system and bank accounts
- Physical checks and audits, e.g. in respect of petty cash
- Use of standardised documentation
- Use of trial balances and regular reconciliations
- A regularly maintained scheme of delegated financial authority

In addition, there is regular monitoring of the delivery of the 2018-2020 Strategic Plan by the Leadership Team, Chair's Team and World Board, and regular monitoring of WAGGGS' financial performance by the Leadership Team, Audit, Finance & Risk Committee (prior to April 2019 the Audit & Risk Committee and Finance Committee) and Chair's Team.

RISK MANAGEMENT

WAGGGS structured its risk register and reporting around the three global strategic themes and ten objectives outlined in the 2018-2020 global strategic plan. An additional section focused on administration and governance. There were 22 risks across these four headings in 2018.

The World Board approves the risk register annually and it delegates quarterly oversight to the Audit, Finance and Risk Committee, on which the CEO, World Board Chair and Treasurer sit as non-voting members. The Audit, Finance and Risk Committee scrutinises the mitigating actions taken by WAGGGS to address the identified risks (prior to April 2019 the Audit & Risk Committee provided this scrutiny). The Committee also highlights ongoing concerns and suggests additional areas of focus.

The overall risk level in WAGGGS' risk register was higher at the end of 2018 than it was at the end of 2017, and remained above the target level. The three highest risk areas related to WAGGGS' financial sustainability, staff retention and the ongoing challenges related to WAGGGS' IT infrastructure.

For the first three quarters of 2018, the risk level was broadly in line with that of 2017. However, in the final quarter of 2018, the 2019 budgeting process highlighted significant questions about the sustainability of WAGGGS' current operating model. As a result of more than ten years of planned and unplanned unrestricted deficits, WAGGGS has substantially reduced its unrestricted reserves.

The volunteer and staff leadership has made addressing this issue a top priority since the issues emerged. The World Board approved a six-month budget for January to June 2019 while a new operating model was developed. In May 2019, the World Board made a decision on a future operating model. The World Board then approved a full budget for the rest of 2019 and all of 2020 in August 2019. The 2020 budget is the first to be approved that balances general unrestricted income and expenditure since 2011.

Following on, the next high-level term risk is that WAGGGS will not be able to retain and recruit the staff needed to deliver its commitments. There were positive developments within the year, including the arrival of a new CEO. However, as the seriousness of WAGGGS' financial position became clear, a partial recruitment freeze was introduced, leaving certain key posts unfilled and increasing the strain on volunteers and existing staff members. As the work on potential sustainable operating models continued, it became clear that a significant reduction in director and department head level posts will lead to loss of institutional knowledge and experience.

The third high-level risk relates to the development of appropriate IT systems. This risk was also the highest in the 2017 report. There was significant progress throughout the year, particularly in relation to compliance with the General Data Protection Regulations and the introduction and development of a new financial management system. The World Board also approved a business case for the recruitment of an IT project manager to update and implement a revised IT strategy.

The World Board also recognised that the total cost of investment in IT may be approximately £600,000, depending on finally agreed priorities, and the World Board is fully committed to this. Progress will be made in line with the wider changes in WAGGGS' operating model. As a result, though, the changes may take longer to implement than initially anticipated, they should ultimately better support WAGGGS' future work. As a result of these factors, this risk remained at a high level throughout 2018. The IT project manager started work in January 2019.

Through the risk management processes that have been established, the World Board is satisfied that major risks are being managed appropriately.

INCLUSION OF FOUNDATIONS

WAGGGS' audited accounts include the figures for Our Chalet Foundation (OCF), a foundation set up under Swiss law in 1997. The purpose of the Foundation is to manage the buildings and surroundings belonging to the property of the Our Chalet World Centre. It focuses on the preservation and development of Our Chalet as a meeting place for young people from all over the world and particularly for members from Member Organisations.

FUNDRAISING STATEMENT

WAGGGS' mission is to enable girls and young women to develop their fullest potential as responsible citizens of the world. We can only work to achieve this mission as result of the commitment of our Member Organisations, partners and our valued individual supporters.

We are committed to fundraising responsibly, and are registered with the Fundraising Regulator. WAGGGS does not work with external fundraisers or commercial participators. We do not currently carry out door-to-door, street or telephone fundraising.

We take our responsibility towards our donors very seriously. We strongly believe that no one should ever feel pressured into giving and take steps to ensure that the vulnerable are protected. We will not contact anyone unless they have requested or consented to receiving fundraising communications. Supporters can opt out of receiving fundraising or any other communications at any time. We will never sell, swap or share their data.

We want everyone who donates to WAGGGS to have a positive experience of doing so. We are pleased to say that we did not receive any complaints in 2018. However, we are committed to investigating any complaints and resolving them as quickly as possible. If you are not satisfied with your experience, please tell us. Your feedback will help us improve our approach to fundraising.

PLANS FOR 2019 AND BEYOND

Below is a summary of planned key activities for 2019 under each of the three strategic themes.

More Opportunities for More Girls

By 2020, we aim to have 12 million active members in 154 countries benefitting from a high quality Girl Guiding or Girl Scouting experience.

In order to achieve this, we will go to more countries; support Member Organisations to engage more girls and young women; and provide more international experiences for our members. We will demonstrate more effectively how becoming a Girl Guide or Girl Scout can help address girls' and young women's developmental and social needs in both single-sex and co-educational environments.

In 2019, priority work in this will include:

- Continuing to work with potential Member Organisations to reach the Vision 2020 target of 154 Member Organisations
- Assessment visits to Member Organisations hoping to move from Associate to Full Membership
- Regular ongoing contact and support with existing Member Organisations
- Successful delivery of a variety of programmes and events, including World Thinking Day, the *Diversity and Inclusion*, *Free Being Me*, *Action on Body Confidence* and YESS programmes
- Improving access to and number of opportunities at World Centres.

Greater Global Influence

By 2020, the Girl Guide and Girl Scout Movement will be a leading global voice for positive change on issues important to girls and young women.

In order to achieve this, we will raise our public profile – demonstrating to all the value of being a Girl Guide or Girl Scout and our relevance to critical issues highlighted in the media. Informed by a strong evidence base, we will use our experience and knowledge to advocate at a global level on issues relevant to girls and young women everywhere.

In 2019, priority work in this will include:

- Updating of website content, and also translating whole website in to Arabic
- Sending delegations to key global advocacy events including the Commission on the Status of Women, and the 2019 Women Deliver Conference
- *TeamGirl Forum*: your local CSW will bring CSW experience to more girls in five Member Organisations (in Australia, Chile, Madagascar, Rwanda and Sweden)
- Developing the *Girls as Drivers of Change* programme in Uganda

A Strong and Vibrant Movement

By 2020, the Girl Guide and Girl Scout Movement will increase its sustainability by strengthening income, leadership and organisational capacity at the national, regional and global levels.

In order to achieve this, we will diversify our income, as well as increase the quality and number of leaders and volunteers. We will also strengthen our organisational capacity and improve our ways of working.

In 2019, priority work in this will include:

- Continuing the Leadership Offer project
- Developing and deploying the capacity building expert volunteer pool
- Developing WAGGGS' volunteer management framework
- Delivering OB-PS event in Canada
- Establishing a legacy giving programme
- Strengthening our corporate partnerships, global trusts and foundations
- Delivering five Regional Conferences in Croatia, Grenada, Rwanda, Taiwan, and Tunisia
- Delivering the Helen Storrow Seminar
- The Juliette Low Seminar will take place in 20 locations around the world with up to 1,000 participants.
- WAGGGS will lead on the delivery of the Academy 2019
- Introducing a more sustainable operating model for WAGGGS
- Developing a new approach to strategic planning for WAGGGS

“Guiding groups have a great, positive impact on building the character of the individual in terms of self-confidence and taking responsibility. As a result, Guides become informed, responsible and contributing members of society.”

- Veronica, Girl Scout, Palestine

STRUCTURE, GOVERNANCE AND MANAGEMENT

The authority of WAGGGS is exercised through delegates appointed by Member Organisations of WAGGGS, meeting at the World Conference. The World Board acts on behalf of the Conference in between meetings and its members are the trustees of the charity.

