



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 **2013**

## Our Mission is...

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

## Our Vision is...

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

**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”

# Contents

## Trustees' Report

Reference and Administrative Details .....	4
Structure, Governance and Management .....	4
Inclusion of Foundations .....	5
Statement of Trustees' Responsibilities .....	6
Internal Control .....	6
Risk Management .....	6
Objectives and Activities for the Public Benefit.....	6
2013 Highlights .....	7
Progress against Objectives set for 2013.....	9
Financial Review.....	13
Reserves.....	13
Investment Policies and Performance.....	13
The Future .....	14
Independent Auditor's Report to Trustees .....	16
Trustees, Officers and Professional Advisors.....	17

## Financial Statements

Statement of Financial Activities .....	18
Balance Sheet.....	19
Cash Flow Statement.....	20
Notes to the Accounts .....	22

Acknowledgements .....	40
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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 2013. 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 in turn nominate or ratify 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 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 6). 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 Chair'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 Chair's Team decides on the allocation of any new unrestricted resources within the year and makes recommendations to the World Board for decision. The Chair'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 Regional membership development strategies 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. In 2013, this has also included oversight of the Fifth World Centre Pilot Project in the Africa Region.

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 Girl 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 United States of America 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 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.

## 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.
- 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 to 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:

- 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, some of which are delivered through our own World Centres.

The Mission, Vision and the Goals support WAGGGS' Objectives, which are 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.

## 2013 Highlights

### **New strategic partnerships strengthen global Girl Guiding and Girl Scouting**

Encompassing 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.

Working in partnership with existing and six new full Member Organizations around the world, the World Association achieved a huge amount.

We are proud to announce that the Global Girls Fund has reached its £10 million fundraising target – two years ahead of the expected campaign end date in June 2015. Our funding partnerships play a key role in enabling WAGGGS to grow as a relevant and modern organization dedicated to supporting girls and young women everywhere.

In 2013, WAGGGS established a £3 million partnership with Dove, a global personal care brand. The Dove Self-Esteem project will see 3.5 million girls and young women take part in an initiative that aims at building self-esteem, confident and positive body image. The programme will be available to members in all WAGGGS Regions with a focus on delivery in 16 selected countries.

A curriculum entitled "Free Being Me" has been developed and we are working closely with the relevant MOs to adapt it and integrate it into their peer education and training programmes. To date, nearly 250,000 individuals have engaged with the topic of self-esteem and body image.

Our \$2 million partnership with UPS continues to support our global leadership and advocacy programmes, the Community Programme at Sangam World Centre as well as national programmes in Brazil and South Africa. The UPS Foundation is a long standing partner of WAGGGS and the current phase of the partnership will end in 2014 after ten years of funding.

The Olave Baden-Powell Society (OB-PS) continues to raise funds for WAGGGS' essential work. At its annual event in Switzerland in May, 48 members were presented along with six Princes Benedikte Awardees (individuals committing to a £25,000 donation). In 2013, OB-PS raised £479,000 for WAGGGS.

### **Non-formal education success**

More than 80 per cent of Girl Guides and Girl Scouts who took part in a recent survey say their knowledge of global issues comes from Girl Guiding and Girl Scouting.

About nine in 10 girls said that their involvement in Girl Guiding and Girl Scouting has provided them with the skills to take action on 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.

After completing the Global Action Theme and Stop the Violence curriculums, 41 and 31 per cent of girls respectively have started up their own community initiative.

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*

### **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 took part in the survey, 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.

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

The first NLDP training took place in May 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 using their training to implement leadership development training at national level. For example, The Egypt Girl Guides Association has delivered a training event for young leaders and introduced elements of the NLDP programme to trainers.

The World Association also continued to deliver WLDP events. Fifty leaders from 35 countries gathered in Denmark in February 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.

The World Association is pleased to announce that our online learning platform GLOW: Global Learning Online for the World Association is now open, offering flexible access to learning opportunities and a global platform for communication across the Movement. The new platform for Girl Guides and Girl Scouts around the world was launched in October, and already more than 2,000 members have joined the site. The launch included a 24-hour social media question and answer event, with all four World Centres joining in throughout the day. GLOW has been developed using the latest technical and educational advancements, in partnership with the University of Reading. Take a look at the e-learning site at [glow.waggs.org](http://glow.waggs.org)

### **What we do**

The World Association empowers girls and young women and supports Member Organizations to take action on global issues such as gender inequality, poverty and hunger and climate change. In 2013, the World Association supported many youth delegates to speak out at major international conferences and participate in important discussions on the post-2015 development goals.

In March, 13 young women from 12 countries formed the World Association's delegation at the UN's 57th Commission on the Status of Women (CSW). This year, the event was themed on 'Elimination and prevention of all forms of violence against women and girls'. The delegates lobbied decision-makers to recognise that girls and young women are a key to any policies and practices to eliminate and prevent violence against girls. The delegates spoke on panels, ran side events, met with representatives of UN agencies and supported the high-profile launch of the Voices against Violence curriculum.

## Progress against objectives set for 2013

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, set out to achieve in 2012-2014. As we stride into the final year of this ambitious triennium, and anticipate the challenges ahead, we pause to review the achievements of the Movement against the objectives of our global outcomes.

