



World Association  
of Girl Guides  
and Girl Scouts

Association mondiale  
des Guides et des  
Eclaireuses

Asociación  
Mundial de las  
Guías Scouts

# Report and Financial Statements

for the year ended 31 December **2012**

## Our Mission is...

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

## Our Vision for 2012 is...

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

The World Association of Girl Guides and Girl Scouts (WAGGGS) has adopted eight key messages focusing on the UN's Millennium Development Goals (MDGs).

"together we can end extreme poverty and hunger"

"education opens doors for all children"

"empowering girls will change our world"

"together we can save children's lives"

"every mother's life and health is precious"

"we can stop the spread of AIDS, malaria and other diseases"

"we can save our planet"

"we can create peace through partnership"

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# Trustees' Report

The World Board is pleased to present its Annual Report and audited Financial Statements for the World Association of Girl Guides and Girl Scouts (WAGGGS) for the year to 31 December 2012. These financial statements are prepared in accordance with the Statement of Recommended Practice on Accounting and Reporting by Charities (SORP) 2005.

## Reference and Administrative Details

WAGGGS is a charity registered with the Charity Commission of England and Wales under number 306125.

The World Bureau serves as the secretariat of WAGGGS and its address can be found on page 17.

Details of the Trustees, senior staff and external advisors who served during the year are set out on page 17.

## Structure, Governance and Management

The authority of WAGGGS is exercised through delegates appointed by Member Organizations of WAGGGS, meeting at the World Conference. The World Board acts on behalf of the Conference in between meetings and its members are Trustees of the Charity. WAGGGS' governing instrument is the 12th edition of the Constitution and Bye-Laws (originally dated 1936, last revised in July 2008).

Member Organizations nominate candidates for election to the World Board and to the Regional Committees and they nominate members to serve on other Committees and Working Groups of the World Board. Prior to elections, Member Organizations are informed of the experience and specific expertise required of potential candidates in order to have an effective and skilled 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 members: 12 are elected by ballot at the World Conference for a term of six years and the five Chairmen of the Regional Committees are elected by ballot at their respective Regional Conferences and serve for three years. Regional Chairmen may serve for an additional term of three years if re-elected by their Regional Committee and subsequently re-elected Chair according to procedures. The Chief Executive and the Chair of the Fund Development Committee of WAGGGS also attend.

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 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.

The main purpose of the World Board is to provide strategic oversight of the implementation of the global strategic plan, to review performance and monitor progress towards the achievement of objectives and targets set out in the Strategic Plan, which has been approved by voting delegates at the World Conference. The World Board also maintains an oversight of all aspects of the financial health of the organization as well as compliance with all legal requirements. The World Board's responsibilities are detailed in Part IV, Article 22 of WAGGGS' Constitution and Bye-Laws.

The World Board is committed to achieving best practice in governance and seeks to ensure that WAGGGS is efficient and effective in achieving its objectives (page 7). As part of this commitment, the 33rd World Conference in 2008 approved the implementation of a process for the removal of non-performing members of the World Board or a Regional Committee requiring a two-thirds majority of the voting members of the World Board or Regional Committee. The Chairman's Team monitors the implementation of the strategic plan. It takes action to manage risk to reputation and ensures effective management of new and emerging issues across the global Movement. The Team develops, proposes and implements procedures for Board and Board member development and considers any proposals for a significant shift in staffing or structure. The Chairman's Team decides on the allocation of any new unrestricted resources within the year and makes recommendations to the World Board for decision. The Chairman's Team attends to any other business referred to it by the World Board.

The five Regional Committees are responsible for the quality of Girl Guiding and Girl Scouting within their Region. They provide support through agreed operational plans within the Region to enable Member Organizations to contribute towards the overall achievement of WAGGGS' strategic objectives.

The World Centres Committee has strategic development responsibility for the World Centres: Pax Lodge (UK), Our Chalet (Switzerland), Our Cabaña (Mexico) and Sangam (India) covering all operational aspects, including finance, programme, communications, risk, health and safety.

The Constitutions Committee looks at issues relating to WAGGGS' Constitution and Bye-Laws, policies and procedures. It also monitors Member Organizations' constitutions, supports Member Organizations in this aspect of their governance work and makes recommendations to the World Board.

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 and monitors the performance of its investment portfolio. 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.

The Human Resources Committee meets to review the remuneration policy and consider human resources policies and procedures, to ensure good practice is maintained, and to ensure compliance with relevant employment practices and legislation. The World Board has delegated the authority for decisions on benefits and salaries to the Human Resources Committee, which provides regular reports on these decisions to the World Board.

The Audit Committee recommends to the World Board the formal approval of the Annual Report and Financial Statements and meets with the external auditors periodically to review the effectiveness of current processes and practice. The Audit Committee has responsibility for the effectiveness of the governance arrangements of WAGGGS. This Committee has responsibility for overseeing the management of risk within WAGGGS, and recommending actions to the World Board.

The primary purpose of the Fund Development Committee is to consider, formulate and review WAGGGS' Fund Development Strategy and its implementation.

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 Fund Development Committee and the World Board. A representative, currently the President, is a voting member of the Fund Development Committee. The President is also invited to meet annually with the World Board.

The Global Girls Fund Board is responsible for the delivery and execution of WAGGGS' centenary fundraising campaign, the Global Girls Fund. Led by a Chair drawn from the business world, this board of influential figures from the world of politics, commerce and youth development works to raise £10 million within a five-year period for the benefit of WAGGGS.

The WAGGGS/World Organization of the Scout Movement Consultative Committee liaises with the World Organization of the Scout Movement (WOSM). The members of the Committee are Trustees of the two organizations and the two Chief Executive officers.

Other Groups report to the relevant team or directly to the World Board, and once their task is completed the Group ceases to exist. Examples of these Groups are the East Asia Advisory Group and the Governance Review Task Group. 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 and her Leadership Team.

### Inclusion of Foundations

WAGGGS' audited accounts include the figures for the World Foundation for Girl Guides and Girl Scouts and the Our Chalet Foundation.

The World Foundation for Girl Guides and Girls Scouts Inc. is an independent not-for-profit institution incorporated in 1971 under the laws of the State of New York. It was set up by WAGGGS and the Girl Scouts of the USA to promote for charitable and educational purposes the success of WAGGGS and of Girl Guiding and Girl Scouting in any and all countries of the world. The World Foundation has been treated as a joint venture with Girl Scouts of the USA in these accounts.

The Our Chalet Foundation is a foundation set up under Swiss law in 1997. The purpose of the Foundation is the management of the buildings and surroundings belonging to the property of Our Chalet and thereby the preservation and development of the Girl Guide and Girl Scout international centre at Our Chalet as a meeting place for young people from all over the world, and particularly for members from Member Organizations recognised by WAGGGS. The Foundation has been treated as a branch in these accounts, which is the same treatment as the other World Centres.

### Statement of Trustees' Responsibilities

The World Board (as 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.
- 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 Statement of Recommended Practice, Accounting and Reporting by Charities (SORP) 2005 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.

### 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 implemented 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 implemented by the Trustees include a Strategic Plan approved by the 34th World Conference, held in Edinburgh, Scotland, in 2011, which covers the aims and objectives of the organization for the 2012-2014 triennium. This is used as a basis for annual planning and progress reviews. Annual budgets are prepared in accordance with the Strategic Plan and are reviewed and approved by the World Board

### Risk Management

The Audit Committee oversees WAGGGS' Risk Management Strategy and monitors the risk management process, reporting annually to the World Board on WAGGGS' risk assessment. A risk management culture, which also incorporates health and safety requirements, is firmly embedded within the organization. The Audit Committee reports to the World Board each year providing a progress update on key areas of risk and the actions to be undertaken in the forthcoming year. Through the risk management processes that have been established, the World Board is satisfied that the major risks identified have been adequately mitigated where necessary.

## Objectives and Activities for the Public Benefit

WAGGGS is a worldwide movement providing non-formal education where girls and young women develop leadership and life skills through self-development, challenge and adventure. Girl Guides and Girl Scouts learn by doing. The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the organization's aims and objectives and in planning future activities.

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 and young women are valued and take action to change the world.

We aim to fulfil our Mission and Vision through the achievement of the two strategic goals, which were agreed at the 34th World Conference in 2011.

- Goal 1 – Provide opportunities for girls and young women to grow and lead.
- Goal 2 – Empower girls and young women to be agents of change in the world.

WAGGGS is achieving its goals by working at many different levels throughout the Movement to meet and support the Member Organizations' and Regional needs, including working with some of the best experts to develop our leadership, education, community action and advocacy programmes.