During 2018, WAGGGS' governing instrument was the CIO Constitution and Bye-Laws that were approved at the World Conference in July 2014 and came in to effect in January 2015. The 36th World Conference approved amendments to the Constitution and Bye-Laws in September 2017. The amended constitution was submitted to the UK Charity Commission in October 2017.

WORLD BOARD

The main purpose of the World Board is to provide strategic oversight of the implementation of the global strategic plan. This includes reviewing performance and monitoring progress towards the achievement of objectives and targets set out in the strategic plan that is approved by voting delegates at the World Conference. The World Board also maintains an oversight of all aspects of the financial health of the organisation as well as compliance with all legal requirements.

Member Organisations nominate candidates for election to the World Board and to Regional Committees. Prior to elections, Member Organisations are informed of the experience and specific expertise required of potential candidates in order to have an effective and skilled World Board. They also nominate skilled members to serve on other committees such as the Audit, Finance and Risk Committee and Working Groups of the World Board. If the World Board considers there is a lack of a particular expertise, it may co-opt external expertise to fill the gap.

The World Board consists of 17 voting members: 12 are elected by ballot at the World Conference for a term of six years, and the five Chairs of the Regional Committees are elected by ballot at their respective Regional Conferences and serve for three years. Regional Chairs may serve for an additional term of three years on the World Board if re-elected to their Regional Committee and subsequently re-elected Chair according to agreed procedures. The Chief Executive Officer also attends World Board meetings without a vote. Other individuals are invited as required, also as non-voting attendees.

A World Board member resigned in March 2018. As a result, the World Board decided to fill the vacancy by recruiting a young woman aged 30 years old or younger. This process was in line with appropriate constitutional provisions, and was successfully concluded in September 2018.

All new trustees are required to undertake an induction programme which sets out their duties as trustees and provides a wide understanding of the strategic priorities as well as of the risks and opportunities facing WAGGGS.

Prior to each face-to-face World Board meeting a programme of workshops keeps trustees up to date with new practices and other developments applicable to WAGGGS' work and the requirements of the charity sector within the United Kingdom (UK). This is particularly important given the diverse background of the international World Board.

During 2018, the World Board's responsibilities were those as set out in Article 13 of the CIO constitution. Other matters relating to the World Board are set out in articles 14-16 of the CIO constitution, including the process for removing a World Board member.

CHAIR'S TEAM

The Chair's Team, comprising the Chair and Vice Chairs of the World Board, the Treasurer and the Chief Executive, provides leadership and oversight of the work of the organisation between meetings of the World Board. It takes action to manage risk to reputation and ensures effective management of new and emerging issues across the global organisation. The Chair's Team develops, proposes and implements procedures for the World Board and Board member development and considers any proposals for a significant shift in staffing or organisational structure.

REGIONAL COMMITTEES

The five Regional Committees – for Africa, Arab, Asia Pacific, Europe and Western Hemisphere – are responsible for promoting quality Girl Guiding and Girl Scouting within their Region. In addition to electing the Regional Committee Chairs to sit on the World Board, the Regional Committees oversee – and deliver – many of WAGGGS' activities within each Region. These activities are set out in regional plans developed by the Regional Committees to support WAGGGS' strategic objectives.

FUNCTIONAL COMMITTEES

WAGGGS' constitution sets out the World Board's authority to delegate certain responsibilities to different functional committees. In 2018, the functional committees of the World Board were as follows:

Governance Committee

The Governance Committee is responsible for providing advice to the World Board on the ongoing improvement of WAGGGS' governance structures and practices. Through its Constitutions sub-committee, it maintains oversight of all issues relating to Member Organisations' constitutions and bye-laws. The Nominations sub-committee was separated out in to a full committee after the 36th World Conference (see below for details).

Finance Committee

The Finance Committee formulates and reviews financial policy and plans and maintains financial oversight of the strategies and operations of WAGGGS. The Committee recommends the appointment of WAGGGS' investment managers to the World Board and monitors the performance of its investment portfolio. An investment sub-committee is to be established in 2019 to provide additional expertise in this area.

Each year the Finance Committee advises the World Board on the appropriate level of free reserves and the appropriate asset allocation for WAGGGS' investment portfolio. Since July 2014 the Finance Committee has also been responsible for overseeing the development of business plans for Our Cabaña, Pax Lodge and Sangam, as well as monitoring the financial performance of the four static World Centres.

Audit and Risk Committee

The Audit and Risk Committee recommends to the World Board the formal approval of the Trustees' Annual Report and Financial Statements and meets with the external auditors periodically to review the effectiveness of current processes and practice. The Audit and Risk Committee is responsible for overseeing WAGGGS' policies and processes for managing risk, and recommending actions to the World Board.

In September 2018, the World Board agreed in principle to a merger of the Finance and Audit and Risk Committees. A new Audit, Finance and Risk Committee was established in April 2019.

Nominations Committee

The Nominations Committee is responsible for the process to identify and nominate qualified individuals for election to the World Board and Regional Committees. In 2018, the Nominations Committee focused on preparations for the 2019 Regional Conferences, which will elect Regional Committee members for 2019-2022.

Volunteer Resources Committee

The Volunteer Resources Committee provides oversight and strategic direction on all human resources matters pertaining to WAGGGS' global volunteers, including recruitment, retention, reward and removal. This committee was established in 2018.

WORKING GROUPS

In 2017, the World Board established several working groups to provide strategic direction on key areas of WAGGGS' work.

- **Vibrant Regions:** in partnership with regional leadership and WAGGGS staff, this working group is conducting a comprehensive review of regional structure, resources, governance and operations. The Vibrant Regions Working Group is also working to remove barriers and identify opportunities to increase Regional Committees' effectiveness and influence. The Working Group has also led the work on reviewing WAGGGS' strategic planning cycles and improving the coordination of planning between Regional Committees and the rest of the organisation.
- **Growth and Retention Strategies:** provides strategic oversight and extends the ongoing work begun by the Membership Growth Working Group to capture new and existing opportunities for membership retention and growth. Through the rapid response team of volunteers, the Working Group has played a key part in working with potential Member Organisations.

A third working group established by the World Board in 2017 – the Value Proposition Working Group – was disbanded in 2018 as much of the work it was focusing on had been fully integrated in to WAGGGS' day-to-day operations.

OLAVE BADEN-POWELL SOCIETY

The Olave Baden-Powell Society (OB-PS) is an international group of donors who have committed to support the work of WAGGGS financially. OB-PS cooperates closely with the WAGGGS World Board and Engagement department.

CONSULTATIVE COMMITTEE

The WAGGGS – World Organisation of the Scout Movement Consultative Committee facilitates communication and collaboration between the two organisations. The members of the committee are trustees of the two organisations and the two chief executive officers.

STAFF LEADERSHIP TEAM

The day-to-day running of WAGGGS, its operational decisions, the implementation of approved strategy and the exercise of executive responsibility is delegated to the Chief Executive Officer and

her Leadership Team. In 2018, the Leadership Team included four directors: of Membership, Global Programmes, Engagement and Corporate Services.

In June 2019, the World Board approved the introduction of a new operating model, which included a differently structured Leadership Team. These changes included making the director roles redundant and introducing a deputy Chief Executive Officer position. The new leadership team will be introduced between July and December 2019. Details of the arrangements for setting the pay and remuneration of employees including key management personnel are included in note 8.

