



World Association
of Girl Guides
and Girl Scouts

Association mondiale
des Guides et des
Eclaireuses

Asociación
Mundial de las
Guías Scouts

2012-2014 Triennial and Financial Report

World Conference Document No 13



**imagine
more**

connect . grow . impact



About us

Bringing together 145 countries with 10 million Girl Guides and Girl Scout members, the World Association of Girl Guides and Girl Scouts is the largest voluntary movement dedicated to girls and young women in the world.

The World Association supports girls and young women to develop their fullest potential as responsible citizens of the world. We focus on leadership development and active citizenship. These are delivered through our innovative global education programmes, community action and advocacy campaigns. We deliver a well-established, unique values-based approach to non-formal learning, which is international and intergenerational. Girls and young women develop life skills through self-development, challenge and adventure.

We organize ourselves into five Regions – Africa, Arab, Asia Pacific, Europe and Western Hemisphere – and offer four built World Centres: Our Chalet in Switzerland, Sangam in India, Pax Lodge in the UK and Our Cabaña in Mexico, with an additional travelling Fifth World Centre programme in Africa. The World Centres are residential and training centres where girls and young women develop leadership skills through international programmes and friendships.

Vision

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

Mission

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

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Welcome

In 2011, over 600 women met in Edinburgh at our 34th World Conference representing the views, hopes, and dreams of the 10 million girls and young women of our movement. In Edinburgh we not only recommitted to our mission to “enable girls and young women to develop their fullest potential as responsible citizens of the world” we also agreed a new Vision for our global movement: we agreed to work for a world where ‘all girls and young women are valued and take action to change the world’.

It’s our mission and our vision that provides the driving force for our movement as well as keeping us rooted in our powerful heritage. We will not only continue to provide the best personal development and leadership opportunities possible to 10 million girls and young women we will also make a real and lasting impact on the world for all girls.

Through 100 years of experience, evidence and the all-important input from girls themselves, we know that what we do works. At the same time we are responding to the changing world around us, to the changing needs and interests of girls and young women; we will innovate and when necessary we will have the courage to transform our ways of work.

As we reflect on the work of the last three years it is clear that the Girl Guiding and Girl Scouting movement has never been so strong, so determined, so ambitious. Here in Hong Kong we come together to celebrate the vibrancy, diversity and resilience of our movement today as well as to prepare ourselves for the new challenges ahead.

Together we are ready for those challenges. Across the world we are a powerhouse of skills, commitment and energy. Each one of us has a role to play in realising our commitment to girls and young women and we do this every day through a unique and positive relationship between volunteers, staff, supporters, donors and partners.

At our core, we are powered by over a million highly skilled, incredibly dedicated and inspirational volunteers. Women, volunteer leaders just like you, who were once enjoying the fun, friendship and challenge of the movement and who are, in turn, an inspiration to the next generation of girls and young leaders.

Working with, and supporting, our Member Organizations is at the heart of all of our thinking and planning, across WAGGGS. We are committed to providing you, our Members, with the support and resources you need to realize the full potential of your organizations and the girls and young women within them.

During this Triennium we focused our energies on working on a Membership Developing Strategy. This strategy will guide our activity to welcome more countries into the WAGGGS family, will open up the experience of guiding and scouting to many more girls and young women. It is only as you grow stronger that you can reach out to more girls and young women and that together we can help create a better future ~ for them ~ and with them and for the world.”

As a global Movement we are strong at many levels. As women, as leaders and volunteers we are part of and rooted in the communities in which we serve. This is what gives us our strength and our inspiration. During this triennium we asked you to tap into your inspiration - we asked you and your members to **To Imagine More for Girls**. Rather than a world where girls are disadvantaged, marginalised and in harm’s way we imagine a world where they are empowered, included and protected. By engaging in your national programmes and WAGGGS’ initiatives we have offered millions of girls and young women a chance to challenge themselves and become better equipped for the future. And we will continue to harness the power of our shared imagination.



Welcome

We have known for over 100 years that supporting and resourcing the leadership potential of girls and young women and of our volunteers is at the heart of our success. In the last 3 years we have created new leadership opportunities and helped build the leadership capacity of national Girl Guide and Girl Scout associations through initiatives such as the **National Leadership Development Programme** and our online learning platform GLOW. Through these activities, we broadened access to our leadership development training ensuring that more young women and leaders can benefit from the experience and expertise that exists within our Movement. Most recently we launched i-lead, the open-to-all online leadership programme, which already has more than 1500 active users with more joining every day.