The Mission, Vision and the Goals support WAGGGS' Object, which is to:

- Promote, throughout the world, unity of purpose and common understanding based on the Fundamental Principles (as defined in the Constitution).
- Further the aim of the Girl Guide and Girl Scout Movement, which is to provide girls and young women with opportunities for self-training in the development of character, responsible citizenship and service in their own and world communities.
- Encourage friendship among girls and young women of all nations within countries and worldwide.

To do this it is important to recognise that in addition to finance, there are enormous resources of volunteer time and talent at every level of the Movement, which contribute to achieving our Goals and delivering our Mission. While these resources are hard to quantify, they are critical to WAGGGS' success.

## 2012 Highlights

### Girl Guides and Girl Scouts Imagine More

The year, 2012, was the third and final year of the global celebrations to mark 100 years of international Girl Guiding and Girl Scouting.

On 10 April, WAGGGS, its Member Organizations and girls and young women around the world together celebrated the centenary. More than 55 Member Organizations took part in centenary activities focusing on the 2013 theme "Share". Member Organizations' activities ranged from a seminar on environmental sustainability in Singapore, a campaign to save water in Yemen to special camps and festivities around the world.

The Girls' World Forum (GWF) – the third and final Young Women's World Forum centenary event – welcomed 500 girls and young women to Chicago, USA, in July. Jointly hosted by WAGGGS and Girl Scouts of the USA, the event brought together Girl Guides and Girl Scouts aged 14 to 18 years, along with other young women from 80 countries, to tackle the MDGs, with a special focus on poverty, gender equality and environmental sustainability.

WAGGGS also launched a new marketing campaign, Imagine More, to help Member Organizations, and girls and young women share the Girl Guiding and Girl Scouting story, reach out to new members, and grow the Movement.

### Girls take action on climate change

In 2012, WAGGGS empowered girls to learn about environmental sustainability through non-formal education programmes and to lobby decision-makers on climate change.

WAGGGS supported 31 young women to speak out at two key international decision-making events: the UN Conference

on Sustainable Development Rio+20 in Brazil, and the UN Framework Convention on Climate Change Conference of Parties (COP 18) in Qatar.

The delegates developed skills in advocacy, communications and media, and increased their understanding of UN processes and key environmental issues. They ran side events, took part in campaign actions with other youth organizations, gave media interviews and lobbied governments.

One key success at Rio+20 was that non-formal education was included in the agreed outcomes – a result of lobbying by WAGGGS' delegates and other youth organizations. The delegates have continued to run environment education and advocacy programmes on their return home. At COP 18, the WAGGGS delegation played a lead role in youth lobbying on Article 6, the part of the Convention dealing with climate change education, training and public awareness.

WAGGGS formed a new partnership with environment organization Greenpeace International. In June 2012, Yvette, Ghana Girl Guides Association, and Miryam, Asociación Nacional de Guías Scouts del Perú, embarked on an expedition to the Arctic as part of a global Greenpeace campaign, Save the Arctic. The two organizations launched a Flag for the Future initiative, which calls on young people to design a flag to be taken to the North Pole to raise awareness of Arctic protection.

WAGGGS also launched a global environmental project with Girl Scouts of the USA, funded by the Alcoa Foundation. The project teams young people from 10 Member Organizations with Girl Scout Councils in the USA to implement environmental community action programmes.

### **Strategic partnerships strengthen global Girl Guiding and Girl Scouting**

In 2012, WAGGGS continued to build strategic partnerships and participate in significant global events such as the Clinton Global Initiative (CGI) and the International Association for Volunteer Efforts' (IAVE) World Conference. This helped to position WAGGGS as the leading organization representing girls and young women globally, and ensured supporters were offered opportunities to invest in its work.

This year also marked the successful completion of year three of the latest five-year phase of the partnership between WAGGGS and The UPS Foundation. The partnership is now in its tenth year. Funding from the Foundation enabled GWF to take place, as well as projects focusing on leadership development, volunteerism, and community action in South Africa, Brazil and at Sangam. This partnership also supported WAGGGS' global environmental advocacy initiatives.

OB-PS continues to raise essential funds in support of WAGGGS' global work. In May 2012, OB-PS held a successful annual event for its members and guests. OB-PS currently has a total 1,230 members in 56 countries.

### **WAGGGS develops innovative e-learning platform**

In partnership with the University of Reading, WAGGGS developed a new e-learning platform to engage many more girls, young women and leaders in key educational programmes.

Using e-learning will increase access to information and learning for girls and young women, empowering them to lead change in their communities. The e-learning project will also help support Member Organizations to build their capacity and strengthen their organizations.

With support from The UPS Foundation, WAGGGS has developed and trialled a prototype platform and learning materials. The project has helped enhance WAGGGS' position as a leading learning development organization following the delivery of two academic papers and conference presentations.

### **Girls, young women and Member Organizations speak out against violence**

Girls and young women throughout the Movement continued to take action as part of the "Stop the Violence – Speak out for girls' rights" campaign. By the end of 2012, almost 8,000 voices had been collected, and 26 Member Organizations and the four WAGGGS World Centres had joined the campaign with 74 events and actions – with some Member Organizations launching their own national campaigns.

The Kenya Girl Guides Association delivered a workshop and



training on the Sexual Offences Bill, GirlGuiding New Zealand ran a national survey on violence against women and girls, the Girl Guides Association of Cyprus organized a conference and met with a Member of the European Parliament, while Les Guides de la République Démocratique du Congo set up a "listening centre" for trauma victims.

At Regional level, 29 European participants met in Belgium to develop action plans to deliver "Stop the Violence" campaigns in their own associations. The event took place during the 16 Days of Activism Against Gender Violence Campaign in November and December.

### Progress against the objectives we set ourselves for 2012

#### Outcome 1 – Leadership Development – Capacity Building

We said we would...

Complete development plans for every Member Organization, highlighting ways to strengthen and grow membership within each Member Organization between 2012 and 2014.

We have...

Created membership development plans for Member Organizations, incorporating information from the 2012 performance assessment and recent country and partnership visits. This will ensure that WAGGGS' work is more targeted in addressing the specific membership development needs of individual Member Organizations. These development plans will continue to be reviewed and updated on an on-going basis.

We said we would...

Complete the performance assessment, WAGGGS' triennial review of its Member Organizations, through a comprehensive self-assessment process.

We have...

Completed the performance assessment of Member Organizations, with 84 per cent of Member Organizations taking part. WAGGGS has also undertaken an external review of its monitoring and evaluation processes. This review recommended that WAGGGS should continue to use this system of self-assessment once every three years, as it serves as an effective impact measurement tool.

#### Outcome 2: Improved image and visibility of Girl Guiding and Girl Scouting

We said we would...

Launch a global marketing campaign, Imagine more.

We have...

Launched the Imagine More campaign globally. The Imagine More campaign provided an adaptable marketing campaign that has been customised to the specific needs of each Member Organization. It provided a platform from which Member Organizations and girls and young women shared their stories. By showing the world that there is more to Girl Guides and Girl Scouts than they might expect, the campaign challenges people's perceptions of Girl Guiding and Girl Scouting.

We said we would...

Build the capacity of 30 Member Organizations in the areas of public relations, marketing and communication.

We have...

Made the Imagine More campaign available to all Member Organizations by providing them with various resources such as style guidelines, communications tools and expert advice. WAGGGS ran a workshop on the Imagine More campaign in Malaysia. By the end of 2012, 12 Member Organizations used the Imagine More campaign.

Additionally, in November 2012, WAGGGS delivered a "Stop the Violence" Action Plan seminar, which included media training, to 19 Member Organizations in the Europe Region.

We said we would...

Establish a clear identity for each existing World Centre, as a "Centre of Excellence".

We have...

Initiated this work and secured funding from the World Foundation to invest in a branding exercise to create a clear identity for each existing World Centre. We will complete the implementation of this in 2013.

### **Outcome 3: Influenced issues that affect girls and young women**

We said we would...

In partnership with UN Women, pilot the "Stop the Violence" education programme in 20 countries.

We have...

Selected 25 Member Organizations and two WAGGGS World Centres to deliver the pilot "Stop the Violence" non-formal education programme. The Member Organizations were chosen for their regional diversity and capacity. They were also selected to represent different types of issues relating to violence against girls, depending on the prevalent issues in their countries.

WAGGGS delivered a training of trainers course in April at Our Cabaña to 27 participants to enable Member Organizations to deliver the pilot programme. As of December 2012, 19 pilot programmes were underway or completed in 18 countries. A further seven Member Organizations will complete the pilot programme before the launch of the curriculum in March 2013.

We said we would...

In partnership with Girl Scouts of the USA, UPS and Food and Agriculture Organization (FAO), expand our global environment programme and deliver girl-led environment projects in at least 20 countries.

We have...