TRUSTEES, OFFICERS AND PROFESSIONAL ADVISORS

WORLD BOARD

Ana Maria Mideros	(Chair)
Jayne Wachira	(Vice Chair)
Connie Matsui	(Vice Chair)
Tashia Batstone	(Treasurer)
Natasha Hendrick	
Haifa Ourir	
Nadine Kaze	
Heidi Jokinen	
Katerina Agorogianni	
Normala Baharudin	
Ntombizine Madyibi	
Anne Guyaz	resigned 16 March 2018
Chamathya Fernando	appointed 7 September 2018
Zoe Rasoaniaina	(Chair, Africa Region) retired 19 July 2019
Larissa Catarina	(Chair, Africa Region) elected 19 July 2019
Raeda Bader Ismael Issa	(Chair, Arab Region) retired 21 September 2019
Libya Sbia	(Chair, Arab Region) elected 23 September 2019
Marybelle Mariñas	(Chair, Asia Pacific Region) retired 16 August 2019
Winnie She Tsui Sui Lan	(Chair, Asia Pacific Region) elected 16 August 2019
Marjolein Sluijters	(Chair, Europe Region) retired 27 August 2019
Eline Marie Groholt	(Chair, Europe Region) elected 27 August 2019
Joanne Carter Rosenberg	(Chair, Western Hemisphere Region) retired 12 July 2019
Cindy-Ann Alexander	(Chair, Western Hemisphere Region) elected 12 July 2019

OTHERS

Fiona Bennett	(Audit and Risk Committee Chair) resigned April 2019 due to merger of Finance Committee and Audit and Risk Committee
Grace Ann-Critchlow	(Nominations Committee Chair)
Jillian van Turnhout	(Approved Person)
Catherine Irwin	(Approved Person)

As a result of the resignation of Anne Guyaz in March 2018, the World Board decided to fill the vacancy by recruiting a young woman aged 30 years old or younger. This process was in line with appropriate constitutional provisions, and resulted in the appointment of Chamathya Fernando. Therefore, neither of the current approved persons mentioned above was used to fill that vacancy.

OLAVE BADEN-POWELL SOCIETY

Patron: HRH Princess Benedikte of Denmark
President: Marlies Allan

LEADERSHIP TEAM (LT) – STAFF

David Coe, Interim Chief Executive Officer (to March 2018)

Sarah Nancollas, Chief Executive Officer (from March 2018)

Rui Domingues, Interim Director of Corporate Services (to June 2018)

Louise Harris, Director of Corporate Services (from July 2018 to July 2019)

Matthew Reynolds, Interim Director of Corporate Services (from July 2019)

Adam Heuman, Director of Engagement (to July 2019), interim deputy Chief Executive Officer (from July 2019)

Cristal de Saldanha, Director of Global Programmes

Helen Clark, Director of Membership (to May 2019)

BANKERS AND PROFESSIONAL ADVISORS

Bankers

- National Westminster Bank plc, 141 Ebury Street, London SW1W 9QP

Independent Auditors

- RSM UK Audit LLP, The Pinnacle, 170 Midsummer Boulevard, Milton Keynes, Buckinghamshire MK9 1BP

Investment Managers

- Quilter Cheviot Investment Management, One Kingsway, London WC2B 6AN

Solicitors

- BDB Pitmans LLP, 50 Broadway, Westminster, London SW1H 0BL

PRINCIPAL OFFICE

World Bureau

Olave Centre

12c Lyndhurst Road

London NW3 5PQ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The World Board (as the Board of Trustees) is responsible for preparing the trustees' report and the financial statements in accordance with applicable law and regulations. Charity law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have agreed to prepare the financial statements in accordance with UK generally accepted accounting practice (UK Accounting Standards and applicable law). Under charity law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity as at the end of the financial year, and of its incoming resources and application of those resources, including income and expenditure for the year. In preparing the financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the Financial Statements on a going concern basis unless it is inappropriate to presume that the charity will continue its activities.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and that disclose, with reasonable accuracy at any time, the financial position of WAGGGS and enable them to ensure that the financial statements comply with the Charities Act 2011, the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and for their proper application, as required by charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charity's auditors are unaware.
- The trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the charity and the financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved and authorised for issue by the Board of Trustees on 29 September 2019

Ana Maria Mideros

Ana Maria Mideros
WAGGGS World Board Chair

Tashia Batstone

Tashia Batstone
WAGGGS Treasurer

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE WORLD ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS

Opinion

We have audited the financial statements of the World Association of Girl Guides and Girl Scouts (the 'charity') and its subsidiaries (the 'group') for the year ended 31 December 2018 which comprise the Consolidated Statement of Financial Activities, the Group and parent charity Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and charity's affairs as at 31 December 2018 and of their incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We have been appointed as auditors under section 151 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or parent charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' Report; or
- sufficient accounting records have not been kept by the parent charity; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 28, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees as a body, in accordance with the Charities Act 2011. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK Audit LLP

RSM UK Audit LLP
Statutory Auditor
Chartered Accountants
The Pinnacle
170 Midsummer Boulevard
Milton Keynes
Buckinghamshire
MK9 1BP

Date: 22 October 2019

RSM UK Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

for the year ended 31 December 2018

	NOTES	UNRESTRICTED FUNDS	RESTRICTED FUNDS	ENDOWMENT FUNDS	TOTAL FUNDS YEAR TO 31/12/18	TOTAL FUNDS YEAR TO 31/12/17
		£'000	£'000	£'000	£'000	£'000
INCOME & ENDOWMENTS						
<i>Donations, legacies and endowments</i>	4	580	1,445	460	2,485	2,889
<i>Income from charitable activities</i>	5	3,382	900	-	4,282	4,821
<i>Income from other trading activities</i>	4	523	-	-	523	336
<i>Investment income</i>	6	289	1	-	290	296
Total Income		4,774	2,346	460	7,580	8,342
EXPENDITURE						
<i>Raising funds</i>	7	425	352	-	777	744
<i>Charitable activities</i>	7	4,896	2,740	-	7,636	7,321
Total Expenditure		5,321	3,092	-	8,413	8,065
Net (losses)/gains on investments	9	(224)	-	-	(224)	175
NET (EXPENDITURE)/INCOME FOR THE YEAR		(771)	(746)	460	(1,057)	452
Transfer between funds	18	(553)	553	-	-	-
Other (losses)/gains	9	(19)	26	-	7	(80)
NET MOVEMENT IN FUNDS		(1,343)	(167)	460	(1,050)	372
Total Funds at 1 January		6,187	6,180	469	12,836	12,464
Total Funds at 31 December		4,844	6,013	929	11,786	12,836


The notes on pages 35 to 53 form an integral part of these financial statements. All activities are classed as continuing. There were no recognised gains or losses other than those stated above.

CONSOLIDATED AND CHARITY BALANCE SHEETS

as at 31 December 2018

	NOTES	GROUP 2018 £'000	GROUP 2017 £'000	CHARITY 2018 £'000	CHARITY 2017 £'000
FIXED ASSETS					
Intangible Assets	10	85	62	85	59
Tangible Assets	11	3,994	4,073	3,551	3,601
Investments	12	5,354	6,819	5,270	6,762
Total fixed assets		9,433	10,954	8,906	10,422
CURRENT ASSETS					
Stocks	14	295	250	27	26
Debtors	15	1,221	464	1,063	271
Short Term investments		793	1,165	325	694
Cash at Bank and in hand		1,840	2,599	860	1,171
		4,149	4,478	2,275	2,162
CURRENT LIABILITIES					
CREDITORS - amounts falling due within one year	16	(1,707)	(2,507)	(1,441)	(1,889)
Net Current Assets		2,442	1,971	834	273
LONG-TERM CREDITORS	17	(89)	(89)	(5)	(5)
NET ASSETS		11,786	12,836	9,735	10,690
FUNDS of the Group and Charity					
Endowment Fund	18	929	469	929	469
Restricted Funds					
Restricted Property	18	3,390	3,424	3,293	3,321
Restricted Funds	18	2,623	2,756	1,878	2,160
Total Restricted		6,013	6,180	5,171	5,481
UNRESTRICTED					
General Funds	18	921	1,104	(250)	36
Designated Funds	18	3,923	5,083	3,885	4,704
Total Unrestricted		4,844	6,187	3,635	4,740
TOTAL FUNDS		11,786	12,836	9,735	10,690

Approved and authorised for issue by the Board of Trustees 29 September 2019 and signed on its behalf by


Ana Maria Mideros Gadea (WAGGGS World Board Chair)

CONSOLIDATED STATEMENT OF CASH FLOWS

	NOTES	YEAR TO 31/12/2018 £'000	YEAR TO 31/12/2017 £'000
OPERATING ACTIVITIES			
Cash (used in)/generated from operations	19	(2,606)	1,092
NET CASH (USED IN)/FROM OPERATING ACTIVITIES		(2,606)	1,092
INVESTING ACTIVITIES			
Purchase of intangible assets		(50)	(3)
Purchase of tangible fixed assets		(9)	(32)
Proceeds on disposal of intangible fixed assets		3	-
Proceeds on disposal of tangible fixed assets		2	-
Purchase of investments		(316)	(350)
Proceeds from sale of investments		1,600	493
Dividends received		235	259
Interest received		55	37
NET CASH FROM INVESTING ACTIVITIES		1,520	404
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS		(1,087)	1,496
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR		3,764	2,375
Effect of foreign exchange rate changes		(44)	(107)
CASH AND CASH EQUIVALENTS AT END OF YEAR		2,633	3,764

NOTES TO THE ACCOUNTS

for the year ended 31 December 2018

1. ACCOUNTING POLICIES

1.1 Charity information

WAGGGS is a Charitable Incorporated Organisation (CIO) registered with the Charity Commission for England and Wales (no. 1159255). Details of the registered office are on page 27 of the trustees' report that accompanies these financial statements. The charity's operations and principal activities are described in the trustees' report.