In Edinburgh we launched our “**Voices Against Violence**” campaign to stop violence against girls and in 2012 we launched the non-formal education curriculum. Developed with UN Women this is the first such programme in the world, through which girls and boys can learn not only how to recognise different forms of gender based violence but crucially to learn how to protect themselves and, where it is safe, to speak out and to challenge violence against girls. Moving from a whisper to a shout there are now over 50 MOs delivering campaigns to STOP Violence and in the coming 3 years we hope that millions of children and young people will take part in the training.

The Free Being Me educational programme is again an ambitious unique global offering in a partnership with the Dove Self Esteem Project through which we aim to reach 3.5 million girls. Through fun and interactive activities, children and young people will learn that body confidence and self-esteem come from valuing their bodies, standing up to social pressures and supporting others to be more body confident.

As part of our movement’s commitment to making our world a better place, we empowered girls and young women to speak out on global issues relating to the **Millennium Development Goals** of Gender Equality and Empowerment, Environmental Sustainability and Education for all girls and boys. We supported young women to represent WAGGGS at major UN decision-making events, and we achieved some fantastic lobbying successes such as increased recognition of non-formal education in tackling world issues.

At this 35th World Conference, we will be asking you to make some vital decisions to help us evolve and meet the needs of our Movement. From agreeing a new Constitution, a review and recommendation on Quota to an exciting Global Strategic Plan, and Membership Development Strategy, we are asking for your support to take the next steps towards our Vision of a world where ‘all girls and young women are valued and take action to change the world’.

We currently count 10 million Girl Guides and Girl Scouts as members of our global Movement, which is still only a fraction of the nearly 1 billion girls and young women in the world.

As we introduce the theme for the next Triennium - “connect. grow. impact” - we once again ask you to imagine a world full of confident, connected girls and young women, active citizens and committed to making the world a better place. Imagine the difference they would make to their own lives, to their communities and to our future.

In order to reach that 1 billion we will have to **Imagine More for Girls – for ALL GIRLS.**”

Thank you



Nadine el Achy
Chair, World Board



Mary Mc Phail
Chief Executive



In 2012, the World Association started building a collective vision for the 'world we want for girls'.

The United Nations (UN) declared 11 October 2012 as the world's first International Day of the Girl. To celebrate this day, WAGGGS invited people around the world to help create the 'world we want for girls' through a blog, survey and global events.

The World We Want for Girls blog:

www.theworldwewantforgirls.tumblr.com

received entries from approximately 4,000 people from over 50 countries, while survey results came from nearly 500 people in 57 countries. Analysis of the blog and survey results paints a grim picture of today's world for girls. A world in which girls face challenges such as violence, lack of employment and decision-making opportunities and discrimination, simply because they are girls.

THE TOP FIVE ISSUES FACING GIRLS

(as identified by our survey and blog)

1. Sexualisation and objectification of girls and women
2. Violence at home or with a partner
3. Unemployment and underemployment
4. Discrimination
5. Lack of opportunities to be represented in decision-making

"I think it is important to celebrate being girls, especially in societies where we are treated as unequal. Activities like International Day of the Girl help girls to have the power and the ability to say 'no' when they disagree and 'yes' when they agree with something happening in the world."

Basma Reda Ramsis, Egypt Girl Guides Association



Non-formal education

The World Association is one of the largest non-formal education organizations in the world, with 145 Member Organizations and hundreds of thousands of volunteers delivering programmes to 10 million girls and young women worldwide. For the World Association, non-formal education is 'a planned programme of personal and social education, designed to improve a range of skills and competencies, outside formal educational structures'.

Research shows that non-formal education supports young people's employability and development of skills in communication, organization, team-building and decision-making. Non-formal education helps boost girls' confidence and self-esteem, providing them with a safe space to discuss issues that matter to them.