### Outcome 1 – Increased and diversified membership

We said we would...

Deliver a Membership Development Strategy for WAGGGS and each of its Regions, to articulate how they will increase and diversify membership.

We have...

Developed a comprehensive membership strategy through a process of bringing together a highly engaged group of volunteers from around the world over a 12 month period. As a result the global strategy is reflective of the different needs across our 145 Member Organizations and each Regional team has developed its own membership strategy to promote growth in numbers and to reach out to communities not yet well represented.

We said we would...

Support Member Organizations to grow and diversify their membership through targeted activities at events such as the Regional Conferences in 2013.

We have...

Provided opportunities for sharing of best practice across the movement at all five Regional Conferences in 2013 as well as providing opportunities for critical reflection about the barriers that families and girls may be experiencing to joining the movement.

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

We said we would...

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

We have...

Mobilised girls and young women through social media to take part in a global conversation about "The World We Want For Girls", enabling many hundreds of girls to tell us about the kind of world in which they want to live and what they want responsible leaders around the world to do to bring about change. The results of this engagement has led to a formal policy paper "The World We Want For Girls" which now forms part of our main advocacy message when working with the United Nations and other leaders.

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

We said we would...

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.

We have...

A selective launch of the Stop the Violence campaign's flagship education programme, Voices against Violence curriculum, was held at the 57th Commission on the Status of Women. The sold-out audience at the launch event heard about the importance of non-formal education and young people in ending violence against girls from:

- Mary Mc Phail (Chief Executive of WAGGGS)
- Michelle Bachelet (former UN Women Executive Director)
- Kathleen Lynch (Minister of state with responsibility of Disability, Equality, Mental health and Older People, Ireland)
- Ahmed Alhindawi (UN Envoy on Youth)
- Hasiniaina Rahamelosolo (Girl Guide from Madagascar)

The curriculum was officially launched to the wider public on International Day of the Girl on October 11. The curriculum, Expression of interest from and pathways to access the curriculum were promoted among WAGGGS' and UN Women's internal and external networks. Interest in the curriculum is high and WAGGGS will support MOs and external organizations to roll-out the curriculum in 2014. .

### We said we would...

Send delegations to key international advocacy events, including CSW, COP 19 and the UN General Assembly.

### We have...

WAGGGS supported 13 young women to attend the 57th Commission on the Status of Women in New York. At the event the delegates promoted the Stop the Violence campaign and lobbied decision-makers to ensure the voices of girls remained within the output document of the conference.

WAGGGS attended the 68th session of the UN General Assembly in New York and supported the attendance of four Post-2015 Ambassadors and a young woman from South Africa who spoke at a Clinton Global Initiative event. One of the young women accepted the People's Choice award on behalf of WAGGGS, which acknowledged the Post-2015 Ambassadors' efforts in collecting the most votes in the 'MY World' survey, a survey created by UN Millennium Campaign to understand young peoples' priorities for their world today.

Finally, six young women attended COP 19 in Warsaw and worked with other youth organisations to lobby governments for stricter commitments on reducing emissions and tackling climate change. WAGGGS were the only members of civil society invited into the negotiations on capacity building, something WAGGGS is an expert on through its use of non-formal education. WAGGGS was instrumental in ensuring that 'gender' remained in the document from this discussion.

### We said we would...

Engage with the creation of the post-2015 international development framework

### We have...

Been active across a wide range of youth movement and United Nations in order to ensure that the voice of young people, and specifically the voice of girls and young women,

is represented in the post-2015 development process. We have successfully articulated the case for girls and young women to be central to the development process and we continue to amplify our message that providing a better future for girls and young women is not only an important goal in itself, but it will also have a multiplier effect on their families and communities. Our newly formulated policy paper, "The World We Want for Girls", provides the basis for our continued engagement around 8 specific themes including attitude, behaviour change and fair portrayal of girls and young women, quality education, eliminating violence, early marriage and harmful practices, access to comprehensive health, decent employment and environment and climate change.

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

### We said we would...

Create and train an Adult Training and Educational Programme resource pool to support the implementation of the Policies and Guidelines across the Movement.

### We have...

A workshop held in December 2013 brought together 35 experts (staff and volunteers) in educational programmes and adult training, learning and development to be trained in WAGGGS approach to youth learning and the training of adult leaders. These trained individuals form a resource pool that will support capacity building at MO and regional level. The resource pool will support the roll out of WAGGGS Educational Programme and Adult Training, Learning and Development policies and guidelines at MO level. The role of the resource pool members includes providing targeted support to MOs as well as developing on line resource materials for use by MOs. We know from our work with MOs that this cannot be delivered as a one size fits all approach. Effective and sustainable support will be to respond to the needs of individual or groups of MOs. The resource pool members had the opportunity to work with regional staff in drawing plans for future work in MOs. We are confident that with well-targeted support, MOs will be able to provide relevant exciting youth educational programmes as well as ensuring that adult leaders are well trained.

## We said we would...

Use e-learning to increase international opportunities across the Movement.