1.2 Basis of accounting

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of listed investments, and are drawn up in accordance with the Charities Act 2011 and the Accounting and Reporting by charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective January 2015 (published July 2014).

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following Accounting and Reporting by Charities preparing these accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn. The Charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in (£) Sterling which is also the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1,000.

The financial results of the following entities are consolidated in these financial statements on a line by line basis:

- World Association of Girl Guides and Girl Scouts (charity registered with the Charity Commission of England and Wales, number 1159255)
- WAGGGS Trading Limited (company registered in England and Wales, number 07533080)
- Our Chalet Association (founded 15 December 1930 under Article 60ff of the Code Civil Suisse)
- Foundation for Girl Guides and Girl Scouts Centre Our Chalet Association (registered as a foundation – "stiftung" – in Switzerland)
- Nuestra Cabaña, A.C. (Asociación Civil) (non-profit association registered in Mexico, Tax Identification number NCA880620IF4)
- The Cabaña, S.A. DE C.V. (Sociedad Anónima de Capital Variable) (company registered in Mexico, Tax Identification Number CAB5407071W6)
- Sangam World Centre of the World Association of Girl Guides and Girl Scouts (registered in India with the Office of Commissioner of Income tax, Pune with the registration number CH.P. PNA-1976-76-77)
- World Association of Girl Guides and Girl Scouts (Europe Region) (registered in Belgium, company number BE 0457.323.425)

Please see note 13 for further details.

WAGGGS has control of a dormant company, WAGGGS MEX Limited (share capital £3), incorporated in Great Britain. The entity has not traded in the year.

The significant accounting policies adopted by the Trustees are described below and have been applied consistently throughout the current year and preceding year.

1.3 Reduced disclosures

The charity has taken advantage of the exemption from disclosing the following information in its charity only accounts, as permitted by the reduced disclosure regime within FRS 102:

- Section 7 'Statement of Cash Flows' – Presentation of a Statement of Cash Flows and related notes and disclosures
- Section 11 'Basic Financial Instruments' – Carrying amounts, interest income/expense and net gains/losses for each category of financial instrument

1.4 Going concern

WAGGGS has cash resources and a substantial portfolio of investments that can be liquidated at short notice. The trustees therefore have a reasonable expectation that WAGGGS has adequate resources to continue to operate for the foreseeable future and are confident that these accounts can be prepared and agreed on a 'going concern' basis.

1.5 Fund Accounting

Restricted funds – are those funds given to the charity by an external donor, which must be applied in accordance with the donor's intentions. The purposes and uses of these funds are set out on page 53 in the notes to the accounts.

Endowment funds – are those funds given to the charity by an external donor, which must be applied in accordance with the donor's intentions and where one of those intentions is the preservation of the original capital given. The purposes and uses of these funds are set out on page 53 in the notes to the accounts.

Designated unrestricted funds – are those reserves specifically set aside by the World Board for a particular purpose, over which they have full discretion. The purposes and uses of these funds are set out on page 53 in the notes to the accounts.

General unrestricted funds - are the remaining unrestricted funds of the Charity (including its subsidiaries) that are freely available to spend in furtherance of the Objects of WAGGGS, and which have not been designated by the World Board and are not tied up in fixed assets.

1.6 Income

All income is included in the accounts when the charity is legally entitled to the income, the amount can be quantified with reasonable accuracy and the receipt of income is probable. The following specific policies apply to categories of income:

- Membership fee income relates to the annual fee payable by Membership Organisations as a condition of membership. This is accounted for on a receivable basis, net of provisions.
- Legacies are credited to the Statement of Financial Activities on a case by case basis in accordance with the requirements of the SORP (being probability, entitlement and measurement). Entitlement is taken as the earlier date on which either:
 - the charity receives a distribution from the estate or
 - the charity has received notification in writing from the Estate Executors of the amount to be received by the charity from the estate.
- Donations are accounted for where there is adequate probability of receipt.
- Grants for specific purposes are recognised as income when receivable and are shown as restricted income. The exception to this rule is where grants are received with preconditions attached, and where the preconditions have not been met by the balance sheet date. Such grants are included in creditors as deferred income.
- Investment income, primarily from dividends and interest, is included gross and accounted for when receivable.
- Sale of materials and goods includes charitable trading income from the sale of publications, uniform and other items purely for charitable purposes. These are accounted for at the point of sale.
- World Centres Operating Income consists primarily of receipts for board, lodging and event costs. This is accounted for on an accruals basis.

1.7 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category, inclusive of any irrecoverable VAT.

The allocation of staff salaries, other benefits and overheads not directly attributable to a particular functional activity are apportioned over the relevant categories on the basis of management estimates of time spent by individual staff on various activities in support of the WAGGGS' global outcomes.

Expenditure on raising funds includes those expenses which are directly attributable to the generation of funds. These include Investment Managers fees and the salaries and overheads of the staff that directly undertake fundraising activities plus allocated support costs.

Charitable Activities expenditure is allocated against global outcomes and activities on the basis noted above.

Operational Support Services represent the central costs not directly attributable to WAGGGS' global outcomes but are in support of WAGGGS' charitable activities.

Governance costs include the direct costs of the administration of WAGGGS and compliance with constitutional and statutory requirements including an appropriate share of support costs. These costs include audit, legal advice for trustees and costs associated with Board meetings, the governance element of the World Conference and the preparation of the statutory accounts.

Pensions are provided through money purchase schemes and costs recognised when payments into those schemes are due and payable.

1.8 Foreign Currencies

Assets and liabilities denominated in foreign currencies and the results of overseas operations are translated at the rates of exchange ruling at the balance sheet date. Exchange differences arising from retranslation of opening net investment in overseas operations are dealt with as a movement in the funds. Transactions in foreign currencies are recorded at the rate ruling at the date of the transactions and exchange differences are dealt with through the Statement of Financial Activities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial Instruments Issues" of FRS 102, in full, to all of its financial instruments.

Financial instruments are classified and accounted for according to the substance of the contractual arrangement as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the entity after deducting all of its liabilities.

Financial assets

Basic financial assets, which include other debtors, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost, being transaction price less amounts settled and less any impairment losses.

Financial liabilities

Basic financial liabilities, which include trade creditors, employees' salaries provision and other creditors, are initially measured at transaction price and subsequently measured at amortised cost, being transaction price less amounts settled.

1.10 Intangible Fixed Assets

Purchased intangible assets are recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised.

The Trustees do not consider that there are any critical estimates or areas of judgement that need to be brought to the attention of the readers of the financial statements.