OUR SUCCESSES

- Alongside school, **non-formal education** provides girls and young women with skills for life and work. Non-formal education helps them learn new skills, understand complex and often sensitive topics and take action on important issues – and we have the facts to prove it.
- More **than 80 per cent** of Girl Guides and Girl Scouts say their knowledge of global issues comes from Girl Guiding and Girl Scouting.
- About **nine in ten girls** say that their involvement in Girl Guiding and Girl Scouting has provided them with the skills to address issues that are important to them.
- Nearly **90 per cent** say Girl Guiding and Girl Scouting has helped them to work in a team, while 81 per cent say it has made them feel more confident taking the lead.
- **41 per cent** of girls have started up their own community initiative after completing the Global Action theme curriculum.
- **31 per cent** of girls have started a community initiative after completing the Stop the Violence curriculum.
- **Nearly 60 per cent** of girls have successfully encouraged family members or friends to take action on an issue they care about.

All facts from Vision 2020 Evaluation Report 2012, World Association

The perfect world for girls is a world of respect and opportunities; a place where each girl will be given a chance to choose what she wants to be. I want girls all over the world to be educated and flourish in every endeavour they select.

Anon, World We Want for Girls blog



Non-formal education

Pioneering new approaches

In this triennium, the World Association widened access to its non-formal education programmes through e-learning. In partnership with the University of Reading, UK, the World Association developed a new online learning platform to engage more girls, young women and leaders in key educational programmes. Using e-learning increases 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, the World Association developed and trialled a prototype platform and learning materials in 2012. Then in October 2013, GLOW: Global Learning Online for the World Association was launched. Already more than 2,000 members have joined the site and the launch included a 24-hour social media question-and-answer event, with all four World Centres joining in throughout the day.

In early 2014, a free, online leadership course, i-lead, was launched on the platform. *i-lead* has already attracted over 1,000 participants and is already being integrated into educational programmes throughout the Movement.

glow.waggs.org



World Association launches new global programmes

All of the World Association's global programmes are based on its unique non-formal education method. In 2012-2014, the World Association launched new educational programmes, supporting girls to take action and learn about issues affecting their daily lives and communities.

Free Being Me, launched in 2013, aims to boost girls' and young women's body confidence. Six out of ten girls stop doing something they love because they feel bad about how they look. The programme will seek to address this by engaging 3.5 million young people by 2016 in self-esteem activities that have been proven to make a real difference. In November 2013, 22 participants representing 10 Member Organizations attended a global training event to test activities from the curriculum and learn how to deliver the programme. The initiative was created in partnership with personal care brand Dove.

Voices against Violence, also published in 2013, forms the education part of the global campaign 'Stop the Violence – Speak out for girls' rights'. The curriculum will help five million children and young people to understand the root causes of violence, recognise their rights and develop the skills and confidence to access those rights for themselves and others. It will empower young people to speak out and take action. In partnership with UN Women, the curriculum was piloted in 2012 and developed in 2013 with 25 Member Organizations.

The World Association also delivered the *Games Go Global* activity pack, offering a fun way for young people to engage with sport and the Olympic Games; the centenary 2012 activity pack; and *World Thinking Day* packs, which inspired Girl Guides and Girl Scouts to take action on issues such as environmental sustainability (2012), child and maternal health (2013) and education (2014).



Non-formal education

Bringing the World Centres learning experience to Africa

The four World Centres provide unique opportunities for girls and young women to take part in education programmes and leadership training in an international setting. At the last World Conference in 2011, it was agreed to pilot the concept of a 'Fifth World Centre' in Africa, which currently does not have a physical Centre.

In 2012, the World Association began developing the delivery of events in Africa through the Fifth World Centre pilot project. The idea is to have a 'mobile' World Centre, which uses Member Organizations' existing resources and facilities. The Fifth World Centre focuses on innovation and capacity building for individuals and Member Organizations.

The World Association has held four Fifth World Centre pilot project events so far this triennium. In 2012, it held two Fifth World Centre pilot project events in Ghana and South Africa during which 40 participants explored fund development strategy, partnerships, leadership skills and community action.



The pilot project continued in 2013 with events in Rwanda and Kenya. The event in Rwanda welcomed 43 participants from 28 countries who learned about gender-based violence, developed leadership and advocacy skills and took part in a community visit. In Kenya, the Girl Guides Association ran a one-month Community Action Experience programme for eight participants, who explored community leadership by volunteering with the Association's project for disabled young women.