Supported 31 women from 21 countries at international UN events related to the environment – COP 18 and Rio +20. These activities were supported by The UPS Foundation. WAGGGS and FAO launched a second round of small grants for Girl Guide and Girl Scout environmental projects. Grants are being awarded to projects which help people cope with climate change or mitigate further CO<sub>2</sub> emissions. Together with Girl Scouts of the USA, WAGGGS developed the Together Green project which links young people from 10 Member Organizations with Girl Scout councils in the USA to deliver environment projects. The teams are implementing youth-led community action and awareness on issues including reforestation, fly tipping, recycling and saving energy. The project is funded by the Alcoa Foundation.

### **Outcome 4: Strengthened the quality of the Girl Guiding and Girl Scouting experience**

We said we would...

Deliver updated WAGGGS' Policies and Guidelines on Training and Educational Programme.

We have...

Delivered the updated Adult Training, Learning and Development Policy and Guidelines. This new document defines WAGGGS' approach to training, learning and development among adult leaders. All WAGGGS Development Executives have been trained in the use of the Policy and Guidelines.

The revised Policy and Guidelines on Educational Programme are being developed following a meeting in December 2011 of the Educational Programme working group. Throughout 2012, WAGGGS undertook research and consultation with Member Organizations and individuals in the Movement. This research phase also involved developing the educational programme strategy for the World Centres. The finalised Policy and Guidelines will be ready for the WAGGGS Regional Conferences in 2013.

We said we would...

Deliver the 2012 Games Go Global badge curriculum to Member Organizations.

We have...

Launched the Games Go Global badge curriculum in May 2012, offering a fun way for young people to engage with the London 2012 Olympic Games from an international perspective. By the end of 2012, more than 38,000 badges had been issued.

We said we would...

Conduct at least one Fifth World Centre event to pilot our new model of service delivery.

We have...

Conducted two Fifth World Centre pilot project events in the Africa Region, bringing together more than 40 participants to develop a new model of delivering World Centre events in Africa.

The first event took place in Ghana in July, while the second was in South Africa in October. The events focused on fund development and leadership training. Participants explored fund development strategy, partnerships, leadership skills and community action.

Learning from these events will contribute to further activity planned in 2013 and will also inform the full evaluation of the Fifth World Centre pilot project.

## Outcome 5: Build leadership capacity

We said we would...

Hold six WAGGGS Leadership Development (WLDP) events and use the experiences of the WLDP to support leadership development work in associations.

We have...

Held five WLDP events at the four WAGGGS World Centres and in Japan. One WLDP event was postponed and will be held in February 2013 due to logistical challenges faced by the host country. In total, 209 women, including young women, participated in the WLDP in 2012.

The theme at the Our Chalet and Sangam events was "Young women leading a greener future", with 67 young women representing the five WAGGGS Regions taking part. Participants from these two events developed action plans for delivering environmental projects in their communities. The events took place simultaneously in March, enabling participants in the different locations to share learning via Skype.

The WLDP event in Japan brought together 24 participants from the Africa, Arab, Asia Pacific, and Europe Regions in October. The theme of the event was "Shared leadership – shaping the future". Twenty-three leaders from Girl Scouts of Japan also took part to help build the leadership capacity of the Member Organization. Following the five-day seminar, WAGGGS trained a further 27 Japanese leaders.

In May, a WLDP facilitators' event was held at Pax Lodge for 32 participants, and 36 young women took part in a Juliette Low Seminar at Our Cabaña in November. The theme of the latter event was 'The spirit of women leading' and participants explored the different facets of women's

leadership, working with women leaders in the community to share experiences.

We said we would...

Establish a framework for Mentoring using the Coach Approach initiative to rollout across the organization.

We have...

Developed a framework for Mentoring using the Coach Approach.

In January, WAGGGS set up a Mentoring using the Coach Approach steering group. WAGGGS used the Approach to present coaching and mentoring at WLDP events throughout 2012. At the Juliette Low Seminar WAGGGS used the Approach to introduce participants to goal-setting and problem-solving. WAGGGS also ran a facilitators' workshop in May on Coaching and Mentoring with guest speakers from Henley Business School.

A mid-point review of the Mentoring using the Coach Approach took place June to establish participants' experiences of the training. Throughout 2012, WAGGGS also gathered feedback from Member Organizations on how they are using the Approach in their Associations. WAGGGS will use feedback from the review to further strengthen and improve the Approach in 2013.

We said we would...

Develop a position statement to embrace e-learning within the organization as well as a strategy to sustain e-learning beyond 2014.

We have...

Developed a position statement for e-learning and a strategy for the organization beyond 2014. WAGGGS delivered three trial e-learning leadership courses, which involved research for each course. Findings from this research then fed into the position statement and the strategy.

The strategy was developed across WAGGGS departments and with support from the University of Reading. This strategy, which was approved by the World Board in September, details WAGGGS' approach to e-learning and outlines plans for the initiative beyond 2014.

## Outcome 6: Increased funding

We said we would...

Expand and explore new strategic and funding relationships at global, regional and national level.

We have...

Partnered with computer security company Symantec to educate young people on online safety. WAGGGS developed a non-formal education badge curriculum, Surf Smart, which helps young people stay safe online. The curriculum was piloted in France, Germany and the UK, and in collaboration with Symantec Internet safety experts.

WAGGGS joined forces with the Royal Bank of Scotland Group (RBS Group) to mark the first International Day of the Girl in October 2012. The RBS Group launched a campaign on poverty alleviation, education and supporting the women of tomorrow. RBS Group employees around the world were asked to pledge their support for the campaign online. More than 20,000 employees took part, and for every pledge RBS donated money to selected charities – more than £88,000 of which was donated to WAGGGS.

In 2012 WAGGGS also secured funding for a project that will help young women in Sub-Saharan Africa to develop income-generation skills. This programme will bring together Girl Guide and Girl Scout volunteers, companies and schools in each country to deliver a Fit for Work; Fit for Life training programme.

We said we would...

Build fund development capacity across WAGGGS and Member Organizations through targeted support, and events such as six fund development workshops in three Regions and one World Centre.

We have...

Delivered four fund development capacity-building workshops in Ghana, South Africa, Togo and Our Cabaña. With the Regional Conferences taking place in 2013, the Fund Development team decided to schedule and deliver its capacity-building activities in conjunction with these Conferences.

Two fund development capacity-building workshops were held in Ghana and South Africa as part of the first Fifth World Centre pilot project. More than 40 participants from 19 countries, mostly from the WAGGGS Africa Region, attended the workshop.

In July 2012, WAGGGS delivered fund development capacity-building workshops to 14 African Member Organization at a workshop at a week-long event in Togo.

In June, participants from 20 Member Organizations from the WAGGGS Western Hemisphere Region took part in a fund development workshop at Our Cabaña. Participants learned how to create a fund development strategy and produce funding applications. Other topics included fund development policies, donor mapping, donor care, building strategic partnerships and managing external projects.

## Financial Review

The year ended 31 December 2012 has been a successful year in terms of overall growth; total income is up by 5.5% compared to 2011, but within that total, a clear shift in the pattern of income is emerging.

The generation of Unrestricted Funds, the monies used to cover the core costs of running WAGGGS, remains challenging, and this is reflected in the reduction of this income stream from £4,843K in 2011 (which was over 81% of total income in that year) to £4,650K in 2012 (74% of total income). The figure of 81% - 85% for unrestricted income has been consistent for the last seven years and the actual amount received hasn't been this low since 2007. Given that 2012 is the first year of the new triennium for which the World Conference agreed a 6.7% increase in Quota (our membership fees) which is a significant part of our unrestricted income, it means that other unrestricted income streams such as World Thinking Day and merchandise are lower than in previous years.

However, by far the most significant fall is in World Centres operating income – the World Centres are experiencing a very challenging operating environment, partly due to lower visitor numbers than in previous years. This is an area of considerable concern for the World Board, and if visitor numbers cannot be increased, we may need to change the current operating model to contain losses in this area.

Restricted income is significantly up – it is over 21% of total income in 2012, whilst 2 years previously in 2010 it was less than 13%. This has required us to focus on the realistic allocation of some overhead costs to projects funded by Restricted income.

We are fully aware that the economic environment remains challenging for many of our Member Organizations, and that this may impact on their ability to pay quota in a timely manner. We continue to work with MOs in difficult circumstances, and in 2012 we agreed repayment plans with 2 MOs who had been in financial difficulties for many years, which should enable them to return to membership in 2013.

WAGGGS is still anticipating that increased funding from other sources will eventually reduce our dependence on quota, and in 2012 the amount of income that quota generated reduced to 27.1% of total income (excluding the 2 Foundations), compared to 27.5% in both 2011 and 2010 even after the

quota increase of 6.7%.

Expenditure was reported against the three strategic goals in the previous triennium so 2011 figures have been restated as comparators to the six outcomes that we are using to report for the 2012 – 14 triennium. Expenditure against all six Outcomes is higher in 2012 than in the previous year, although this is partly to do with a portion of the Fund Development costs being allocated to Outcome six – Increased funding for MOs. Governance costs are lower in 2012 than 2011 which was a World Conference year.