3. STATEMENT OF FINANCIAL ACTIVITIES – COMPARATIVE INFORMATION FOR 2017

	UNRESTRICTED FUNDS £'000	RESTRICTED FUNDS £'000	ENDOWMENT FUNDS £'000	TOTAL 2017 £'000
INCOME FROM:				
Donations, legacies and endowments	873	1,547	469	2,889
Income from charitable activities	4,095	726	-	4,821
Income from other trading activities	336	-	-	336
Investment income	295	1	-	296
Total income	5,599	2,274	469	8,342
EXPENDITURE ON:				
Raising funds	555	189	-	744
Charitable activities	5,554	1,767	-	7,321
Total expenditure	6,109	1,956	-	8,065
Net gains/(losses) on investments	175	-	-	175
NET INCOME/(EXPENDITURE)	(335)	318	469	452
Transfer between funds	(187)	187	-	-
Other gains/(losses)	(53)	(27)	-	(80)
NET MOVEMENT IN FUNDS	(575)	478	469	372
Total Funds at 1 January	6,762	5,702	-	12,464
Total Funds at 31 December	6,187	6,180	469	12,836

4. INCOME FROM DONATIONS, LEGACIES AND ENDOWMENTS

	UNRESTRICTED FUNDS £'000	RESTRICTED FUNDS £'000	ENDOWMENT FUNDS £'000	TOTAL 2018 £'000	TOTAL 2017 £'000
Donations and legacies					
Donations	193	1,083	460	1,736	2,059
World Thinking Day	128	-	-	128	132
Olave Baden-Powell Society	232	166	-	398	344
Regions	1	46	-	47	84
World Centres	26	150	-	176	270
Total voluntary income	580	1,445	460	2,485	2,889
Activities for generating funds					
Income from other trading activities	523	-	-	523	336
Total activities for generating funds	523	-	-	523	336
Total income from donations, legacies and activities for generating funds	1,103	1,445	460	3,008	3,225

5. INCOME FROM CHARITABLE ACTIVITIES

	UNRESTRICTED FUNDS £'000	RESTRICTED FUNDS £'000	ENDOWMENT FUNDS £'000	TOTAL 2018 £'000	TOTAL 2017 £'000
Membership fees	1,680	-	-	1,680	1,718
World Centres Operating income	354	5	-	359	1,109
Sale of materials and goods	1	-	-	1	-
Grants for specific programmes	493	482	-	975	1,490
Conference, Event fees and other	854	413	-	1,267	504
Total income from charitable activities	3,382	900	-	4,282	4,821

6. INVESTMENT INCOME

	UNRESTRICTED FUNDS £'000	RESTRICTED FUNDS £'000	ENDOWMENT FUNDS £'000	TOTAL 2018 £'000	TOTAL 2017 £'000
<i>Investment Income</i>					
Dividend income	235	-	-	235	259
Interest income	54	1	-	55	37
Other income	-	-	-	-	-
Total investment income	289	1	-	290	296

7A. ANALYSIS OF EXPENDITURE BY CATEGORY

	GRANTS PAID £'000	OTHER DIRECT COSTS £'000	DIRECT STAFF COSTS £'000	SUPPORT COSTS £'000	TOTAL 2018 £'000	TOTAL 2017 £'000
Expenditure on raising funds	7	421	276	74	778	744
Strategic Theme 1 - More Opportunities for More Girls	400	1,245	1,200	529	3,374	3,019
Strategic Theme 2 - Greater Global Influence	166	434	677	450	1,727	2,390
Strategic Theme 3 - Strong & Vibrant Movement	248	815	971	502	2,536	1,912
Total Expenditure	821	2,915	3,124	1,555	8,415	8,065

Support costs not directly attributable to the charitable activities, generating funds which include governance, have been allocated to each of the categories shown below on the basis of estimated time and number of staff employed during the year on each of the relevant activities.

Every three years, the World Conference approves a new strategic plan for WAGGGS. At the 2017 World Conference, a new strategy was approved for 2018-2020, including a shift from six strategic outcomes to three strategic themes. The 2017 totals are restated here in line with the 2018-2020 strategic themes.

Foreign currency exchange differences recognised in the Statement of Financial Activities during the year, except for those arising on consolidation, totalled £7k (2017: £80k).

Total grant payments made during 2018 were £821k (2017: £691k). Grants paid to Member Organisations amounted to £625k (2017: £582k) and were predominantly project grants. The remainder are smaller grants to individuals who receive support to attend WAGGGS events and to carry out other activities in line with our charitable objects.

LIST OF GRANTS PAID	NUMBER OF GRANTS	WORLD BUREAU	WORLD CENTRES	GRAND TOTAL
		£'000	£'000	£'000
Delegates & Individuals	127	118	78	196
Member Organisations	222	625	-	625
TOTAL Grants Paid	349	743	78	821

DETAILED ANALYSIS OF GRANTS	2018 NUMBER OF GRANTS	DELEGATES & INDIVIDUALS	MEMBER ORGANISATIONS	TOTAL 2018
		£'000	£'000	£'000
5 th World Centre project	16	9	-	9
Advocacy events	34	19	11	30
Africa projects	8	10	1	11
Anne Scott project	45	8	-	8
Arab project	5	3	-	3
Asia Pacific projects	10	4	15	19
FK Norway project	44	5	197	202
Miscellaneous projects	1	-	-	0
Nutrition International	15	2	103	105
Our Cabaña events	62	30	-	30
Scholarships	26	28	-	28
Stop the Violence project	4	-	8	8
Surf Smart project	13	-	37	37
UPS project	8	-	253	253
Our Cabaña	3	2	-	2
Our Chalet	71	53	-	53
Pax Lodge	21	4	-	4
Sangam	32	19	-	19
	418	196	625	821

7B. ANALYSIS OF SUPPORT COSTS BY FUNCTIONAL EXPENDITURE

The support costs shown below are comprised of governance costs; the cost of finance and management time in overseeing charitable activities. Office costs cover the cost of running the World Bureau, HR costs include staff training and other central staff related expenses and IT costs include all general IT support costs.

	FINANCE & MANAGEMENT COSTS	OFFICE COSTS	HR COSTS	IT COSTS	GOVERNANCE COSTS	TOTAL SUPPORT COSTS 2018	TOTAL SUPPORT COSTS 2017
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure on raising funds	30	13	16	6	9	74	74
Strategic Theme 1 - More Opportunities for More Girls	157	68	84	30	190	529	836
Strategic Theme 2 - Greater Global Influence	152	66	82	29	121	450	623
Strategic Theme 3 - Strong & Vibrant Movement	156	67	82	30	167	502	489
Total Expenditure	495	214	264	95	487	1,555	2,022

7C. ANALYSIS OF TOTAL RESOURCES EXPENDED BY FUND

	UNRESTRICTED FUNDS	RESTRICTED FUNDS	ENDOWMENT FUNDS	TOTAL 2018	TOTAL 2017
	£'000	£'000	£'000	£'000	£'000
Expenditure on raising funds	425	352	-	777	744
Strategic Theme 1 - More Opportunities for More Girls	2,092	1,280	-	3,372	3,019
Strategic Theme 2 - Greater Global Influence	1,238	489	-	1,727	2,390
Strategic Theme 3 - Strong & Vibrant Movement	1,566	971	-	2,537	1,912
Total Resources Expended	5,321	3,092	-	8,413	8,065

8. EMPLOYEES

AVERAGE NUMBER OF EMPLOYEES

	TOTAL 2018 Number	TOTAL 2017 Number
Charitable Activities	75	60
Fundraising	8	7
Support Services	15	13
Total	98	80

TOTAL STAFF COSTS

	TOTAL 2018 £'000	TOTAL 2017 £'000
Wages and salaries	3,415	3,037
Social security costs	324	364
Pension costs	170	136
Total	3,909	3,537

Remuneration policy and benefits

The Association bases its reward policies and strategies on the needs of the organisation. Salaries are benchmarked against other comparable organisations to ensure that WAGGGS pays a suitable rate of pay to all the staff in relation to the environment in which they work. The Association has a separate Group personal pension plan set up in 1998 with Aviva Life Services UK Limited, which is a contributory money purchase scheme to which the majority of staff belong. A small number of staff contribute to the money purchase pension scheme with Countrywide Assured plc, which commenced in 1984.

The assets of both schemes are in independently administered funds. Contributions totalling £23k (2017:£19k) were payable at the year end and are included in other creditors. Where appropriate the World Centres contribute to local pension arrangements for senior staff.

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000.

	2018 Number	2017 Number
£110,001 - £120,000	-	1
£80,001 - £90,000	1	-
£70,001 - £80,000	3	1
£60,001 - £70,000	1	-

Pension contributions of £15k were paid in 2018 (2017: £13k) to the five employees earning more than £60,000 within the year.