## We have...

GLOW, Global Learning Online for WAGGGS was officially launched at the end of October 2013. GLOW is a platform that was uniquely developed for WAGGGS. It uses non formal approach to learning as well as being flexible and free. The platform offers facilitated leadership development courses (Leadership online). We have also started developing short, open, self-directed leadership courses that can be accessed by members as well as non-members. GLOW also offers opportunities for participants attending events to connect and work on pre-event assignments in preparation for the event. Moving forward, groups of people with similar functions can connect and learn together.

The facilitated leadership courses have been very successful and participants enjoy having someone to mentor them as they learn about leadership.

"The stage 3 showed us that the COMMUNICATION and MOTIVATION in a team are essential, regardless of age, culture, language, country, Can you imagine (our team), three different generations, three countries: Argentina, USA and Ireland..., so at the end our task was in three languages (English, French and Spanish). (It was an) excellent opportunity to develop leadership." Augustina Ruiz, Houston, USA March 2013

"Thank you very much, it is an excellent course, very comprehensive methodology, practical and appropriate education. Practical exercises are very useful and consult the theoretical support needed to understand it, I feel that I have the clarity of concepts and I can use in my work as a leader." Omaira Castro, Colombia, July 2013

Forty one participants have completed the 4 stages facilitated course and we currently have 184 participants in stages 2 to 4.

The exceptional nature of this on line learning approach mean that WAGGGS was short listed for the Brit Award in IT

## We said we would...

Develop WAGGGS' non-formal education Policy.

## We have...

Developed a Non Formal Education toolkit: "Prepared to Learn, Prepared to Lead" which looks at the fundamentals

of Girl Guiding/Girl Scouting experience and the educational method used in girl guiding/girl scouting. It explores how this method is used to facilitate youth learning in preparing young people for citizenship.

This resource will ensure that MOs use the girl guiding/girl scouting method in the activities that are offered to young people.

## Outcome 5: Build leadership capacity

### We said we would...

Develop a framework for implementation of the WLDP at national level.

### We have...

Developed and tested the framework of delivering the National Leadership Development Programme (NLDP) at national level. In May 2013, 27 participants from 16 MOs attended the first ever NLDP event. The programme took the participants through a comprehensive training in how to develop and deliver the NLDP on a local and national level. The core areas covered aimed to support participants in their delivery of the NLDP to leaders and to train other trainers to deliver the material. Selected WLDP modules were introduced which marks an on-going commitment to cascade elements of the WLDP to Member Organisations.

The training of Trainers equipped participants with the WLDP philosophy, approach, materials, and skills in programme delivery. We now have a standard programme based on the pilot programme, which can be delivered by trained NLDP Trainers.

Here are some of the activities that have happened following the event in May:

- Training in the new approaches to facilitation and learning to Member Organisation (Lebanon)
- First NLDP course to all national trainers (Malaysia)
- Training with district leaders (Grenada)
- NLDP training to 3 groups; one in Tanzania and two groups in Kenya
- A presentation on NLDP to 200 Argentinian Leaders

Presentations on the NLDP were given at all the Regional Conferences, with many MOs showing interest in the programme and requesting support to run the NLDP in their countries.

## We said we would...

Review and update the Structure and Management Policy and Guidelines

## We have...

The Structure and Management policy and guidelines is one of the six core areas of work that WAGGGS uses to measure the performance of MOs. We decided to postpone the review on the Structure and Management policy and Guidelines but instead undertake a complete review of the six core areas of work. This review will enable us to ascertain whether the six core areas of work established over ten years ago are still fit for purpose. The review will be conducted in 2014 and recommendations on the way forward will be presented to the regional committees for consideration.

## We said we would...

Research and make concrete recommendations on the issues of gender and women's leadership. .

## We have...

We have continued to develop our expertise in this area and to deliver high quality leadership training to girls and young women across our movement however we did not further our work in relation to research due to the demands of operational priorities.

## Outcome 6: Increased funding

### We said we would...

Use the World Centres, including the Fifth World Centre pilot project, to deliver fund development capacity-building programmes across WAGGGS and Member Organizations.

### We have...

Last year we delivered Fund Development training sessions at four World Centre events, three of which were Fifth World Centre pilot events.

This continued in 2013 with Fund Development training delivered at two World Centre events in Rwanda (Fifth World Centre) and Sangam. Our efforts also focused on delivering Fund Development capacity building in conjunction with the Regional Conferences.

Both World Centre events were Stop the Violence ACTIVATE training events at which Fund Development support was offered to a total of 80 participants.

Fund Development training sessions were held at the Asia Pacific, Arab and Western Hemisphere Regional Conferences, which were attended by participants from a total of 72 countries. The Fund Development team also provided one-to-one consultation sessions with both English and Spanish speaking MOs at the Western Hemisphere Regional Conference.

Another main focus for the Fund Development team in 2013 was developing a wider Capacity Building strategy for the Regions and MOs. Discussions were held with key MOs and Regional Directors during the Regional Conferences to ensure our strategy for the next triennium addresses the needs and wants of each Region.