## Reserves

The World Association of Girl Guides and Girl Scouts aims to retain sufficient free reserves to ensure that contractual commitments can be made with reasonable confidence to staff, for premises and programme work. The appropriateness of the Reserves Policy is reviewed each triennium in conjunction with WAGGGS' Strategic Plan and the continued appropriateness of the policy is reviewed annually by the Finance Committee.

At its 2012 meeting, the World Board concluded that the overall level of WAGGGS unrestricted free reserves, including the expendable Endowment, should be reduced from the former level of 15 – 18 months of annual unrestricted expenditure to 12 – 15 months' cover. A new Designated Fund of £800K called the Reserves Investment Plan has been created (see Note 12 page 36) which will be spent over the next two years on a range of projects that specifically enhance our ability to provide the best possible service to our Member Organizations and to the Movement as a whole.

The World Board aims to ensure that our charitable funds are spent in a timely way in order to achieve the objectives of the organization: the planned deficit in 2012 is partly due to a net reduction of Restricted Project Funds, as some significant funding received in 2011 was not spent until 2012 (the Maersk Moller funding for the Fifth World Centre, and the Symantec donation towards the Internet Safety badge). We have also reduced the level of Regional Reserves in Designated funds by £88K (14.5% - see Note 12 page 36) in the year, included on the SOFA in the Unrestricted deficit of £195K, although this is more than offset on the Balance Sheet by the new designation of £800K for our Reserves Investment Plan.

Free reserves available for use by WAGGGS are those that are readily realisable, less funds whose use are restricted or have been designated for particular purposes. As at 31 December 2012 WAGGGS' unrestricted reserves amounted to £1,180K (2011: £2,092K) represented by Investments and Net Current Assets (see Note 13 page 37). This, combined with the Endowment Fund, provides more than 16 months cover for 2013 budgeted unrestricted expenditure and so this is still slightly higher than our target of 12 -15 months cover specified in the revised Reserves Policy.

### Investment Policies and Performance

The World Association of Girl Guides and Girl Scouts' 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 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, gambling, armaments or war-producing items. The ethical policy is currently being reviewed to clarify our position in various areas such as environmental concerns.

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 performance of the investment portfolio is managed, consideration is given to achieving capital growth for WAGGGS Endowment Fund and the need 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 manager and the degree of risk considered appropriate for WAGGGS investments and performance is reviewed against industry benchmarks.

As at 31 December 2012 the WAGGGS' investment portfolio has an unrealised gain in value of £162K compared to the unrealised loss of £270K in 2011. This is the amount that WAGGGS would have realised had the entire investment

portfolio been sold on 31 December 2012.

During 2012 the Finance Committee conducted a retender for our investment management work with support from an external specialist adviser. This resulted in the portfolio being transferred from Merrill Lynch to Cheviot Asset Management in the last two months of the year. To accommodate the Reserves Investment Plan, the portfolio has now been split to create a smaller, shorter term portfolio which is invested in cash and cash equivalents. The funds required to deliver the £800K Designated project will be taken from this short term portfolio. The impact of this can be seen on the Balance Sheet where there is a significant decrease in the Fixed Assets Investments and a corresponding increase in the short term investments in the Current Assets section.

### Going Concern

WAGGGS has cash resources and has no requirement for external funding. The Trustees have a reasonable expectation that WAGGGS has adequate resources to continue in operational existence for the foreseeable future. They continue to believe the going concern basis of accounting appropriate in preparing the annual financial statements.

### Olave Baden-Powell Society

OB-PS continues to be a significant financial supporter of WAGGGS through the donations of its individual members. With 90 new members in 2012, OB-PS donated £168K to the Endowment Fund (including event income surplus) and £202K towards unrestricted funds.

The Princess Benedikte Award, which recognises donors who have made cumulative gifts of £25,000 or more to WAGGGS, was presented to one generous supporter in 2012, making 31 awardees to date.

Financial support helped six young women attend the GWF and assisted an additional six young women to attend the WLDP seminar in Japan. A further 22 young women were given funding to pursue activities related to the Outcomes and Mission of WAGGGS.

## The Future

The World Association of Girl Guides and Girl Scouts' Vision for the future, Vision 2020, received global support from the participants at the 34th World Conference in 2011.

It is under this new Vision that six Global Outcomes explicitly document the changes WAGGGS, working with its Member Organizations, wants to achieve in 2012-2014.

As part of this overall strategy, WAGGGS' priorities for 2013 are:

### Outcome 1: Increased and diversified membership

- Deliver a Membership Development Strategy for WAGGGS and each of its Regions, to articulate how they will increase and diversify membership.
- Support Member Organizations to grow and diversify their membership through targeted activities at events such as the Regional Conferences in 2013.

### Outcome 2: Improved image and visibility of Girl Guiding and Girl Scouting

- Deliver a significant public campaign for International Day of the Girl.

### Outcome 3: Influenced issues that affect girls and young women

- Launch the "Stop the Violence – Speak out for girls' rights" badge curriculum at the UN Commission on the Status of Women (CSW), and roll the programme out to a further 20 Member Organizations and partners.
- Send delegations to key international advocacy events, including CSW, COP 19 and the UN General Assembly.
- Engage with the creation of the post-2015 international development framework.

### Outcome 4: Strengthened the quality of the Girl Guiding and Girl Scouting experience

- Create and train an Adult Training and Educational Programme resource pool to support the implementation of the Policies and Guidelines across the Movement.
- Use e-learning to increase international opportunities across the Movement.
- Develop WAGGGS' non-formal education Policy.

### Outcome 5: Build leadership capacity

- Develop a framework for implementation of the WLDP at national level.
- Review and update the Structure and Management Policy and Guidelines.
- Research and make concrete recommendations on the issues of gender and women's leadership.

### Outcome 6: Increased funding

- Use the World Centres, including the Fifth World Centre pilot project, to deliver fund development capacity-building programmes across WAGGGS and Member Organizations.
- Develop resources for Member Organizations on various fundraising streams and create a series of webinars for Member Organizations addressing these topics.

Approved and authorised for issue by the Board of Trustees on 18 June 2013 and signed on its behalf by

**Nadine El Achy**  
(Chairman of the  
World Board)

**Fiona Harnett**  
(Treasurer)

## Independent Auditor's Report to the Trustees of the World Association of Girl Guides and Girl Scouts

We have audited the financial statements of the World Association of Girl Guides and Girl Scouts for the year ended 31 December 2012 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes numbered 1 to 13.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charities Trustees, as a body, in accordance with section 154 of 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.

### Respective responsibilities of Trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2012 and of its 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.

### 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 Trustees Annual Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the 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.

*Crowe Clark Whitehill LLP*

**Crowe Clark Whitehill LLP**  
Statutory Auditor  
London

**2 July 2013**

Crowe Clark Whitehill LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.



## Trustees, Officers and Professional Advisors

### WORLD BOARD

#### CHAIR

Nadine El Achy

#### DEPUTY CHAIRS

Sapreet Saluja

Nicola Grinstead

#### TREASURER

Fiona Harnett

#### Members

Shaleeka Abeygunasekera

Gabriela Derosa

Michelle February

Camilla Lindquist

Wamuyu Mahinda

Zahara Mavani

Teruko Wada

Jill Zelmanovits

Elaine Paterson (non-voting)

#### Substitute Members

Florence Chidiogo Enemu

Niumaath Shafeeg

### Regional Chairmen

#### Africa Region

Helinoro Rakotomalala

#### Arab Region

Noura El Naamani

#### Asia Pacific Region

Low Lih Jeng

#### Europe Region

Lara Tonna

#### Western Hemisphere Region

Perla Alejandrina Casco Perez

### Olave Baden-Powell Society

#### Patron

HRH Princess Benedikte of Denmark

#### President

Vibeke Riemer

### STAFF LEADERSHIP TEAM

#### Chief Executive

Mary Mc Phail

#### Chief Operations Officer

Deb Cross (from November 2012)

#### Finance and Business Support Director

Elizabeth Sell

#### Fund Development Director

Ann Brookes

#### Communication and Advocacy Director

Rebecca Munro

#### Leadership and Programme Development Director

Lydia Mutare

#### Membership Development and World Centres Director

Sally O'Neill (until July 2012)

Sally Elkes (from October 2012)

#### Governance Director

Catherine Roberts

### MAIN OFFICE

World Bureau

Olave Centre

12c Lyndhurst Road

London NW3 5PQ

### BANKERS AND PROFESSIONAL ADVISORS

#### Bankers

National Westminster Bank plc

141 Ebury Street

London SW1W 9QP

#### Auditors

Crowe Clarke Whitehill

St Brides House

10 Salisbury Square

London

EC4Y 8EH

#### Investment Managers

Merrill Lynch Portfolio Managers Limited

2 King Edward Street

London EC1A 1HA (until 9 November

2012)