The Trustees did not receive any remuneration or benefits in kind, other than the reimbursement of expenses. During the year, 18 (2017: 21) trustees were reimbursed for travelling and accommodation expense incurred on the Association's business, which amounted to £81k (2017: £67k).

Key management personnel

The key management personnel of the group and the charity comprise of the Trustees and the staff Leadership Team (see pages 26 to 27).

The total employee benefits of the key management personnel of the charity during the year, which comprised salary, pension benefits, benefits in kind and Employer's National Insurance were £488,172 (2017: £485,613).

Auditor's Remuneration

Audit fees payable for the year ended 31 December 2018 were £69k in total (2017: £58k). Additional fees of £35k were paid in the year for other tax advice (2017: £31k). A breakdown of audit fees by entity for 2017 and 2018 are included below:

Entity	2018 £'000	2017 £'000
Charity	30	33
WAGGGS Europe AISBL	7	10
Our Chalet Association	13	8
Our Chalet Foundation	1	1
Sangam	13	1
WAGGGS Trading	5	5
Total	69	58

9A. OTHER GAINS/(LOSSES)	UNRESTRICTED FUNDS £'000	RESTRICTED FUNDS £'000	ENDOWMENT FUNDS £'000	TOTAL 2018 £'000	TOTAL 2017 £'000
Exchange and revaluation movements	(19)	26	-	7	(80)
Total other gains / (losses)	(19)	26	-	7	(80)

9B. NET GAINS/(LOSSES)	UNRESTRICTED FUNDS	RESTRICTED FUNDS	ENDOWMENT FUNDS	TOTAL 2018	TOTAL 2017
	£'000	£'000	£'000	£'000	£'000
Realised losses on investments	(8)	-	-	(8)	(29)
Unrealised (losses)/gains on investments	(198)	-	-	(198)	235
Realised losses on asset revaluation	(18)	-	-	(18)	(103)
Unrealised gains on asset revaluation	-	-	-	-	72
Total Net (losses) / gains	(224)	-	-	(224)	175

10. INTANGIBLE ASSETS

	GROUP PURCHASED SOFTWARE & TRADEMARKS	CHARITY PURCHASED SOFTWARE & TRADEMARKS
	£'000	£'000
Cost or Valuation		
Brought forward 1 January 2018	111	103
Additions	50	50
Disposals	(3)	-
Carried forward 31 December 2018	158	153
Amortisation		
Brought forward 1 January 2018	49	44
Charge for year	24	24
Carried forward 31 December 2018	73	68
Net Book Value:		
31 December 2018	85	85
31 December 2017	62	59

11. TANGIBLE ASSETS – GROUP

	FREEHOLD LAND & BUILDINGS	LEASEHOLD LAND & BUILDINGS	FURNITURE & EQUIPMENT	TOTAL
	£'000	£'000	£'000	£'000
Cost or Valuation				
Brought forward 1 January 2018	1,996	4,495	453	6,944
Additions	-	-	22	22
Disposals and fully depreciated assets	(13)	-	(2)	(15)
Exchange difference	101	-	(2)	99
Carried forward 31 December 2018	2,084	4,495	471	7,050
Accumulated Depreciation				
Brought forward 1 January 2018	1,611	939	321	2,871
Charge for year	15	43	36	94
Disposals and fully depreciated assets	-	-	(2)	(2)
Exchange difference	92	-	1	93
Carried forward 31 December 2018	1,718	982	356	3,056
Net Book Value:				
31 December 2018	366	3,513	115	3,994
31 December 2017	385	3,556	132	4,073

TANGIBLE ASSETS – CHARITY	FREEHOLD LAND & BUILDINGS	LEASEHOLD LAND & BUILDINGS	FURNITURE & EQUIPMENT	TOTAL
	£'000	£'000	£'000	£'000
Cost or Valuation				
Brought forward 1 January 2018	-	4,495	203	4,698
Additions	-	-	12	12
Carried forward 31 December 2018	-	4,495	215	4,710
Accumulated Depreciation				
Brought forward 1 January 2018	-	939	158	1,097
Charge for year	-	43	19	62
Carried forward 31 December 2018	-	982	177	1,159
Net Book Value:				
31 December 2018	-	3,513	38	3,551
31 December 2017	-	3,556	45	3,601

The total value of land in the group that is not depreciated is £153k (2017: £153k)

12. INVESTMENTS – GROUP	TOTAL 2018	TOTAL 2017
	£'000	£'000
Market value at 1 January	6,819	6,745
Purchases at cost	316	350
Disposals at book value	(1,600)	(493)
Exchange difference	215	(249)
Net unrealised gain/(loss) on revaluation	(396)	466
Market value as at 31 December	5,354	6,819
At the balance sheet date, the portfolio was invested as follows		
UK Equity shares	2,061	2,953
UK Fixed Interest Bonds and Deposits	2,113	2,030
Property Unit Trusts	1,001	1,678
Overseas Mutual Funds	84	57
Overseas Fixed Interest Bonds and Deposits	95	101
Market value as at 31 December	5,354	6,819
INVESTMENTS - CHARITY	TOTAL 2018	TOTAL 2017
	£'000	£'000
Market value at 1 January	6,762	6,688
Purchases at cost	316	350
Disposals at book value	(1,610)	(509)
Net unrealised (loss)/gain on revaluation	(198)	233
Market value as at 31 December	5,270	6,762
At the balance sheet date, the portfolio was invested as follows		
UK Equity shares	2,061	2,953
UK Fixed Interest Bonds and Deposits	2,113	2,030
Property Unit Trusts	1,001	1,678
Overseas Fixed Interest Bonds and Deposits	95	101
Market value as at 31 December	5,270	6,762

In both the Group and Charity, there are no restrictions on the realization of any of the investments. Within these investments there is a material holding in Glaxo Smithkline, which makes up 4.7% of the total investments. Our investment managers have confirmed that as the price of this investment is tied to the movement of the underlying index; in theory even a large disposal of the holding should have no effect on the price.

13. SUBSIDIARY UNDERTAKING

The Charity's subsidiary undertakings for the year ended 31 December 2018:

	% age Control	Net assets / (liabilities) £'000	Total Income £'000	Total Expenditure £'000	Surplus / (Deficit) £'000
WAGGGS Trading Limited	100%	-	836	836	-
AISBL (WAGGGS - Europe Region)	100%	289	409	587	(178)
Nuestra Cabaña	100%	(29)	56	77	(21)
The Cabaña S.A. DE C.V.	100%	131	19	33	(14)
Our Chalet Association	100%	1,180	818	770	48
Foundation for Girl Guides and Girl Scouts Centre Our Chalet Association	100%	197	52	52	-
Sangam WAGGGS	100%	283	384	390	(6)
WAGGGSMEX Limited	100%	-	-	-	-
14. STOCKS		GROUP TOTAL	GROUP TOTAL	CHARITY TOTAL	CHARITY TOTAL
		2018	2017	2018	2017
		£'000	£'000	£'000	£'000
Uniforms, publications, badges and souvenirs		283	241	27	26
Other		12	9	-	-
Total Stocks		295	250	27	26

15. DEBTORS	GROUP TOTAL	GROUP TOTAL	CHARITY TOTAL	CHARITY TOTAL
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
Trade debtors	326	121	120	79
Accrued income	650	-	650	-
Other debtors	77	148	12	67
Prepayments	168	195	93	46
Amounts owed by group undertakings	-	-	188	79
Total Debtors	1,221	464	1,063	271

Outstanding membership fees payable by Member Organisations of £89k (2017:£65k) are included within other debtors. The World Board has agreed rescheduled payment schemes with some Member Organisations in respect of their outstanding membership fees.

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	GROUP	GROUP	CHARITY	CHARITY
	TOTAL	TOTAL	TOTAL	TOTAL
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
Trade creditors	293	157	163	36
Other creditors	85	75	65	38
Employees' salaries provision	34	96	-	51
Tax and social security	86	59	70	60
Accruals & Deferred Income	1,209	2,120	435	1,280
Amounts owed by group undertakings	-	-	708	424
Total Creditors	1,707	2,507	1,441	1,889

Under Charities SORP FRS 102, the group and charity are required to recognise a holiday pay accrual for any holiday entitlement not taken by staff at the year-end date. The Employees' salaries provision represents this holidays provision not taken during the year and owed to the employees at the end of financial year.