### We said we would...

Develop resources for Member Organizations on various fundraising streams and create a series of webinars for Member Organizations addressing these topics

### We have...

The Fund Development team is publishing regular articles in *Our World* magazine every quarter. The articles aim to provide MOs with information about fundraising trends, skills and opportunities as well as fundraising tips and ideas. The Fund Development team continues to build the capacity of MOs through funded projects such as the Dove Self-Esteem project, the Internet Safety project, Fit for Life Fit for Work project and the UPS Signature Programme.

MOs involved with the Dove Self-Esteem Project and the Internet Safety project have made connections with the companies funding these projects at national level. In Africa, the Internet Safety project funding is covering additional staff support in the Africa Region.

## Financial Review

### 2013 was another successful year for WAGGGS.

At £6.264 million, turnover was virtually the same as 2012: £6.276 million. However, there was a significant shift from restricted to unrestricted funding, which means that WAGGGS had more flexibility in how it disbursed its funds. Unrestricted income for the year amounted to £5.185 million; £0.535 million or 11.5 per cent more than in 2012. This is primarily the result of our increased investment in Fund Development starting to bear fruit and improved performance by our World Centres.

With regards to Fund Development, 2013 saw the activation of WAGGGS' trading subsidiary, WAGGGS Trading Limited, as the vehicle for the £3 million partnership with Dove (see above). £0.45 million of this year's unrestricted income arose from this partnership.

The World Centres made an operating surplus for the first time in a number of years. This was the result of a 7.8 per cent increase in bed nights over 2012 and tighter control of expenditure.

Income from investments has stabilised and the increase in the value of our investment portfolio generated an unrealised gain of £0.66 million.

On the negative side, sales of merchandise continued to fall in 2013. Gross surplus was just £5,000 due to continued reduction in sales and high storage costs. Both will be examined closely in 2014.

Total expenditure was virtually the same as in 2012, although a greater proportion was funded from unrestricted funds (82 per cent compared to 70 per cent). This meant that net unrestricted expenditure was £0.49 million in 2013 compared to £0.20 million in 2012. However, this is consistent with the World Board's strategic decision, taken in 2012, to reduce the level of unrestricted reserves held by WAGGGS.

Governance costs in 2013 were £0.1 million higher than the previous year, due to the additional costs of triennial Regional Conferences.

### 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.

In 2012 the World Board decided that WAGGGS should aim to hold unrestricted free reserves, including expendable Endowment funds, equal to between 12 and 15 months of unrestricted expenditure. Free reserves are those that are readily realisable, less funds whose use are restricted or have been designated for particular purposes.

At 31st December 2013 WAGGGS' unrestricted reserves (net of any designated reserves) amounted to £1.113 million (2012: £1.180 million) represented by Investments and Net Current Assets (see Note 13). This, combined with the Endowment Fund of £5.915 million, provides 17.4 months' cover for 2014 unrestricted expenditure.

Whilst this is higher than both the reserves policy and level of cover at the end of 2012, this is primarily due to the unrealised gain on the value of investments during 2013. Discounting the unrealised gain would provide cover of 15.75 months unrestricted expenditure.

### 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, Cheviot Asset Management, are instructed to take all reasonable measures to avoid investing in companies for which it is possible to determine that a material proportion of revenue is derived from the following activities: tobacco, alcohol, illicit drugs, pornography, gambling, armaments or war-producing items. The ethical policy was in the process of being reviewed during 2013, with a view to a decision being taken in early 2014, to clarify our position on various matters 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 investment portfolio is managed, consideration is given to achieving capital growth for the 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 managers and an independent investment analyst (Crowe Clark Whitehill). The degree of risk considered appropriate for WAGGGS investments and performance is reviewed against industry benchmarks.

During 2013 the WAGGGS investment portfolio generated an unrealised gain in value of £0.66 million, compared to £0.162 million in 2012. This is the gain that WAGGGS would have realised had the entire investment portfolio been sold on 31st December 2013.

In 2012, to accommodate the Reserves Investment Plan, the investment portfolio was split to create a smaller, shorter term portfolio which is invested in cash and cash equivalents. This smaller portfolio was shown in Current Assets (Short Term Investments) in the Balance sheet at 31st December 2012. For 2013 we have elected to include this portfolio in Fixed Assets (Investments) and this is the principle reason for the year-to-year movements on those lines of the Balance Sheet.

### Going Concern

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

### Olave Baden-Powell Society (OB-PS)

OB-PS continues to be a significant financial supporter of WAGGGS through the donations of its individual members. In 2013, OB-PS raised £0.479 million for WAGGGS. At its annual event in Switzerland in May, 48 members were presented along with six recipients of the *Princess Benedikte Award* (these are individuals who commit to making a £25,000 donation).

## Looking ahead to 2014

We have a real opportunity to make significant progress on our aspirations. To do so we must **grow the Movement** so that more girls in more places have a quality Girl Guiding and Girl Scouting experience. We must look carefully at how we **organize, govern and resource** the Movement so that we are inclusive, democratic and strong.