The pilot project will be evaluated in 2014, with results and recommendations presented at the 35th World Conference.

Non-formal education is the bridge between formal education and the life of the community. In the case of Madagascar, non-formal education is an essential addition to the formation of the girls. In light of the decline of formal education, non-formal education is becoming indispensable.

Patricia Tahirindray, Commissioner for International Relations,
Fanilon'i Madagasikara (Madagascar)

Leadership

Leadership development has been at the heart of the Girl Guiding and Girl Scouting Movement for more than 100 years, and is stronger than ever today.

The *World Association Impact Report 2013*, which evaluated the organization's work, showed that Girl Guiding and Girl Scouting empowers girls and young women to take the lead in their groups, communities, countries and beyond. For example, the report showed that 90 per cent of young women who have been involved in Girl Guides and Girl Scouts say that they think of themselves as leaders. Girl Guides and Girl Scouts are almost twice as likely as non-Girl Guides and Girl Scouts to consider themselves a leader.

The World Association's Leadership Development Programme (WLDP), launched in 2011, is designed to address needs for leadership development at an organizational and individual level. The programme involves more than training events and activities; it is a whole process concerned with the on-going development of leaders. Participants return to their countries to help support and develop leaders in their association.



Leadership development training delivered globally

The World Association continued to deliver WLDP training throughout the triennium. Fifty leaders from 35 countries gathered in Denmark in February 2013 to take part in a WLDP event themed 'Beyond Boundaries: Leadership in diverse environments'. The seminar focused on leadership theories and practices in a global context, working with people from diverse backgrounds and overcoming leadership challenges.

In 2012, the World Association held seven international leadership events for 749 girls, young women and adult leaders across the globe. This included WLDP events at the four World Centres and in Japan. The theme at the Our Chalet and Sangam events was 'Young women leading a greener future' and participants from these two events developed action plans for delivering environmental projects in their communities. The WLDP event in Japan helped to build the leadership capacity of Girl Scouts of Japan by training 50 leaders from the Association.



The Girls' World Forum – part of the World Association's centenary celebrations – in July 2012 developed the leadership capacity of 500 girls from around the world. With a planning team formed of 18 girls, the event was 100 per cent girl-led. Participants took part in non-formal education sessions on leadership and advocacy. With the support of a volunteer, the participants developed plans for their learning and experience around the three UN Millennium Development Goals (MDGs) on poverty and hunger, gender inequality and environmental sustainability, and developed a Take Action project in their local communities.

Many of our Girl Scouts understand their connection to the World Association on a theoretical level – the Girls' World Forum put that concept into full practice! Those connections and friendships really engaged all participants to see their personal role as a global citizen.

Emily Rios, Teen Project Manager, Girl Scouts of the USA

Leadership

Tailored leadership training for Member Organizations

In 2013, the World Association created a new initiative, the National Leadership Development Programme (NLDP), which supports Member Organizations to deliver tailored leadership training in their countries. The NLDP enables national trainers to deliver leadership skills training to others in their association. The NLDP takes elements of the existing WLDP, but is much more flexible and responsive to the needs of the association.

The first NLDP training took place in May 2013 at Pax Lodge with 26 participants from 16 Member Organizations. Some sessions on coaching and training trainers were delivered by external experts from Henley Business School, part of the University of Reading in the UK. Participants are now implementing leadership development training at national level, and also regionally if required. Jaka Maticič, Member of Training Commission, Slovene Catholic Girl Guides and Boy Scouts Association, says his Association has held a special workshop for trainers and will hold a training for trainers session making use of NLDP and WLDP methods next year. Grenada Girl Guides Association has run district-level leadership training and a one-day training at its Guiders Council, while the Egypt Girl Guides Association has delivered a training for young leaders and has introduced elements of the NLDP programme to trainers.

In 2014, the World Association will be running further NLDP training events. The focus of the trainings is decided by the World Association's Regional teams, to ensure the events are targeted to the needs of Member Organizations and their national trainers. Regional NLDP events will also help to build regional trainer capacity and make it easier for Member Organizations to attend events. The NLDP event in Africa will focus on training national boards, in the Western Hemisphere Region it will be about resourcing national training pool and succession planning, and the Asia Pacific Region will deliver sessions on building a strong resource pool of trainers.