Deferred Income	GROUP TOTAL	CHARITY TOTAL
	2018	2018
	£'000	£'000
Balance as at 1 January 2018	650	77
Amounts released to income in year	(650)	(77)
Amounts deferred in year	457	80
Balance as at 31 December 2018	457	80

The majority of deferred income as at 31 December 2018 relates to contract income paid in advance.

17. CREDITORS: AMOUNTS FALLING DUE MORE THAN ONE YEAR	GROUP TOTAL 2018	GROUP TOTAL 2017	CHARITY TOTAL 2018	CHARITY TOTAL 2017
	£'000	£'000	£'000	£'000
Long-term Liabilities: Accruals & Deferred Income	5	26	5	5
Long-term Liabilities: Other Creditors	84	63	-	-
Total Creditors	89	89	5	5

18A: ANALYSIS OF MOVEMENTS OF FUNDS - GROUP	BALANCE 2017	INCOMING FUNDS	OUTGOING FUNDS	TRANSFER BETWEEN FUNDS	GAINS AND LOSSES	BALANCE 2018
	£'000	£'000	£'000	£'000	£'000	£'000
WAGGGS Endowment Fund	469	460	-	-	-	929
Total Endowments Fund	469	460	-	-	-	929

Restricted Funds – comprise of the following expended balances on donations and grants given for specific purposes. The purpose of each fund can be found on page 53

	BALANCE 2017	INCOMING FUNDS	OUTGOING FUNDS	TRANSFER BETWEEN FUNDS	GAINS AND LOSSES	BALANCE 2018
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted Property						
World Bureau - Property	1,602	-	(14)	-	-	1,588
Pax Lodge - Property	1,719	-	(14)	-	-	1,705
Our Cabaña - Property	103	-	(13)	-	7	97
Total Restricted Property Funds	3,424	-	(41)	-	7	3,390
World Bureau						
A Bartlow legacy	527	-	(139)	-	-	388
Advocacy	74	28	(68)	-	-	34
GS USA Environmental Project	17	-	(2)	-	-	15
Leadership	449	284	(403)	(6)	-	324
Membership	63	128	(75)	226	-	342
Nutrition International	368	295	(504)	-	(1)	158
Other donations	133	214	(246)	18	-	119
UPS Signature Programme	353	481	(515)	-	-	319
World Conference and other travel grants	37	7	(8)	3	-	39
YESS Girls Movement	52	342	(390)	-	-	4
	2,073	1,779	(2,350)	241	(1)	1,742
World Centres & Europe						
Our Cabaña - others	43	1	(6)	(15)	2	25
Our Chalet Foundation	48	5	(1)	-	3	55
Our Chalet	349	46	(63)	-	19	351
Pax Lodge - others	87	28	(33)	-	-	82
Sangam	154	78	(81)	(30)	(3)	118
Europe	2	409	(517)	357	(1)	250
Other Restricted Funds	683	567	(701)	312	20	881
Total Restricted Funds	6,180	2,346	(3,092)	553	26	6,013
General	1,104	4,633	(5,027)	306	(95)	921

Designated Funds – the following funds have been set aside to cover specific costs. The purpose of each fund can be found on page 53.

	BALANCE 2017	INCOMING FUNDS	OUTGOING FUNDS	TRANSFER BETWEEN FUNDS	GAINS AND LOSSES	BALANCE 2018
	£'000	£'000	£'000	£'000	£'000	£'000
Designated Funds						
Regional Funds	597	1	(73)	(459)	4	70
Finance Systems	250	-	(76)	-	-	174
Investment Case						
Fund Development	350	-	(40)	-	-	310
Investment Case						
Strategic Investment	536	140	(105)	-	(152)	419
2018 Budgeted						
Unrestricted Deficit	400	-	-	(400)	-	-
Risk Based Reserve	2,950	-	-	-	-	2,950
Total Designated Funds	5,083	141	(294)	(859)	(148)	3,923
Total Unrestricted Funds	6,187	4,774	(5,321)	(553)	(243)	4,844
Total Funds	12,836	7,580	(8,413)	-	(217)	11,786

The table below provides explanations for each of the transfers between funds:

LINE	TRANSFER BETWEEN FUNDS £'000	EXPLANATION
Restricted - World Bureau - leadership	(6)	Transfer to other WF restricted pots to be utilised on other projects
Restricted - World Bureau - leadership	226	Correction of fund category from Unrestricted/Designated to Restricted
Restricted - World Bureau - other donations	18	Correction of fund category from Unrestricted/Designated to Restricted
Restricted - World Bureau - World Conference and other travel grants	3	Correction of allocation between restricted fund categories
Restricted - World Centres & Europe - Our Cabaña	(15)	Release of reserves to cover unrestricted deficit
Restricted - World Centres & Europe - Sangam	(30)	Correction of fund category within Sangam restricted and unrestricted funds
Restricted - World Centres & Europe - Europe	357	European Contribution correctly recategorised as restricted funds and not designated funds
Designated - Regional Funds	(459)	Correction of fund category from Unrestricted/Designated to Restricted
Designated - 2018 budgeted unrestricted deficit	(400)	Release of designated funds for 2018 Deficit - in line to designation

18B - ANALYSIS OF MOVEMENTS OF FUNDS - CHARITY	BALANCE 2017	INCOMING FUNDS	OUTGOING FUNDS	TRANSFER BETWEEN FUNDS	GAINS AND LOSSES	BALANCE 2018
	£'000	£'000	£'000	£'000	£'000	£'000
WAGGGS Endowment Fund	469	460	-	-	-	929
Total Endowments Fund	469	460	-	-	-	929

Restricted Funds – comprise of the following expended balances on donations and grants given for specific purposes. The purpose of each fund can be found on page 53.

	BALANCE 2017	INCOMING FUNDS	OUTGOING FUNDS	TRANSFER BETWEEN FUNDS	GAINS AND LOSSES	BALANCE 2018
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted Property						
World Bureau - Property	1,602	-	(14)	-	-	1,588
Pax Lodge - Property	1,719	-	(14)	-	-	1,705
Total Restricted Property Funds	3,321	-	(28)	-	-	3,293

	BALANCE 2017	INCOMING FUNDS	OUTGOING FUNDS	TRANSFER BETWEEN FUNDS	GAINS AND LOSSES	BALANCE 2018
	£'000	£'000	£'000	£'000	£'000	£'000
World Bureau						
A Bartlow legacy	527	-	(139)	-	-	388
Advocacy	74	28	(68)	-	-	34
GS USA Environmental Project	17	-	(2)	-	-	15
Leadership	449	339	(403)	(8)	-	377
Membership	63	128	(75)	226	-	342
Nutrition International	368	295	(504)	-	(1)	158
Other donations	133	214	(246)	18	-	119
UPS Signature Programme	353	481	(515)	-	-	319
World Conference and other travel grants	37	7	(8)	3	-	39
YESS Girls Movement	52	342	(389)	-	-	5
	2,073	1,834	(2,349)	239	(1)	1,796
World Centres						
Pax Lodge - others	87	28	(33)	-	-	82
	87	28	(33)	-	-	82
Other Restricted Funds	2,160	1,862	(2,382)	239	(1)	1,878
Total Restricted Funds	5,481	1,862	(2,410)	239	(1)	5,171
General	36	2,859	(3,391)	261	(15)	(250)

A decision to release designated funds back in to general unrestricted funds to bring the charity's general unrestricted balance to zero will be taken in 2019 and recognised in the accounts for that year.