Woven through our work over the next year are three key approaches that will enable us to deliver this ambitious plan:

1. **CONNECT** - We will facilitate connections between MOs with similar interests, ambitions and challenges, co-ordinate best practice and resources across the Movement and amplify our role as a global hub.
2. **GROW** - We will develop an integrated membership service which responds directly to MO needs and supports MO strategic objectives to achieve growth.
3. **IMPACT** - In partnership with our MOs, we will raise the visibility and impact of Girl Guiding and Girl Scouting on the global and national stages.

Non-formal education is key to achieving our vision that all girls and young women are valued and take action to change the world. We will continue to develop new, innovative programmes and methods for non-formal learning, such as the Fifth World Centre pilot project, which is testing the delivery of our programmes in the Africa region, or the new e-learning programme GLOW. We are continuing our work and focus on:

- Expanding Girl Guiding and Girl Scouting in existing member countries and new areas of the world
- Engaging Girl Guides, Girl Scouts, leaders and partners in our Stop the Violence campaign and our millennium development goals
- Increasing leadership development opportunities at global level for young women and supporting the leadership journey with our National Leadership Development Programme and at World Centres.
- Raising funds to support our operations and projects and continuing to build the fund development capacity of Member Organizations.

## **Outcome 1: Increased and diversified membership**

Only one per cent of the world's 870 million girls aged 5-19 are Girl Guides or Girl Scouts. While WAGGGS currently has 145 Member Organizations across five regions and 10million Girl Guides and Girl Scouts and volunteers, we will work to grow a larger and more diverse membership.

### **We will:**

- Continue to grow membership by providing high quality and integrated membership services alongside working with Member Organizations to expand opportunities to even more girls in more places.
- Work to increase the number of Girl Guiding and Girl Scouting organizations working towards full membership.

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

We need more people to know about us, understand what we do and why we are effective. Greater public recognition for who we are and what we achieve will help us attract and retain more girls, more volunteer leaders, more resources and make more of an impact for girls.

### **We will:**

- Be more outwardly facing and communicate our impact as the only global Movement that puts the needs and interests of girls at the centre of all that we do, raising the visibility and impact of Girl Guiding and Girl Scouting on the global, regional and national stages.
- We will ensure that WAGGGS and our member organizations are recognized and engaged as leading organizations working on issues relevant to girls and better connect with and harness the support of boys and men within our Movement and with external partners to achieve our Vision and Mission.

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

Girls and young women are very clear about the issues that are most important to them. They talked to us about the importance of self-esteem and sustainable living. They told us it is imperative that, as a Movement for girls and young women, we act to end violence against girls and young women and ensure that girls' rights are respected

### **We will:**

- Continue to spread awareness of our campaigns on these issues to a wider audience and to amplify the effect of 10million Girl Guides and Girl Scouts speaking out and taking action at all levels.
- We will strengthen our ability to engage our members and supporters in our global campaigns and programmes.

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

Our best work is what we do and achieve together for girls and young women. Although we live in different places, experience different cultures, have different skills and views of the world, we are connected by our belief in the transformative effect of what we do, the knowledge that it works and the pride in being a Girl Guide or Girl Scout.

### **We will:**

- Challenge ourselves to provide the best personal development and leadership opportunities possible through our programmes and initiatives.
- Start to connect active networks of MOs across areas of experience and expertise as well as shared ambitions and challenges, enhancing the quality of the Movement.

## **Outcome 5: Build leadership capacity**

We have supported volunteer leaders and young women from all over the world on their leadership journeys to reach their full potential. We want to continue to grow the number of leaders and to see more young women leading and connecting at all levels, within our Movement as well as in their communities and globally.

### **We will:**

- Equip and empower our vitally important leaders through strengthening their leadership opportunities and development at the global, regional and national levels.
- Increase leadership development opportunities through International programmes and events.
- We will provide more opportunities for leaders to learn about and develop leadership skills through e-learning.

## **Outcome 6: Increased funding**

Two years before the 2015 deadline, the World Association has achieved its Centenary fundraising target. As a result, we are able to support our drive for growth and impact with increased and diversified income streams. However, our Vision is ambitious and the pressure on resources at every level through our organization remains acute.

### **We will:**

- Continue to increase and diversify sources of income both globally and within our MOs and to build the fund development capacity of Member Organizations.

Approved and authorised for issue by the Board of Trustees on 30 June 2014 and signed on its behalf by

**Nadine El Achy**  
**(Chair 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 2013 which comprise the Group Statement of Financial Activities, the Group and Charity Balance Sheets, the Group Cash Flow Statement and the related notes numbered 1 to 14.

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 charity's 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 151 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 charity'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 and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. 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 group's and the charity's affairs as at 31 December 2013 and of the group's 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 by the parent charity; 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**

**Date** 9 July 2014

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 Chairs

#### Africa Region

Helinoro Rakotomalala  
(until September 2013)  
Rose Kioko (from September 2013)

#### Arab Region

Noura El Naamani  
(until September 2013)  
Sharifa Nasser Mohammed Al Harrasi  
(from September 2013)

#### Asia Pacific Region

Low Lih Jeng

#### Europe Region

Lara Tonna (until September 2013)  
Corinna Hauri  
(from September 2013)

#### Western Hemisphere Region

Perla Alejandrina Casco Perez  
(until September 2013)  
Grace-Anne Crichlow  
(from September 2013)