The highlights of the [NLDP] training were the tremendous amount of information and hands-on experiences received. Training through facilitation is a new way of presenting information... The modules are very informative and full of activities both for individuals and groups to work with.

Gloria Bonaparte, Assistant Chief Commissioner,
Grenada Girl Guides Association



Speaking out

The World Association empowers girls and young women to speak out and influence decision-makers on global development issues such as gender inequality, violence against girls and climate change. In the triennium so far, the World Association has supported 59 young women to participate at major international decision-making events, including the UN's Commission on the Status of Women (CSW), the UN Conference on Sustainable Development Rio+20 in Brazil (Rio+20), the UN Framework Convention on Climate Change Conference of Parties (COP) as well as post-2015 discussions.

We can't wait for world leaders to decide our future, we must start the change! Girl Guides and Girl Scouts can make the difference because we know how to leave the world a little better than we found it.

Mirna, Asociación de Guías Scouts De Bolivia

At these events, youth delegates run side events, take part in campaign actions with other youth organizations, give media interviews and lobby governments. They develop skills in advocacy, communications and media, and increase their understanding of UN processes and key development issues – all skills they bring back to their Member Organization and use to develop advocacy activities in their countries.

Major successes at these conferences include:

- *At Rio+20 in 2012, non-formal education was included in the agreed outcomes – a result of lobbying by World Association delegates and other youth organizations. The delegates have continued to run environment education and advocacy programmes on their return home.*
- *At COP 18 in 2012, the World Association 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.*
- *At the 57th CSW in 2013, delegates supported the high-profile launch of the Voices against Violence curriculum. Plus, as a result of the delegates' and other organizations' lobbying, girls' rights and the recognition of non-formal education were included in the Agreed Conclusions (the major outcome of the conference).*

After the events, delegates use their new-found skills and experiences to set up community action projects or advocacy campaigns in their countries. For example, after the 57th CSW, Beatrice from Burkino Faso became involved in school theatre programmes on female genital mutilation; and Chamathya from Sri Lanka is now working on a national anti-violence campaign.

The World Association's delegation attends COP to deliver two key messages: the necessity of capacity building and gender balance within any solution to climate change. We believe that in order to implement policy, communities and individuals must be given the required skills and knowledge to properly address the problem.

Kathleen Coulter, a youth delegate from Girl Scouts of the USA

Speaking out

Giving girls a voice in post-2015 discussions



In recent years, world leaders, civil society and the private sector have been engaged in discussions on the future global development agenda to succeed the current MDGs when they expire in 2015.

The World Association ensured the voices of girls and young women were included in these important discussions. Five young women attended the UN General Assembly in September 2013 to speak out about girls' and young women's priorities for future world development. The delegates took part in a global 100 hours for MDGs social media campaign, to urge international decision-makers to ensure the MDGs are achieved. They spoke at meetings and events alongside other youth organizations and at key working groups.

The World Association also appointed Post-2015 Ambassadors around the world, who raised awareness on the post-2015 agenda in their region, met with high-level decision-makers and organized campaigns. For example, in Bolivia, Fernández Pradel participated in the National MDG Review Summit with the Bolivian Girl Guides Association as the only organization representing children and youth at the meeting.

World Association wins UN award

The World Association won the MY World People's Choice award in September 2013, after participants in a UN survey on the post-2015 development goals voted for their favourite partner in the initiative.

The UN partnered with the World Association for the MY World survey, which asked young people worldwide which global development issues are the most important to them. The results of the survey will help shape the new development goals.

Survey participants were asked to vote for their favourite MY World survey partner and the World Association won the most votes. The award was presented to young representatives of the World Association on 25 September in New York, USA, during the UN General Assembly. The World Association would like to thank everyone who voted!



Speaking out

A global campaign to stop the violence

'Stop the Violence – Speak out for girls' rights' campaign achieved key education, training and advocacy goals in 2012-2014.

As well as launching the *Voices against Violence* education programme, the World Association delivered a series of 'ACTIVATE' training events for trainers, leaders and young women. These events included a training of trainers course at Our Cabaña World Centre in Mexico, a Fifth World Centre training event in Rwanda and a campaign training seminar at Sangam World Centre in India. So far 129 people from 60 Member Organizations have taken part in an ACTIVATE training event.