Cheviot Asset Management Limited

90 Long Acre

London WC2E 9RA (from 9 November

2012)

#### Independent Investment Advisers

Crowe Clark Whitehill Financial

Planning Ltd

Aquis House

49-51 Blagrove Street

Reading

Berkshire

RG1 1PL (from 2 May 2012)

#### Solicitors

Bircham, Dyson Bell LLP

50 Broadway

Westminster

London SW1H 0BL

## Statement of Financial Activities

for the year ended 31 December 2012

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds 2012 £'000	Total Funds 2011 £'000
<b>INCOMING RESOURCES</b>						
Voluntary income including Joint Venture	2	1,061	485	277	1,823	1,794
Investment income	2	300	1	3	304	290
<b>Incoming resources from generated funds including Joint Venture</b>		<b>1,361</b>	<b>486</b>	<b>280</b>	<b>2,127</b>	<b>2,084</b>
<b>Incoming resources from charitable activities</b>	3	<b>3,289</b>	<b>975</b>	<b>0</b>	<b>4,264</b>	<b>3,940</b>
<b>Total incoming resources</b>		<b>4,650</b>	<b>1,461</b>	<b>280</b>	<b>6,391</b>	<b>6,024</b>
Less share of Joint Venture		0	(115)	0	(115)	(76)
<b>Total net incoming resources</b>		<b>4,650</b>	<b>1,346</b>	<b>280</b>	<b>6,276</b>	<b>5,948</b>
<b>RESOURCES EXPENDED</b>						
Cost of generating voluntary income	4	279	8	209	496	545
Investment management costs	4	16	0	11	27	46
<b>Costs of generating funds</b>		<b>295</b>	<b>8</b>	<b>220</b>	<b>523</b>	<b>591</b>
<b>Charitable activities</b>	4	<b>4,312</b>	<b>1,831</b>	<b>23</b>	<b>6,166</b>	<b>5,432</b>
<b>Governance costs</b>	4	<b>238</b>	<b>14</b>	<b>2</b>	<b>254</b>	<b>330</b>
<b>Total resources expended</b>		<b>4,845</b>	<b>1,853</b>	<b>245</b>	<b>6,943</b>	<b>6,353</b>
<b>NET INCOME/(EXPENDITURE)</b>						
before transfers and other gains and losses		<b>(195)</b>	<b>(507)</b>	<b>35</b>	<b>(667)</b>	<b>(405)</b>
<b>Transfer between funds</b>	12	<b>(109)</b>	<b>109</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Share of surplus Joint Venture</b>		<b>0</b>	<b>164</b>	<b>0</b>	<b>164</b>	<b>68</b>
<b>Other gains / (losses)</b>	6	<b>56</b>	<b>(10)</b>	<b>177</b>	<b>223</b>	<b>(450)</b>
<b>NET MOVEMENT IN FUNDS</b>		<b>(248)</b>	<b>(244)</b>	<b>212</b>	<b>(280)</b>	<b>(787)</b>
<b>Total Funds at 1 January</b>		<b>3,117</b>	<b>5,460</b>	<b>5,228</b>	<b>13,805</b>	<b>14,592</b>
<b>Total Funds at 31 December</b>		<b>2,869</b>	<b>5,216</b>	<b>5,440</b>	<b>13,525</b>	<b>13,805</b>

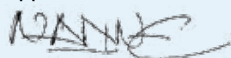
The notes on pages 22 to 39 form an integral part of these financial statements. All activities are classed as continuing.

## Balance Sheet

as at 31 December 2012

	Notes	2012 £'000	2011 £'000
<b>FIXED ASSETS</b>			
Tangible Assets	7	4,059	3,982
Investments	8a	6,579	7,958
Investments in Joint Venture	8b		
Share of gross assets		278	241
Share of gross liabilities		(1)	(3)
		277	238
<b>Total fixed assets</b>		<b>10,915</b>	<b>12,178</b>
<b>CURRENT ASSETS</b>			
Stocks	9	173	290
Debtors	10	855	474
Short Term investments		3,234	2,073
Cash at Bank and in hand		795	867
		5,057	3,704
<b>CREDITORS - amounts falling due within one year</b>	11	(2,289)	(1,958)
<b>Net Current Assets</b>		<b>2,768</b>	<b>1,746</b>
<b>LONG-TERM CREDITORS</b>	11	(158)	(119)
<b>NET ASSETS</b>		<b>13,525</b>	<b>13,805</b>
<b>FUNDS of the Charity</b>			
Endowment Fund	12	5,440	5,228
Restricted Funds			
Restricted Property	12	3,671	3,708
Restricted Funds	12	1,268	1,514
Joint Venture		277	238
<b>UNRESTRICTED</b>			
General Funds	12	1,180	2,092
Designated Funds	12	1,689	1,025
<b>Total Unrestricted</b>		<b>2,869</b>	<b>3,117</b>
<b>TOTAL FUNDS</b>		<b>13,525</b>	<b>13,805</b>

Approved and authorised for issue by the Board of Trustees on 18 June 2013 and signed on its behalf by



Nadine El Achy (Chair of the World Board)

The notes on pages 22 to 39 form an integral part of these financial statements

## Cash Flow Statement

for the year ended 31 December 2012

	Notes	2012 £'000	2011 £'000
Net cash (outflow) / inflow from operating activities	A	(664)	(371)
Returns on investments and servicing of finance	B	301	290
Capital expenditure and financial investment	C	(182)	(89)
Management of liquid resources	D	473	(76)
<b>Increase / (Decrease) in cash</b>	<b>E</b>	<b>(72)</b>	<b>(246)</b>

### NOTES TO THE CASH FLOW STATEMENT

#### A) Reconciliation of net incoming / (outgoing) resources to net cash (outflow) / inflow from operating activities

Net incoming / (outgoing) resources	(667)	(405)
Exchange and revaluation movements	(17)	(24)
Less Investment income	(304)	(290)
Depreciation	103	100
Share of joint venture	115	76
Decrease / (Increase) in stock	117	(75)
Decrease / (Increase) in debtors	(381)	(110)
Increase / (Decrease) in creditors	370	357
<b>Net cash (outflow) / inflow from operating activities</b>	<b>(664)</b>	<b>(371)</b>

#### B) Returns on Investments and Servicing of Finance

Dividends received	223	183
Interest received	78	107
Other income	0	0
<b>Total</b>	<b>301</b>	<b>290</b>

#### C) Capital Expenditure and Financial Investment

Purchase of tangible fixed assets	(182)	(89)
<b>Total</b>	<b>(182)</b>	<b>(89)</b>

## Cash Flow Statement

for the year ended 31 December 2012 (Contd)

	Notes	2012 £'000	2011 £'000
<b>D) Management of Liquid Resources</b>			
Purchase of investments		(2,686)	(1,800)
Sale of investments		4,320	2,107
Decrease / (increase) in Short Term Investments		(1,161)	(383)
<b>Total</b>		<b>473</b>	<b>(76)</b>

### E) Reconciliation of Net Cash Flow to Movement in Net Funds

Increase / (Decrease) in cash at bank and in hand	(72)	(246)
Increase / (Decrease) in Short Term Investments	1,161	383
<b>Change in Net Funds</b>	<b>1,089</b>	<b>137</b>
Net Funds brought forward	2,940	2,803
<b>Net Funds carried forward</b>	<b>4,029</b>	<b>2,940</b>

### F) Analysis of change in Net Funds

	1 January 2012 £'000	Cash Flow £'000	31 December 2012 £'000
Cash at Bank and in hand	867	(72)	795
Short Term Investments	2,073	1,161	3,234
<b>Total</b>	<b>2,940</b>	<b>1,089</b>	<b>4,029</b>

The cash flow statement includes the expendable Endowment Funds.

# Notes to the Accounts

for the year ended 31 December 2012

## 1. ACCOUNTING POLICIES

### 1.1 Basis of accounting

The financial statements have been prepared under the historical cost convention, with the exception of listed investments, which are included on market value basis. The financial statements have been prepared in accordance with the Charity Commission for England and Wales Statement of Recommended Practice on Accounting and Reporting by Charities (SORP 2005), the Charities Act 2011 and applicable United Kingdom accounting standards.

The World Association of Girl Guides and Girl Scouts has control of two dormant companies, WAGGGS MEX Limited (share capital £3) and WAGGGS Trading Limited (share capital £4), incorporated in Great Britain. Neither entity has traded in the year. Consolidated accounts have not been prepared as the undertakings are immaterial to the group.

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

### 1.2 Fund Accounting

**Restricted Funds** - these funds are subject to specific conditions imposed by the donors. The purposes and uses of these funds are set out on page 38 in the notes to the accounts.

