

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.

The World Board has defined a major risk for WAGGGS as any event that may affect the ability of WAGGGS to survive and compete with other youth organizations (or any other group considered to be a competitor to WAGGGS), maintain its financial strength, retain its positive public image and keep up the overall quality of the services that it provides through its volunteers and staff. Risk may arise from failure to exploit opportunities as well as from exposure to loss. It is inevitable that some risks will be taken in order to pursue WAGGGS' Mission. The avoidance of all risk would ultimately lead to stagnation and the cost of managing every potential risk needs to be balanced against the overall cost to WAGGGS should it arise. It is essential that the process should not lead to added bureaucracy without adding value. WAGGGS' Risk Management Policy is to

accept the risk –

- when it is believed that the cost of managing the risk is greater than the cost that would arise if the risk were to materialise or
- when WAGGGS ability to reduce the incidence and impact is minimal.

proactively manage the risk –

- where the risk is likely to potentially damage WAGGGS' profile and reputation
- when it is believed that it is cost effective to take some action to manage the risk.

The World Board reviews this strategy and policy each Triennium and last did so in September 2006.

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 an update on progress 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.

Financial Year End

In order to simplify the reporting of WAGGGS' financial activities and to align them with the financial years within WAGGGS' Strategic Triennium, the 32nd World Conference, held in June 2005, approved the change in WAGGGS' financial year to that of a calendar year. As a result of the change of the year end to 31 December the financial statements for 2005 were for fifteen months 1 October 2004 to 31 December 2005.

Objectives and Activities

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.

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

Our Vision for 2011: A growing worldwide Movement – the voice of girls and young women who influence issues they care about and build a better world.

We aim to do this through the achievement of the three Strategic Goals agreed at the 32nd World Conference:

- **Goal 1 – Leadership Development**
- **Goal 2 – Strong and growing Member Organizations**
- **Goal 3 – The Voice of Girls and Young Women**

by working at many different levels throughout the Movement to meet and support the Member Organizations and Regional needs, by being more aspirational, and by working with some of the best universities to develop our programmes, especially in respect of leadership.

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;
- 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 recognize that, in addition to finance, there are enormous resources of volunteer time and talent at every level of the Movement that contribute to achieving our Goals and delivering our Mission. While these resources are hard to quantify, they are critical to WAGGGS' success.

*per WAGGGS' Constitution and Bye-Laws in ninth edition, June 1990

Trustees Report *continued*

Highlights of the year

In 2005, at the 32nd World Conference in Jordan WAGGGS set its priorities for the three years 2006 to 2008 aimed at delivering its strategy. Specific measurable outcomes have been set for each objective under each of the three goals to be achieved over the Triennium. We monitor progress annually and report data formally at the end of the Triennium in 2008.

During the year, we made significant progress in the development of new programmes and tools to strengthen leadership and improve the quality of Guiding. At the same time, our commitment to being the voice of girls and young women is reflected in our new global advocacy strategy which will be implemented by Member Organizations and the regions and by WAGGGS' volunteer representatives at the UN for the next three years.

WAGGGS Leadership Development Program (WLDP) forms the framework for the development of current and potential leaders within the organization at national, regional and world levels. The WLDP is being developed through a consultative process with the Regions, the target audience for the programme, and educational specialists from Exeter University. The first stage of this project, which is the design of the programme, was completed during 2006. Leadership development helps Member Organizations to build organizational capacity and be in a better position to deliver quality Girl Guiding and Girl Scouting to young women. Ultimately there is an expectation that the WLDP will be an internationally recognised programme, attracting participants from external organizations.

It is nearly two years since the launch of the WAGGGS new look. During the year, two events provided a platform to discuss the use of the new look in a co-educational environment and to be more effective in our advocacy work. 21 participants attended the first held in February, a Round table for Scout and Guide National Organizations (SAGNOs), including representatives from Chile and Costa Rica along with representatives from a number of European SAGNOs. Seven European Associations and Brazil, who all have boys in their membership, attended a small workshop in April to look at using the new look in their environment. As a result of these events, we developed a special edition version of the new look for use in a co-educational environment and also a message 'together we can' to use along with the new look strapline. WAGGGS has also issued a round version of the new look to all Member Organizations for easy of using the logo on small merchandise.

WAGGGS has long been the recipient of many generous gifts from individual donors through a large number of Friends groups. We are extremely grateful to these Friends. In cooperation with the Olave Baden-Powell Society (OB-PS), the World Foundation, and the various friends groups around the world, we are embarking on a long term programme to better understand the nature of our individual donors and the full extent of their giving.

During the year we celebrated two significant milestones, Sangam's 40th and Pax Lodge's 15th anniversaries.

It was with great pleasure that the World Board recommended that the Girl Guides of Lithuania be recognized as an Associate Member subject to ratification by the 33rd World Conference in 2008. We are extremely pleased to acknowledge that all the Founder Members of WAGGGS (still in existence), have now been re admitted to membership.

Over the year we continued to work in partnership on various projects with a number of international organizations, including a number of agencies within the United Nations and the European Community. During the year UNAIDS provided US\$ 100K to undertake research to further develop our work on HIV and AIDS.

The first three year UPS Signature Programme came to an end in December 2006. This project has been an amazing success story for both WAGGGS and UPS with the outcomes far exceeding initial expectations. The full evaluation of the project will be finalised early in 2007. With success of the initial programme UPS has provided further funds to extend the project to South Africa as a pilot project for one year. The focus of the pilot project is to improve the capacity of trainers in South Africa with a particular emphasis on training girls in literacy skills so they can rise out of poverty. We are extremely pleased to report that the UPS Foundation has agreed to fund a second phase of the programme over another three years (2007 to 2009). The second phase will continue to support Mexico, Malaysia, Hong Kong /China and South Africa and will include a new programme "fighting against hunger" in Brazil in 2007. Funding has also been allocated towards a research project on volunteerism and WAGGGS Leadership Development Programme.

We continue to work with the World Organization of the Scout Movement (WOSM) on various initiatives. At the end of the year WAGGGS and WOSM have become founder members with Carpe Vitam of the Open Minds Foundation. This foundation has been set up to develop leadership skills. The initial countries chosen by the donor Peder Wallenberg (Carpe Vitam) are Egypt, Burundi, and Pakistan. Leaders, teachers and trainers will learn new educational training methods which can be cascaded to the benefit of others providing an opportunity to strengthen Member Organizations working in schools.

Lesley Bulman-Lever retired at the end of the year, having served WAGGGS as its Chief Executive for ten years. In that time Lesley oversaw and implemented significant changes which enabled WAGGGS to become a much stronger and better placed organization able to meet the needs of a changing world. The World Board wishes to thank Lesley for her work and dedication and wishes her success for the future. We are pleased to announce that Mary Mc Phail will take up her role as Chief Executive with effect from 28 February 2007.

The following details progress against the objectives we set for 2006.