Twenty-five Member Organizations and two World Centres piloted the programme in 2012-2014 and 95 per cent of girls and young women involved so far have taken action to address the issue of violence against girls. For example, Girl Scouts of the Philippines held a national symposium on violence against girls and women, while Association des Guides du Togo delivered a campaign to raise awareness of violence in schools.



I was able to gain relevant skills from experts as well as galvanise support and strategise with fellow World Association Member Organizations to work together in order to advocate for an end to violence against girls and young women.

Yvonne Akoth, Kenya Girl Guides

The World Association also launched a 'Stop the Violence – Speak out for girls' rights' website in 2013 to collect voices in support of the campaign. The website also includes lots of information about the issues and ways you can get involved.

Add your voice at www.stoptheviolencecampaign.com

Taking action

The World Association empowers girls to take action on issues that matter to them through programmes such as 2012's Together Green project, funded by the Alcoa Foundation. The World Association worked with the Girl Scouts of the USA to develop the project, which linked young people from 10 Member Organizations with Girl Scout councils in the USA to deliver local environment projects. The teams implemented youth-led community action and awareness on issues including reforestation, fly tipping, recycling and saving energy.

Being part of the Sangam Community Programme is amazing! It changes not only your life but also the lives of others. And that is really motivating and increases your commitment to people's wellbeing and justice.

Dilana López, Asociación de Guías y Scouts De Costa Rica

The World Centres continued to promote community action through their volunteering programmes. Sangam runs regular Community Volunteer Programmes, which gives young women the opportunity to work with one of 12 local non-governmental partner organizations. These partners range from Door Step School, which provides non-formal education to children from poor areas, to eCoexist, which employs people from disadvantaged backgrounds to produce eco-friendly products. So far more than 70 young women have participated in the programme, and as well as giving them a chance to contribute to the local community, the programme helps them develop skills for their future careers.



More opportunities for more girls

Girl Guiding and Girl Scouting empowers girls to engage with the issues they care about, provides them with a safe space to grow and develop, and supports them as leaders of the future. Offering more Girl Guiding and Girl Scouting opportunities to many more girls and young women was therefore a major priority of the World Association's work in this triennium.

The World Association supports Member Organizations through development plans, country visits, in-country events, training, regional-specific expertise, webinars, education programme materials, representation at major regional and global events (such as the European Youth Forum), and relationship-building advice with external partners (such as donors or UN agencies). In the triennium so far, the World Association delivered around 100 country visits to support Member Organizations and created membership development plans for associations across the Movement. This enables the World Association to provide tailor-made support to Member Organizations in six key areas:

- *Educational programmes*
- *Adult training*
- *Structure and management*
- *Membership*
- *Relationship to society, including partnerships, community action and advocacy*
- *Finance*

If each girl is a Girl Scout or Girl Guide, what a wonderful world we all can have.

Junior Girl Scouts of
Davao del Sur Council,
Girl Scouts of the Philippines

The World Association also delivered seven fund development capacity-building workshops in Ghana, South Africa, Togo, at the World Centres and Regional Conferences. During these sessions volunteers and staff explored fund development strategy, policies, donor mapping, donor care, building strategic partnerships and managing external projects.

Together, the World Association and its Member Organizations have achieved great successes in membership development. In 2011, the World Association welcomed six new Full Members and currently 14 Associations are working towards Full Membership. The next round of Full Members will be announced at the 35th World Conference in 2014.

The Girl Guides Association of Thailand, for example grew its membership by 10,000 in one year between 2011 and 2012, by strengthening relationships with schools and borrowing marketing strategies from the corporate world. The Association says the World Association's support and recommendations helped it grow and retain membership. This is just one example of the many Member Organizations that implemented effective strategies to attract new members in recent years.

Many Member Organizations are successfully reaching out to diverse audiences, for example Sri Lanka Girl Guides Association is running Guide groups and programmes for young women with disabilities; Federação de Bandeirantes do Brasil is setting up new units in disadvantaged areas; and Association des Guides du Rwanda has run Guiding programmes in refugee camps. Other associations, such as Girl Guides of Canada and Girl Guides Australia, run online programmes to enable girls in rural areas to access programmes online.

It is important not only for our Association, but every Member Organization, to grow membership: firstly to work towards the World Association's Vision 2020 ... secondly, having more members means more ideas are being generated thus benefiting the organization.