**Endowment Fund** - this is an expendable endowment fund established by a resolution of the World Conference in 1999. Its aim is to provide a fund, the income of which can be used to safeguard the continuing development, promotion and expansion of the World Association of Girl Guides and Girl Scouts.

**General Funds** - these are funds which are available for use at the discretion of the World Board in the furtherance of the World Association of Girl Guides and Girl Scouts' Object.

**Designated Funds** - these funds have been set aside out of General Funds, at the discretion of the World Board, for specific purposes. The Finance Committee reviews the status and adequacy of the individual designated funds in relation to the achievement of the World Association of Girl Guides and Girl Scouts' strategic goals and the need to provide for activities which are held at different stages of the triennium. The purposes and uses of these funds are set out on page 39 in the notes accounts.

### 1.3 Incoming Resources

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

- Quota income relates to the annual fee payable by Member Organizations as a condition of membership. This is accounted for on a receivable basis, net of provisions.
- Legacy income is recognised on the receipt of cash or on estate accounts being settled. Any legacy income due before estate accounts are finalised will be recognised if there is adequate certainty over the charity's entitlement to the income, and that the entitlement can be measured with any certainty.
- Donations are accounted for where there is adequate certainty 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.
- Investment income, primarily from dividends and interest, is included gross and accounted for when receivable.
- Charitable trading income includes the sale of publications, uniform and other items purely for charitable purposes by the World Bureau.

## Notes to the Accounts

for the year ended 31 December 2012

- World Centres Operating Income consists primarily of receipts for board, lodging and event costs. This is accounted for on an accruals basis.

### 1.4 Resources Expended

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 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 World Association of Girl Guides and Girl Scouts' global outcomes.

**Cost of Generating 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. Activities include:

**Operational Support Services** represent the central costs not directly attributable to the World Association of Girl Guides and Girl Scouts' global outcomes but are in support of the World Association of Girl Guides and Girl Scouts' charitable activities.

**Governance** costs include the direct costs of the administration of the World Association of Girl Guides and Girl Scouts 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 recognized when payments into those schemes are due and payable.

### 1.5 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 the 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.

### 1.6 Tangible Fixed Assets and Depreciation

Tangible fixed assets are stated at cost, net of depreciation. Freehold land is not depreciated.

#### Impairment of Freehold Property assets

Freehold property and leasehold buildings, where the length of the lease is in excess of 50 years, are subject to an impairment review in accordance with "Financial Reporting Standard (FRS)11 Impairment of Fixed Assets and Goodwill" They are stated in the balance sheet at cost less provision for any impairment in value. Any impairment is recognised in the accounts in the year in which it occurs.

## Notes to the Accounts

for the year ended 31 December 2012

### 1.6 Tangible Fixed Assets and Depreciation continued

**Depreciation** is provided in equal annual instalments over the estimated useful lives of the assets as follows:

- Freehold buildings - 50 years
- Leasehold buildings - the length of the lease
- Leasehold improvements - 20 years or length of remaining lease if shorter
- Fixtures and fittings - five years
- Office equipment other than computers - five years
- Computer equipment and software - three years
- Database management system - five years

All tangible fixed assets are capitalised subject to a cost threshold of £1,000.

### 1.7 Investments

Investments listed on a recognised stock exchange are stated at market value. Unrealised gains and losses arising from the revaluation of the investment portfolio are shown in the appropriate section of the Statement of Financial Activities.

### 1.8 Stocks

Stocks are valued at the lower of cost and net realisable value. Cost comprises purchase of materials.

### 1.9 Taxation

WAGGGS is a registered charity and is thus exempt from tax on income and gains falling within sections 478-489 of the Corporation Tax Act 2010 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

### 1.10 Joint Venture

The joint venture with Girl Scouts of the USA has been accounted for using the gross equity method of accounting in accordance with FRS9.

### 1.11 Going Concern

WAGGGS has cash resources and has no requirement for external funding. The Trustees have a reasonable expectation that WAGGGS has adequate resources to continue in operational existence for the foreseeable future. They continue to believe the going concern basis of accounting appropriate in preparing the annual financial statements.



## Notes to the Accounts

for the year ended 31 December 2012

<b>2. Analysis of income from generated funds</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Endowment Funds</b>	<b>Total Funds 2012</b>	<b>Total 2011</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Voluntary Income</b>					
Donations including Joint Venture	253	320	0	573	550
World Thinking Day	140	0	0	140	176
Olave Baden-Powell Society	271	7	277	555	440
Regions	323	0	0	323	412
World Centres	74	158	0	232	216
<b>Total voluntary income</b>	<b>1,061</b>	<b>485</b>	<b>277</b>	<b>1,823</b>	<b>1,794</b>
Less share of Joint Venture	0	(115)	0	(115)	(76)
<b>Total net voluntary income</b>	<b>1,061</b>	<b>370</b>	<b>277</b>	<b>1,708</b>	<b>1,718</b>

### Investment Income

Dividend income	223	0	0	223	183
Interest income	77	1	0	78	107
Other income	0	0	3	3	0
<b>Total investment income</b>	<b>300</b>	<b>1</b>	<b>3</b>	<b>304</b>	<b>290</b>

<b>3. Analysis of income from charitable activities</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Endowment Funds</b>	<b>Total Funds 2012</b>	<b>Total 2011</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Quota (Fees payable by Member Organizations)	1,734	0	0	1,734	1,656
World Centres operating income	1,184	0	0	1,184	1,244
Sale of materials and goods	266	4	0	270	276
Grants for specific programmes	9	966	0	975	660
Conference, Event fees and other	96	5	0	101	104
<b>Total income from charitable activities</b>	<b>3,289</b>	<b>975</b>	<b>0</b>	<b>4,264</b>	<b>3,940</b>

## Notes to the Accounts

for the year ended 31 December 2012

### 4a. Analysis of total resources expended

	<b>Total Funds 2012 £'000</b>	<b>Total Funds 2011 £'000</b>
Outcome 1 - Increase and diversify membership	826	765
Outcome 2 - Improve image and visibility	1,120	958
Outcome 3 - Influence issues	1,120	1,053
Outcome 4 - Strengthen quality	1,226	1,108
Outcome 5 - Build leadership capacity	1,287	1,025
Outcome 6 - Increase funding	587	523
<b>Total Expenditure on Charitable Activities</b>	<b>6,166</b>	<b>5,432</b>

Total grant payments made during 2012 were £429K. Grants paid to Member Organizations amounted to £204K (2011:£98K) 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.

The 2011 comparative figures have been re-stated from the three goals used in the 2009-2011 Strategic Plan to the six global outcomes used in the 2012-2014 Strategic Plan.

Support costs not directly attributable to the charitable activities, generating funds and 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.

### 4b. Analysis of total resources by category of expenditure

	<b>Direct Costs £'000</b>	<b>Direct Staff Costs £'000</b>	<b>Support Costs £'000</b>	<b>Total 2012 £'000</b>	<b>Total 2011 £'000</b>
Cost of Generating Funds	218	184	121	524	591
Outcome 1 - Increase and diversify membership	431	321	74	826	765
Outcome 2 - Improve image and visibility	634	368	118	1,120	958
Outcome 3 - Influence issues	636	369	115	1,120	1,053
Outcome 4 - Strengthen quality	562	509	155	1,226	1,108
Outcome 5 - Build leadership capacity	807	396	84	1,287	1,025
Outcome 6 - Increase funding	145	295	147	587	523
Governance	184	54	16	253	330
<b>Total Resources Expended</b>	<b>3,617</b>	<b>2,496</b>	<b>830</b>	<b>6,943</b>	<b>6,353</b>

## Notes to the Accounts

for the year ended 31 December 2012

The support costs shown below are comprised of: the cost of finance and management time in overseeing these 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.

For more information regarding the outcomes see pages 9 to 12.

### 4c. Analysis of support costs by functional expenditure

	<b>Finance &amp; Management Costs</b>	<b>Office Costs</b>	<b>HR Costs</b>	<b>IT Costs</b>	<b>Total Support Costs 2012</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Cost of Generating Funds	54	27	27	13	121
Outcome 1 - Increase and diversify membership	33	16	16	9	74
Outcome 2 - Improve image and visibility	52	26	26	14	118
Outcome 3 - Influence issues	51	25	25	14	115
Outcome 4 - Strengthen quality	69	34	34	18	155
Outcome 5 - Build leadership capacity	37	18	18	11	84
Outcome 6 - Increase funding	65	32	32	18	147
Governance	7	4	4	1	16
<b>Total Resources Expended</b>	<b>368</b>	<b>182</b>	<b>182</b>	<b>98</b>	<b>830</b>

## Notes to the Accounts

for the year ended 31 December 2012

### 5. Employees

Total staff costs	2012	2011
	£'000	£'000
Wages and salaries	2,436	2,359
Social security costs	279	276
Pension costs	156	154
<b>Total</b>	<b>2,871</b>	<b>2,789</b>

#### Remuneration policy and benefits

The Association bases its reward policies and strategies on the needs of the organization. Salaries are benchmarked against other comparable organizations to ensure that it 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. (formerly Save & Prosper Group Ltd.), which commenced in 1984. The assets of both schemes are in independently administered funds. Contributions totalling £10K (2011:£10K) were payable at the year end and are included in the creditors. Where appropriate the World Centres contribute to local pension arrangements for senior staff.