### Olave Baden-Powell Society

#### Patron

HRH Princess Benedikte of Denmark

#### President

Vibeke Riemer

### STAFF LEADERSHIP TEAM

#### Chief Executive

Mary McPhail

#### Chief Operations Officer

Deb Cross (until September 2013)  
Kathryn Packer (from April 2014)

#### Finance and Business Support Director

Elizabeth Sell (until January 2014)  
Andy Murphy (from February 2014)

#### Fund Development Director

Ann Brookes

#### Communication and Advocacy Director

Rebecca Munro (until March 2014)  
Harriett Gething (from March 2014)

#### Leadership and Programme Development Director

Lydia Mutare

#### Membership Development Director

Sally Elkes

#### World Centre Director

Gill Sewell (from April 2013)

#### 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

Quilter Cheviot Limited  
One Kingsway  
London WC2B 6AN

#### Independent Investment Advisers

Crowe Clark Whitehill Financial  
Planning Ltd  
Aquis House  
49-51 Blagrave Street  
Reading  
Berkshire RG1 1PL

#### Solicitors

Bircham, Dyson Bell LLP  
50 Broadway  
Westminster  
London SW1H 0BL

## Statement of Financial Activities

for the year ended 31 December 2013

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds 2013 £'000	Total Funds 2012 £'000
<b>INCOMING RESOURCES</b>						
Voluntary income including Joint Venture	2	867	553	189	1,609	1,823
Trading activities	14	450	0	0	450	0
Investment income	2	281	1	23	305	304
<b>Incoming resources from generated funds including Joint Venture</b>		<b>1,598</b>	<b>554</b>	<b>212</b>	<b>2,364</b>	<b>2,127</b>
<b>Incoming resources from charitable activities</b>	3	<b>3,587</b>	<b>366</b>	<b>0</b>	<b>3,953</b>	<b>4,264</b>
<b>Total incoming resources</b>		<b>5,185</b>	<b>920</b>	<b>212</b>	<b>6,317</b>	<b>6,391</b>
Less share of Joint Venture		0	(53)	0	(53)	(115)
<b>Total net incoming resources</b>		<b>5,185</b>	<b>867</b>	<b>212</b>	<b>6,264</b>	<b>6,276</b>
<b>RESOURCES EXPENDED</b>						
Cost of generating voluntary income	4	327	4	214	545	496
Investment management costs	4	15	0	8	23	27
<b>Costs of generating funds</b>		<b>342</b>	<b>4</b>	<b>222</b>	<b>568</b>	<b>523</b>
<b>Charitable activities</b>	4	<b>4,987</b>	<b>964</b>	<b>66</b>	<b>6,017</b>	<b>6,166</b>
<b>Governance costs</b>	4	<b>346</b>	<b>7</b>	<b>2</b>	<b>355</b>	<b>254</b>
<b>Total resources expended</b>		<b>5,675</b>	<b>975</b>	<b>290</b>	<b>6,940</b>	<b>6,943</b>
<b>NET INCOME/(EXPENDITURE)</b>		<b>(490)</b>	<b>(108)</b>	<b>(78)</b>	<b>(676)</b>	<b>(667)</b>
before transfers and other gains and losses						
<b>Transfer between funds</b>	12	<b>(6)</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Share of surplus Joint Venture</b>		<b>0</b>	<b>100</b>	<b>0</b>	<b>100</b>	<b>164</b>
<b>Other gains / (losses)</b>	6	<b>114</b>	<b>(9)</b>	<b>553</b>	<b>658</b>	<b>223</b>
<b>NET MOVEMENT IN FUNDS</b>		<b>(382)</b>	<b>(11)</b>	<b>475</b>	<b>82</b>	<b>(280)</b>
<b>Total Funds at 1 January</b>		<b>2,869</b>	<b>5,216</b>	<b>5,440</b>	<b>13,525</b>	<b>13,805</b>
<b>Total Funds at 31 December</b>		<b>2,487</b>	<b>5,205</b>	<b>5,915</b>	<b>13,607</b>	<b>13,525</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 2013