Dr Lucy Tan-atichat, International Commissioner, Girl Guides Association of Thailand

More opportunities for more

Centenary legacy

In 2012, the World Association, its Member Organizations, partners and girls and young women concluded the three-year centenary celebrations. In total, more than 100 Member Organizations and almost eight million girls and young women commemorated the centenary of global Girl Guiding and Girl Scouting.

In 2012, centenary celebrations were themed on Share, following the themes of Plant in 2010 and Grow in 2011. The World Association produced centenary resources to support Member Organizations' activities – such as an activity pack and badges – and held the Girls' World Forum event. As well as the events and celebrations, many Member Organizations delivered non-formal education and advocacy activities on global issues such as gender inequality, environmental sustainability and poverty and hunger.

As the celebrations drew to a close, it became clear that now more than ever girls, young women and volunteers feel a strong sense of belonging and dedication to our international Movement. Member Organizations took the opportunity to increase their public profile, strengthen their programmes and grow membership. Many Member Organizations report that these activities will have a long-lasting impact, and benefit both the organization and girls and young women for generations to come.

We are indeed a family of sister Guides as the centenary celebrations improved access to Girl Guides and Girl Scouts across the globe.

Zakiya Wahab, Ghana Girl Guides

Our membership has increased in 2010 and 2011 and the centenary certainly helped keep Irish Girl Guides in the spotlight.

Diane Dixon, Irish Girl Guides' Centenary Ambassador



Financial performance

We expect to end the 2012-14 triennium in a strong financial position. We are doing well in terms of fund development; our investments have generated much higher income than expected and also appreciated in value significantly; as a result we have very healthy reserves.

Whilst overall there is a predicted operating deficit for the period, this is largely due to planned use of reserves or the result of brought-forward restricted funds. The remainder can be contained comfortably within our reserves limits.

The 34th World Conference approved a triennial income budget of just over GBP 16.8 million and an expenditure budget of just under GBP 17.1 million. The deficit of GBP 0.246 million would be funded from restricted monies brought forward from 2011, less a small transfer to WAGGGS' Endowment Fund.

The table below shows the budgets that were approved at the 34th World Conference and the actual and currently estimated figures for each year of the triennium.

	Triennium Budget £000	2012 Actual £000	2013 Actual £000	2014 Budget £000	Total £000	Variance
INCOME						
Quota	5,337	1,743	1,747	1,775	5,265	-72
World Centres operating income	5,110	1,409	1,692	1,225	4,327	-783
Fund Development (incl Dove)	2,463	1,222	1,303	2,037	4,562	2,099
OB-PS	1,370	632	479	584	1,694	324
Regions	1,470	534	535	385	1,454	-16
Merchandise (net) & Other income	210	115	38	49	202	-8
Investment income	856	526	595	329	1,450	594
Total	16,816	6,182	6,389	6,383	18,954	2,138
EXPENDITURE						
01: Increase and diversify membership	-2,571	-756	-890	-975	-2,622	-51
02: Improve image and visibility	-2,359	-822	-1,003	-917	-2,742	-383
03: Influence issues	-2,256	-1,016	-1,128	-1,047	-3,191	-935
04: Strengthen quality	-2,879	-1,125	-1,090	-1,135	-3,350	-471
05: Build leadership capacity	-2,947	-1,183	-1,087	-978	-3,248	-301
06: Increase funding	-1,248	-551	-347	-784	-1,682	-434
Fundraising	-1,129	-450	-586	-435	-1,471	-342
Governance (incl. conferences and committees)	-1,673	-570	-903	-988	-2,461	-788
Total	-17,062	-6,474	-7,033	-7,259	-20,767	-3,705
Surplus / Deficit	-246	-292	-644	-876	-1,813	-1,567
Funded by						
- Restricted funds from previous triennium	314	-	-	-	894	580
- Reserves designated by World Board	0	-	-	-	464	464
- Transfer to Endowment Fund	-68	-	-	-	0	68
Unfunded deficit	0	-	-	-	-455	-455

It should be noted that these figures do not include income and expenditure related to the World Foundation or Chalet Foundation and so differ from WAGGGS' published accounts for 2012 and 2013.