#### Average number of Full-Time Equivalent Employees

	2012	2011
	Number	Number
World Bureau	53	49
World Centres	39	43
<b>Total</b>	<b>92</b>	<b>92</b>

#### The number of employees whose emoluments amounted to over £60,000

	2012	2011
	Number	Number
£90,001-£100,000	1	1
£70,001-£80,000	0	0
£60,001-£70,000	4	2

## Notes to the Accounts

for the year ended 31 December 2012

Pension contributions of £18K were paid in 2012 (2011:£17K) 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, 17 (2011:23) trustees were reimbursed for travelling and accommodation expense incurred on the Association's business which amounted to £62K (2011:£67K).

### Auditors' Remuneration

Audit fees payable for the year ended 31 December 2012 were £46K in total, including £27K to Crowe Clark Whitehill (2011:£29K). Additional fees of £3K were paid in the year for other advice (2011:£11K).

6. Other gains	Unrestricted	Restricted	Endowment	Total Funds	Total 2011
	Funds	Funds	Funds	2012	
	£'000	£'000	£'000	£'000	£'000
Gain/(loss) on sale of capital investments	29	1	65	95	(70)
Unrealised gain/(loss) on investments	50	0	112	162	(270)
Share of Joint Venture gains/(losses) on exchange	0	(10)	0	(10)	0
Exchange and revaluation movements	(23)	(1)	0	(24)	(110)
<b>Total Other gains / (losses)</b>	<b>56</b>	<b>(10)</b>	<b>177</b>	<b>223</b>	<b>(450)</b>

## Notes to the Accounts

for the year ended 31 December 2012

7. Tangible Fixed Assets	Freehold Land & Buildings	Leasehold Land & Buildings	Furniture & Equipment	Total
	£'000	£'000	£'000	£'000
<b>Cost or Valuation</b>				
Brought forward 1 January 2012	1,573	4,219	364	6,156
Additions	17	83	82	182
Disposals and fully depreciated assets	(2)	0	(1)	(3)
Transfer between asset categories	0	(4)	4	0
Exchange difference	4	0	(6)	(2)
<b>Carried forward 31 December 2012</b>	<b>1,592</b>	<b>4,298</b>	<b>443</b>	<b>6,333</b>
<b>Accumulated Depreciation</b>				
Brought forward 1 January 2012	1,216	715	243	2,174
Charge for year	17	29	57	103
Disposals and fully depreciated assets	0	0	0	0
Transfer between asset categories	0	0	0	0
Exchange difference	1	0	(4)	(3)
<b>Carried forward 31 December 2012</b>	<b>1,234</b>	<b>744</b>	<b>296</b>	<b>2,274</b>
<b>Net Book Value:</b>				
<b>31 December 2012</b>	<b>358</b>	<b>3,554</b>	<b>147</b>	<b>4,059</b>
31 December 2011	357	3,504	121	3,982

The total value of land is £163K and it is not depreciated.

In accordance with FRS11 an impairment review has been carried out in respect of freehold property and leasehold property where the lease is in excess of 50 years to ensure that the assets are not overvalued. Consideration was given to the overall condition of the properties, their facilities and their ongoing appropriateness to meet the needs of the World Association of Girl Guides and Girl Scouts activities. It is not practicable to determine the market values due to the specialist nature of the properties and there is no intention to sell these properties. It was not considered necessary to provide for any impairment during 2012.

## Notes to the Accounts

for the year ended 31 December 2012

<b>8a. Investments</b>	<b>Total 2012 £'000</b>	<b>Total 2011 £'000</b>
Market value at 1 January	7,958	8,652
Purchases at cost	2,686	1,800
Disposals at book value	(4,225)	(2,213)
Transfer between asset categories	0	(3)
Exchange difference	(3)	(2)
Net unrealised gain/(loss) on revaluation	163	(276)
<b>Market value as at 31 December</b>	<b>6,579</b>	<b>7,958</b>

### At the balance sheet date, the portfolio was invested as follows

UK Equity shares	3,805	3,894
UK Fixed Interest Bonds and Deposits	2,011	1,191
UK Unit Trusts	0	254
Property Unit Trusts	272	322
Overseas Mutual Funds	97	148
Overseas Equity shares	178	0
Overseas Fixed Interest Bonds and Deposits	216	1,492
Money Market Instruments	0	657
<b>Market value as at 31 December</b>	<b>6,579</b>	<b>7,958</b>

There are no restrictions on the realization of any of the investments.

Investments listed on the UK Stock Exchange amount to £4,334K (2011:£5,660K)

The World Association of Girl Guides and Girl Scouts has control of two dormant companies, WAGGGS MEX Limited and WAGGGS Trading Limited, both incorporated in Great Britain. The entities have not traded in the year and have share capital of £3 and £4 respectively. Consolidated accounts have not been prepared as the undertakings are immaterial to the group.

## Notes to the Accounts

for the year ended 31 December 2012

<b>8b. Share of Joint Venture</b>	<b>2012</b>	<b>2011</b>
	<b>£'000</b>	<b>£'000</b>
<b>Share of assets</b>		
Share of fixed assets	257	218
Share of current assets	21	23
	<u>278</u>	<u>241</u>
<b>Share of liabilities</b>		
Liabilities due within one year or less	(1)	(3)
Liabilities due after more than one year	0	0
	<u>(1)</u>	<u>(3)</u>
<b>Share of net assets</b>	<b>277</b>	<b>238</b>

The World Foundation for Girl Guides and Girls Scouts Inc is an independent not-for-profit institution incorporated in 1971 under the laws of the State of New York. It was set up by the World Association of Girl Guides and Girl Scouts and the Girl Scouts of the USA to promote for charitable and educational purposes the success of WAGGGS and of Girl Guiding and Girl Scouting in any and all countries of the world. We have recognised 50 per cent of the World Foundation's value in these accounts.

<b>9. Stock</b>	<b>Total</b>	<b>Total</b>
	<b>2012</b>	<b>2011</b>
	<b>£'000</b>	<b>£'000</b>
Uniforms, publications, badges and souvenirs	161	265
Other	12	25
<b>Total Stocks</b>	<b>173</b>	<b>290</b>



## Notes to the Accounts

for the year ended 31 December 2012

<b>10. Debtors</b>	<b>Total</b>	<b>Total</b>
	<b>2012</b>	<b>2011</b>
	<b>£'000</b>	<b>£'000</b>
General debtors	662	380
Prepayments	193	94
<b>Total Debtors</b>	<b>855</b>	<b>474</b>

Outstanding quota payable by Member Organizations of £50K (2011:£27K) is included within general debtors. The World Board has agreed rescheduled payment schemes with some Member Organizations in respect of their outstanding quota. The World Association of Girl Guides and Girl Scouts has been notified of legacies which have not been recognised as income in the accounts as at 31 December 2012 because no notice of impending distribution or approval of estate accounts has been received.

<b>11. Creditors: Amounts falling due within one year</b>	<b>Total</b>	<b>Total</b>
	<b>2012</b>	<b>2011</b>
	<b>£'000</b>	<b>£'000</b>
Accounts payable	340	214
Owed to Member Organizations	11	16
Employees' salaries provision	27	62
Deferred income	1,373	1,375
Tax and social security	17	43
Other creditors	521	248
<b>Total Creditors</b>	<b>2,289</b>	<b>1,958</b>

## Notes to the Accounts

for the year ended 31 December 2012

### 11. Creditors: Long-term liabilities

	<b>Total 2012 £'000</b>	<b>Total 2011 £'000</b>
Employees' salaries provision	57	57
Deferred income	41	0
Other creditors	60	62
<b>Total Creditors</b>	<b>158</b>	<b>119</b>

Employees' salaries provision reserve represents monies set aside in lieu of pension contributions for employees who are not European Union nationals, and which will be paid to them on termination of employment. Nearly all deferred income as at 31 December 2012 relates to membership payments made in advance of the 2013 year and income received for World Centre bookings and other events in 2013.