	Notes	Group 2013 £'000	Group 2012 £'000	Charity 2013 £'000	Charity 2012 £'000
<b>FIXED ASSETS</b>					
Tangible Assets	7	4,078	4,059	4,078	4,059
Investments	8a	8,033	6,579	8,033	6,579
Investments in Joint Venture	8b				
Share of gross assets		323	278	323	278
Share of gross liabilities		(4)	(1)	(4)	(1)
Net investments in Joint Venture		319	277	319	277
<b>Total fixed assets</b>		<b>12,430</b>	<b>10,915</b>	<b>12,430</b>	<b>10,915</b>
<b>CURRENT ASSETS</b>					
Stocks	9	146	173	146	173
Debtors	10	536	855	444	855
Short Term investments		2,260	3,234	1,923	3,234
Cash at Bank and in hand		928	795	918	795
		3,870	5,057	3,431	5,057
<b>CREDITORS - amounts falling due within one year</b>	11	<b>(2,521)</b>	<b>(2,289)</b>	<b>(2,082)</b>	<b>(2,289)</b>
<b>Net Current Assets</b>		<b>1,349</b>	<b>2,768</b>	<b>1,349</b>	<b>2,768</b>
<b>LONG-TERM CREDITORS</b>	11	<b>(172)</b>	<b>(158)</b>	<b>(172)</b>	<b>(158)</b>
<b>NET ASSETS</b>		<b>13,607</b>	<b>13,525</b>	<b>13,607</b>	<b>13,525</b>
<b>FUNDS of the Charity</b>					
Endowment Fund	12	5,915	5,440	5,915	5,440
Restricted Funds					
Restricted Property	12	3,622	3,671	3,622	3,671
Restricted Funds	12	1,264	1,268	1,264	1,268
Joint Venture		319	277	319	277
<b>UNRESTRICTED</b>					
General Funds	12	1,113	1,180	1,113	1,180
Designated Funds	12	1,374	1,689	1,374	1,689
<b>Total Unrestricted</b>		<b>2,487</b>	<b>2,869</b>	<b>2,487</b>	<b>2,869</b>
<b>TOTAL FUNDS</b>		<b>13,607</b>	<b>13,525</b>	<b>13,607</b>	<b>13,525</b>

Approved and authorised for issue by the Board of Trustees on 30 June 2014 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 2013

	Notes	2013 £'000	2012 £'000
Net cash (outflow) / inflow from operating activities	A	(157)	(664)
Returns on investments and servicing of finance	B	305	301
Capital expenditure and financial investment	C	(143)	(182)
Management of liquid resources	D	128	473
<b>Increase / (Decrease) in cash</b>	<b>E</b>	<b>133</b>	<b>(72)</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	(676)	(667)
Exchange and revaluation movements	69	(17)
Less Investment income	(305)	(304)
Depreciation	110	103
Share of joint venture	53	115
Decrease / (Increase) in stock	27	117
Decrease / (Increase) in debtors	319	(381)
Increase / (Decrease) in creditors	246	370
<b>Net cash (outflow) / inflow from operating activities</b>	<b>(157)</b>	<b>(664)</b>

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

Dividends received	223	223
Interest received	57	78
Other income	25	0
<b>Total</b>	<b>305</b>	<b>301</b>

#### C) Capital Expenditure and Financial Investment

Purchase of tangible fixed assets	(143)	(182)
<b>Total</b>	<b>(143)</b>	<b>(182)</b>

#### D) Management of Liquid Resources

Purchase of investments	(1,373)	(2,686)
Sale of investments	527	4,320
Decrease / (increase) in Short Term Investments	974	(1,161)
<b>Total</b>	<b>128</b>	<b>473</b>

## Cash Flow Statement

for the year ended 31 December 2013 (Contd)

Notes	2013 £'000	2012 £'000
<b>E) Reconciliation of Net Cash Flow to Movement in Net Funds</b>		
Increase / (Decrease) in cash at bank and in hand	133	(72)
Increase / (Decrease) in Short Term Investments	(974)	1,161
<b>Change in Net Funds</b>	<b>(841)</b>	<b>1,089</b>
Net Funds brought forward	4,029	2,940
<b>Net Funds carried forward</b>	<b>3,188</b>	<b>4,029</b>

F) Analysis of change in Net Funds	1 January 2013 £'000	Cash Flow £'000	31 December 2013 £'000
Cash at Bank and in Hand	795	133	928
Short Term Investments	3,234	(974)	2,260
<b>Total</b>	<b>4,029</b>	<b>(841)</b>	<b>3,188</b>

The cash flow statement includes the expendable Endowment Funds.

# Notes to the Accounts

for the year ended 31 December 2013

## 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 financial results of the following entities are consolidated in these financial statements:

- World Association of Girl Guides and Girl Scouts (charity registered with the Charity Commission of England and Wales, number 306125)
- WAGGGS Trading Limited (company registered in England and Wales, number 07533080)
- Our Chalet Association (founded 15 December 1930 under Article 60ff of the Code Civil Suisse)
- Foundation for Girl Guides and Girl Scouts Centre Our Chalet Association (registered as a foundation – “stiftung” - in Switzerland)
- Nuestra Cabaña, A.C. (Asociación Civil) (non-profit association registered in Mexico, Tax Identification number NCA880620IF4)
- The Cabaña, S.A. DE C.V. (Sociedad Anónima de Capital Variable) (company registered in Mexico, Tax Identification Number CAB5407071W6)
- Sangam World Centre of the World Association of Girl Guides and Girl Scouts (registered in India with the Office of Commissioner of Income tax, Pune with the registration number CH.P. PNA-1976-76-77)
- World Association of Girl Guides and Girl Scouts (Europe Region) (registered in Belgium, company number BE 0457.323.425)
- World Foundation for Girl Guides and Girl Scouts, Inc. (not-for-profit institution, incorporated in the State of New York, U.S.A.)

The financial results of the Pax Lodge World Centre in London, UK are included in the charity accounts, as it is part of the World Association of Girl Guides and Girl Scouts and not a separate entity.

The World Association of Girl Guides and Girl Scouts has control of a dormant company, WAGGGS MEX Limited (share capital £3), incorporated in Great Britain. The entity has not traded in the year. Consolidated accounts have not been prepared as the undertaking is 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 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.