Financial performance

As can be seen, our current expectation is that total income for 2012-14 will be just under GBP 19.0 million and expenditure will be GBP 20.8 million. This would produce a deficit of GBP 1.8 million; GBP 1.567 higher than the original budget.

GBP 0.580 million of this increase is due to a higher amount of Restricted funds being brought forward from 2011. The original Triennium Budget assumed these funds would have been spent in 2011, but in fact they were brought forward into 2012, to be spent on the purposes specified by the donors.

A further GBP 0.464 million is due to planned expenditure of unrestricted reserves that was not foreseen when the budget was agreed. During 2012, the World Board reviewed WAGGGS' Reserves & Endowment Policy. They agreed that the level of unrestricted reserves that WAGGGS was holding was inefficient in terms of use of resources, potentially acted as a barrier to fund raising, and also raised the risk that we might breach UK Charity guidelines. Previously it was WAGGGS' policy to hold free reserves of at least 15 months' and up to 18 months' unrestricted expenditure. The Policy has been reduced to between 12 and 15 months' unrestricted expenditure.

It was decided that GBP 0.800 million of unrestricted reserves should be designated to fund a programme of additional expenditure over three years aimed at improving WAGGGS' capacity to deliver its strategy. This has been called the Reserves Investment Programme and includes:

- The Fifth World Centre project (GBP 100,000)
- Support for membership development (GBP 200,000)
- Support for MOs and Regions (GBP 240,000)
- Organizational development (GBP 176,000)
- To be allocated in 2015 (GBP 84,000)

We currently expect GBP 0.464 million of this designated fund to have been spent by the end of 2014, and the remainder to be spent in 2015-17.

The remaining unfunded deficit of GBP 0.455 million is attributable to a range of variances across the organisation, the two most significant of which are the operating deficit on the World Centres and adjustments to and write-offs of Quota.

In 2012 World Centres experienced a significant drop in bookings, partly as the result of on-going security concerns in Mexico but also more generally due to global economic factors that affected Our Chalet and Pax Lodge. However, 2013 did see a marked recovery through increased bed-nights and a focus on cost management. Currently, the expected result for the triennium is an operating deficit of GBP 0.380 million.

The World Board has been working closely with the World Centres Committee on a range of actions to improve the situation including the transfer of the operation of the Cabaña World Centre to Guias de Mexico, which was completed in January 2014. These actions could mean that the figures for 2014 will be better than those shown here.

Quota Income is expected to be GBP 0.072 million less than the approved budget. This is mainly due to the World Board agreeing that some MOs' Quotas would be reduced due to, for example, substantial changes in membership numbers that only materialised after the 2009 census.

Despite the above, at the end of 2013 WAGGGS' unrestricted reserve (which includes investments, but excludes the amount designated for the Reserves Investment Programme) still amounted to over GBP 7.0 million. This was equivalent to 17.4 months' of unrestricted expenditure based on the 2014 budget, so there was a 'surplus' of reserves that amounted to just under GBP £1.0m. This was due to an unbudgeted increase in the value of WAGGGS' investment assets of GBP 0.881 million during 2012 and 2013.

A proportion of this surplus of reserves will have been spent by the end of 2014 and the remainder will be used to fund the deficit in the proposed budget for 2015-17.

The other good news story for the triennium is the significantly higher level of overall income compared to the budget from Fund Development Activity. This is currently expected to exceed the original triennium target by 85 per cent. Whilst these are generally restricted funds that involve additional expenditure, they do include an element of cost recovery that reduces the net cost of the World Bureau. We are also predicting significantly higher income from the Olave Baden-Powell Society and from our investment portfolio.

Overall, WAGGGS' financial performance over the triennium has been very positive. Our turnover is predicted to be significantly higher than the target set in 2011, with annual turnover being consistently over GBP 6 million. Whilst expenditure is forecast to be higher than income received, this is all funded either by additional restricted income brought forward, by planned and intentional use of unrestricted reserves, or by gains on the value of our investments. We are therefore confident that WAGGGS' reserves at the end of 2014 will still be higher than the new limits set by the World Board in 2012; as such there is no cause for concern.

Thank you

The World Association would like to thank our supporters, donors and partners who enable us to provide so many impactful and positive opportunities for girls and young women.

The World Association couldn't have done this without the generous support of our friends around the world.

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