### 12. Analysis of movements of funds

	<b>Balance 2011 £'000</b>	<b>Incoming Funds £'000</b>	<b>Outgoing Funds £'000</b>	<b>Transfer between Funds £'000</b>	<b>*Other gains / (losses) £'000</b>	<b>Balance 2012 £'000</b>
<b>WAGGGS Endowment Fund</b>	<b>5,228</b>	<b>280</b>	<b>(245)</b>	<b>0</b>	<b>177</b>	<b>5,440</b>

**Restricted Funds** - comprise of the following unexpended balances on donations and grants given for specific purposes. The purpose of each fund can be found on page 38.

#### Restricted Property

World Bureau	1,684	0	(13)	0	0	1,671
Pax Lodge	1,804	0	(14)	0	0	1,790
Our Cabana	220	0	(16)	0	6	210
	<b>3,708</b>	<b>0</b>	<b>(43)</b>	<b>0</b>	<b>6</b>	<b>3,671</b>

## Notes to the Accounts

for the year ended 31 December 2012

### 12. Analysis of movements of funds (Contd)

	Balance 2011 £'000	Incoming Funds £'000	Outgoing Funds £'000	Transfer between Funds £'000	*Other gains / (losses) £'000	Balance 2012 £'000
<b>World Bureau</b>						
Leadership	137	134	(171)	6	0	106
Membership	20	55	(50)	(2)	0	23
Advocacy	95	36	(130)	8	0	9
UPS Signature Programme	267	284	(283)	(57)	0	211
GS USA Forever Green Project	0	251	(122)	0	0	129
World Conference and other travel grants	52	14	(14)	(1)	0	51
K Fitzgerald-Reynolds legacy	0	115	(115)	0	0	0
Other donations	20	134	(142)	0	0	12
Share of Joint Venture	238	(115)	0	0	154	277
	829	908	(1,027)	(46)	154	818
<b>World Centres</b>						
Pax Lodge - other donations	44	34	(42)	(9)	0	27
Our Cabaña - other donations	227	66	(57)	(21)	6	221
Our Chalet Foundation	224	197	(481)	179	(4)	115
Our Chalet	210	20	(41)	1	(5)	185
Sangam	160	38	(81)	5	(3)	119
5th World Centre	58	83	(81)	0	0	60
	923	438	(783)	155	(6)	727
<b>Total Restricted Funds</b>	<b>5,460</b>	<b>1,346</b>	<b>(1,853)</b>	<b>109</b>	<b>154</b>	<b>5,216</b>

## Notes to the Accounts

for the year ended 31 December 2012

### 12. Analysis of movements of funds (Contd)

	Balance 2011	Incoming Funds	Outgoing Funds	Transfer between Funds	*Other gains / (losses)	Balance 2012
	£'000	£'000	£'000	£'000	£'000	£'000
<b>General</b>	<b>2,092</b>	<b>4,159</b>	<b>(4,143)</b>	<b>(991)</b>	<b>63</b>	<b>1,180</b>
<b>Designated Funds</b>						
Conferences and Round tables	94	44	(19)	(21)	0	98
Regional Funds	605	342	(550)	127	(7)	517
Property Maintenance	140	0	(8)	(46)	0	86
Specific Outcome related activities	46	72	(76)	(2)	0	40
IT enhancement	36	0	(12)	16	0	40
Reserves investment plan	0	0	0	800	0	800
Others	104	33	(37)	8	0	108
<b>Total Designated Funds</b>	<b>1,025</b>	<b>491</b>	<b>(702)</b>	<b>882</b>	<b>(7)</b>	<b>1,689</b>
<b>Total Unrestricted Funds</b>	<b>3,117</b>	<b>4,650</b>	<b>(4,845)</b>	<b>(109)</b>	<b>56</b>	<b>2,869</b>

\*Other gains/(losses) include unrealised gains and losses on assets held in currencies other than Great British Pounds, and the surplus from the share of the Joint Venture.

During the year the World Board reviewed and redesignated some funds and further funds have been set aside to support various projects to be delivered in 2013.

## Notes to the Accounts

for the year ended 31 December 2012

### 13. Analysis of net assets between funds

	<b>Tangible Fixed Assets</b>	<b>Investments</b>	<b>Long-Term Liabilities</b>	<b>Net Current Assets</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Endowment	0	5,440	0	0	5,440
Restricted	3,671	524	0	1,021	5,216
General	388	470	(158)	480	1,180
Designated	0	422	0	1,267	1,689
<b>Total</b>	<b>4,059</b>	<b>6,856</b>	<b>(158)</b>	<b>2,768</b>	<b>13,525</b>

## Notes to the Accounts

for the year ended 31 December 2012

### PURPOSE OF RESTRICTED & DESIGNATED FUNDS

The prime purpose of the restricted funds shown on pages 34 to 35 and the estimated timeframe in which these funds are expected to be utilised are shown below.

Name of Fund	Purpose	Period to be used
<b>Restricted Funds</b>		
Property	To be used for the up keep and depreciation of the World Bureau.	Over the period of the remaining lease
Leadership	Primarily for workshops, seminars and training.	Within 1 to 2 years
Membership	Primarily for workshops, seminars and training.	Within 1 to 2 years
Advocacy	Primarily for workshops, seminars and training.	Within 1 to 2 years
UPS Signature Programme	Major project on volunteerism.	Within 1 year
GS USA Forever Green Project	Global environment projects to be executed by girls and young women.	Within 1 year
World Conference and other travel grants	Primarily towards the costs of the 2014 World Conference and for travel grants to WAGGGS training events.	Within 2 years
K Fitzgerald-Reynolds legacy	To support the development, promotion, training and projects which have been prioritised within the Strategic Plan and agreed by the World Board.	Within 1 year
Other Donations	Includes an amount to deal with emergencies and other strategic related issues not specifically in relation to leadership, membership and advocacy.	Within 1 to 2 years
<b>World Centres</b>		
Pax Lodge and Our Cabaña - Property	To be used for the up keep 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.	Between 1 and 3 years

## Notes to the Accounts

for the year ended 31 December 2012

The prime purpose of the designated funds shown on page 36 and the estimated timeframe in which these funds are expected to be utilised are shown below.

Designated Funds		
Conferences and Round tables	These funds cover events such as World and Regional Conferences which may take place only once in the triennium and the fund is built up evenly over the triennium for use in the triennium.	Within 2 years
Regional Funds	These are funds given to support the World Association of Girl Guides and Girl Scouts activities and have been allocated to specific regions to use within the region.	Between 1 and 3 years
Property Maintenance	Funds set aside for major maintenance of the World Bureau and World Centres.	Between 1 and 5 years
Specific Outcome related activities	Funds set aside for approved activities within the Strategic Plan which span more than one year.	Within 2 years
IT enhancement	Provision to upgrade IT equipment etc.	Within 1 to 2 years
Reserves investment plan	Funds set aside for a range of projects that specifically enhance the ability of the World Association of Girl Guides and Girl Scouts to provide the best possible service to our Member Organizations and to the Movement as a whole.	Within 2 years

## Acknowledgements

Thank you to

Her Royal Highness Princess Benedikte of Denmark

### **The Princess Benedikte Awardees**

Barbra Darwood

### **Our many supporters including**

The many volunteers serving on Committees, task groups, Training pools and many more groups.

Friends of the World Centres, Regions and the World

Association of Girl Guides and Girl Scouts

International Scout and Guide Fellowship

Member Organizations

Olave Baden-Powell Society

UK Trefoil Guild

World Foundation for Girl Guides and Girl Scouts Inc.

### **and our many partners including**

Clinton Global Initiative

Edmiston Family Charitable Trust

European Commission, Education, Audiovisual and Culture

Executive Agency – Youth in Action Programme

Environmental Resource Management (ERM)

Council of Europe, European Youth Foundation

Exeter University

Fondation Avec et Pour Autres

Hon Beryl Cozens-Hardy Charitable Trust

Her Royal Highness Crown Princess Azizah of Pahang, Malaysia

Her Majesty the Duli Raja Isteri Pengiran Anak Hajah Saleha, Queen of Brunei

International Business Leaders Forum (IBLF)

Johnson Controls

Knowledge Transfer Partnership

Liddelldale Discretionary Trust

Lord Cozens-Hardy Trust

Maersk Moller Foundation

Oxfam

Plan UK

Reading University

Restless Development

Royal Bank of Scotland Group

Rosetta Foundation

Soroptimist International

Symantec

Tant Nas Fond

Trefoil (formerly Trefoil House, Edinburgh)

UN Women

UN Children's Fund (UNICEF)

UN Convention on Biological Diversity (CBD)

UN Educational, Scientific and Cultural Organization (UNESCO)

UN Environment Programme (UNEP)

UN Food and Agriculture Organization (FAO)

UN Foundation

UN Framework Convention on Climate Change (UNFCCC) Secretariat

UN Programme on Youth (UNPY)

UN Population Fund (UNFPA)

UN Millennium Campaign

UPS Foundation

UK Youth Climate Coalition (UKYCC)

World YWCA

World Organization of the Scout Movement