ACKNOWLEDGEMENTS

THANK YOU TO

Her Royal Highness Princess Benedikte of Denmark

THE PRINCESS BENEDIKTE AWARDEES

Susan Patten (Canada)
Dallas Langdon (Australia)
Puan Sri Esther Wong (Malaysia)
Marlies Allan (Nigeria)
Dato Ann Eu (Malaysia)
Karen Saenz (USA)
Deborah Robinson (USA)
Ivie Ejiwunmi (Nigeria)
James Paterson (Canada)

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LEGACIES

We would like to remember the many individuals who left a gift in their will to the World Association of Girl Guides and Girl Scouts (WAGGGS) in 2018. Their generosity ensures that we are able to continue our work supporting girls and young women to develop their full potential as responsible citizens of the world.

OUR MANY SUPPORTERS INCLUDING

The many volunteers serving on committees, working groups, training pools and other roles
Friends of the World Centres, Regions and WAGGGS
International Guide and Scout Fellowship
Member Organisations
Olave Baden-Powell Society
World Foundation for Girl Guides and Girl Scouts Inc.
Girl Guides of Canada

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CHARITY	ENDOWMENT FUNDS	RESTRICTED FUNDS	GENERAL FUNDS	DESIGNATED FUNDS	TOTAL 2018
	£'000	£'000	£'000	£'000	£'000
Fixed Assets	-	3,293	304	-	3,597
Intangible Assets	-	-	39	-	39
Investments	-	-	1,384	3,886	5,270
Long-Term Liabilities	-	-	(5)	-	(5)
Net Current Assets	929	1,878	(1,972)	(1)	834
Total	929	5,171	(250)	3,885	9,735

21. FINANCIAL PERFORMANCE OF THE CHARITY

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiaries as listed in note 13. The net income/(expenditure) for the year for the charity only is £(703)k (2017: £224k).

22. RELATED PARTY TRANSACTIONS

During the year the Charity had the following transactions and balances with the subsidiaries listed in note 13.

	2018	2017
	£'000	£'000
Income received from subsidiaries	140	209
Distribution of surplus from subsidiaries	117	227
Amounts owed by the charity to subsidiaries	520	345
Donations from Trustees	-	12

Designated Funds – the following funds have been set aside to cover specific costs. The purpose of each fund can be found on page 53.

Designated Funds

Regional Funds	218	1	(88)	(100)	-	31
Finance Systems Investment Case	250	-	(75)	-	-	175
Fund Development Investment Case	350	-	(40)	-	-	310
Strategic Investment	536	140	(105)	-	(152)	419
2018 Budgeted Unrestricted Deficit	400	-	-	(400)	-	-
Risk Based Reserve	2,950	-	-	-	-	2,866
Total Designated Funds	4,704	141	(308)	(500)	(152)	3,885
Total Unrestricted Funds	4,740	3,000	(3,699)	(239)	(167)	3,635
Total Funds	10,690	5,322	(6,109)	-	(168)	9,735

19. RECONCILIATION OF NET INCOME TO NET CASH GENERATED FROM / (USED IN) OPERATIONS

	YEAR TO 31/12/2018 £'000	YEAR TO 31/12/2017 £'000
Net movement in funds during the year	(1,050)	372
Adjustments for:		
Depreciation of tangible fixed assets	99	102
Amortisation of intangible assets	20	20
Fair value losses/(gains) on financial instruments	224	(175)
Foreign exchange (gains)/losses	(7)	80
Less Investment income	(290)	(296)
Operating cash flows before movement in working capital	(1,004)	103
Decrease / (Increase) in stock	(45)	(32)
Decrease / (Increase) in debtors	(757)	320
Increase / (Decrease) in creditors	(800)	701
Cash generated (used in)/from operations	(2,606)	1,092

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS - GROUP

	ENDOWMENT FUNDS £'000	RESTRICTED FUNDS £'000	GENERAL FUNDS £'000	DESIGNATED FUNDS £'000	TOTAL 2018 £'000
Fixed Assets	-	3,390	650	-	4,040
Intangible Assets	-	-	39	-	39
Investments	-	-	1,468	3,886	5,354
Long-Term Liabilities	-	-	(89)	-	(89)
Net Current Assets	929	2,623	(1,147)	37	2,442
Total	929	6,013	921	3,923	11,786

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CHARITY	ENDOWMENT FUNDS	RESTRICTED FUNDS	GENERAL FUNDS	DESIGNATED FUNDS	TOTAL 2018
	£'000	£'000	£'000	£'000	£'000
Fixed Assets	-	3,293	304	-	3,597
Intangible Assets	-	-	39	-	39
Investments	-	-	1,384	3,886	5,270
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	2018	2017
	£'000	£'000
Income received from subsidiaries	140	209
Distribution of surplus from subsidiaries	117	227
Amounts owed by the charity to subsidiaries	520	345
Donations from Trustees	-	12

23. PURPOSE OF RESTRICTED AND DESIGNATED FUNDS

The prime purpose of the restricted funds and designated funds and the estimated timeframe in which these funds are expected to be utilised are shown below:

Restricted Funds	Purpose	Period to be used
Property	To be used for the upkeep and depreciation of the World Bureau.	Over the period of the remaining lease
Arlene Bartlow Development Fund	Primarily to support guiding activities in African Member Organisations.	Within 1 to 5 years
Advocacy	Primarily to support the delivery of advocacy campaigns	Within 1 to 2 years
GS USA Forever Green Project	Global environment projects to be executed by girls and young women.	Within 1 year
Leadership	Primarily for workshops, seminars and training.	Within 1 to 2 years
Membership	Primarily to support guiding activities in Member Organisations.	Within 1 to 2 years
Nutrition International	Primarily to support nutritional activities in Member Organisations.	Within 1 to 2 years
Other Donations	Other strategic related issues not specifically in relation to leadership, membership and advocacy.	Within 1 to 2 years
UPS Signature Programme	Major project on volunteering.	Within 1 year
Vibeke Reimer Fund	Leadership & Enterprise of Member Organisations.	Within 3 to 10 years
World Conference	Primarily for the provision of grants to girls and young women.	Within 1 to 2 years
YESS Girls Movement	Leadership exchange programme to girls and young women.	Within 1 to 2 years
World Centres		
Pax Lodge & Our Cabaña - Property	To be used for the upkeep and depreciation of the World Centres.	Over the period of the remaining lease or life of the property
World Centres other Restricted funds	Primarily for the provision of scholarships and support for training events held at the World Centres and building improvements.	Between 1 and 3 years
Designated Funds	Purpose	Period to be used
Regional Funds	Funds set aside for a range of projects and events that specifically enhance the ability of WAGGGS to provide the best possible service to the five main regional areas as they work with Member Organisations in those regions and the movement as a whole.	Within 1 to 2 years
Finance Systems Investment Case	Funds set aside for the development of the finance systems.	Within 1 to 5 years
Fund Development Investment Case	Funds set aside for the development of the fund raising for WAGGGS.	Within 1 to 3 years
Strategic Investment	Funds set aside for the development for further strategic investments for WAGGGS.	Within 1 to 3 years
2018 Budgeted Unrestricted Deficit	Funds set aside for the budgeted unrestricted deficit in 2019.	Within 1 year
Risk Based Reserve	Balance of funds set aside for safeguarding the continuing development, promotion and expansion of WAGGGS, which was previously held under Olave Baden-Powell Society Fund.	As and when required.

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International Guide and Scout Fellowship
Member Organisations
Olave Baden-Powell Society
World Foundation for Girl Guides and Girl Scouts Inc.
Girl Guides of Canada

AND OUR MANY PARTNERS AND DONORS INCLUDING

Avon Foundation for Women
Dove (Unilever)
Duke of Edinburgh's International Award Foundation
Erasmus+
European Youth Council
Food and Agriculture Organisation (FAO)
Global Postcode Trust
International Federation of Red Cross and Red Crescent Societies (IFRC)
King Abdullah bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID)
Lidelldale Discretionary Trust
Lifebuoy (Unilever)
Norwegian Agency for Exchange Cooperation (Norec)
Nutrition International
Office of the United Nations Secretary-General's Envoy on Youth
Save the Children
Silicon Valley Community Foundation / Symantec
Swedish Postcode Foundation
TheGoals.org
UN Women
Unicef
University of Exeter Economic and Social Research Centre
UPS Foundation
WASH United
World Organisation of the Scout Movement (WOSM)
Young Men's Christian Association (YMCA)
Young Women's Christian Association (YWCA)