## Notes to the Accounts

for the year ended 31 December 2013

### 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.
- Sale of materials and goods includes charitable trading income from the sale of publications, uniform and other items purely for charitable purposes by the World Bureau.
- 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 and the expenditure of WAGGGS Trading Limited.

**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.

## Notes to the Accounts

for the year ended 31 December 2013

### 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.

### 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

No taxation is payable due to the charitable status of the organization.

### 1.10 Joint Venture

The joint venture with Girl Scouts 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 2013

<b>2. Analysis of income from generated funds</b>	<b>Unrestricted Funds £'000</b>	<b>Restricted Funds £'000</b>	<b>Endowment Funds £'000</b>	<b>Total Funds 2013 £'000</b>	<b>Total 2012 £'000</b>
<b>Voluntary Income</b>					
Donations including Joint Venture	70	220	0	290	573
World Thinking Day	141	0	0	141	140
Olave Baden-Powell Society	200	90	189	479	555
Regions	403	0	0	403	323
World Centres	53	243	0	296	232
<b>Total voluntary income</b>	<b>867</b>	<b>553</b>	<b>189</b>	<b>1,609</b>	<b>1,823</b>
Less share of Joint Venture	0	(53)	0	(53)	(115)
<b>Total net voluntary income</b>	<b>867</b>	<b>500</b>	<b>189</b>	<b>1,556</b>	<b>1,708</b>

### Activities for Generating Funds

Trading activities	450	0	0	450	0
<b>Investment Income</b>					
Dividend income	223	0	0	223	223
Interest income	56	1	0	57	78
Other income	2	0	23	25	3
Total investment income	281	1	23	305	304
<b>Total activities for generating funds</b>	<b>731</b>	<b>1</b>	<b>23</b>	<b>755</b>	<b>304</b>

<b>3. Analysis of income from charitable activities</b>	<b>Unrestricted Funds £'000</b>	<b>Restricted Funds £'000</b>	<b>Endowment Funds £'000</b>	<b>Total Funds 2013 £'000</b>	<b>Total 2012 £'000</b>
Quota (Fees payable by Member Organizations)	1,739	0	0	1,739	1,734
World Centres operating income	1,430	0	0	1,430	1,184
Sale of materials and goods	224	1	0	225	270
Grants for specific programmes	0	365	0	365	975
Conference, Event fees and other	194	0	0	194	101
<b>Total income from charitable activities</b>	<b>3,587</b>	<b>366</b>	<b>0</b>	<b>3,953</b>	<b>4,264</b>

## Notes to the Accounts

for the year ended 31 December 2013

### 4a. Analysis of total resources expended

	<b>Total Funds</b>	<b>Total</b>
	<b>2013</b>	<b>2012</b>
	<b>£'000</b>	<b>£'000</b>
Outcome 1 - Increase and diversify membership	958	826
Outcome 2 - Improve image and visibility	1,139	1,120
Outcome 3 - Influence issues	1,180	1,120
Outcome 4 - Strengthen quality	1,172	1,226
Outcome 5 - Build leadership capacity	1,164	1,287
Outcome 6 - Increase funding	404	587
<b>Total Expenditure on Charitable Activities</b>	<b>6,017</b>	<b>6,166</b>

Total grant payments made during 2013 were £475K. Grants paid to Member Organizations amounted to £218K (2012:£204K) 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.

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

	<b>Direct</b>	<b>Direct</b>	<b>Support</b>	<b>Total</b>	<b>Total</b>
	<b>Costs</b>	<b>Staff</b>	<b>Costs</b>	<b>2013</b>	<b>2012</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Cost of Generating Funds	158	267	143	568	523
Outcome 1 - Increase and diversify membership	476	369	113	958	826
Outcome 2 - Improve image and visibility	570	429	140	1,139	1,120
Outcome 3 - Influence issues	595	438	147	1,180	1,120
Outcome 4 - Strengthen quality	566	451	155	1,172	1,226
Outcome 5 - Build leadership capacity	630	417	117	1,164	1,287
Outcome 6 - Increase funding	122	192	90	404	587
Governance	258	71	26	355	254
<b>Total Resources Expended</b>	<b>3,375</b>	<b>2,634</b>	<b>931</b>	<b>6,940</b>	<b>6,943</b>

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.

## Notes to the Accounts

for the year ended 31 December 2013

### Analysis of total resources expended continued ...

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 2013</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Cost of Generating Funds	63	31	34	15	143
Outcome 1 - Increase and diversify membership	50	24	27	12	113
Outcome 2 - Improve image and visibility	62	31	34	14	141
Outcome 3 - Influence issues	65	32	35	15	147
Outcome 4 - Strengthen quality	68	34	37	16	155
Outcome 5 - Build leadership capacity	51	25	28	12	116
Outcome 6 - Increase funding	39	20	22	9	90
Governance	11	6	6	3	26
<b>Total Resources Expended</b>	<b>409</b>	<b>203</b>	<b>223</b>	<b>96</b>	<b>931</b>

## Notes to the Accounts

for the year ended 31 December 2013

### 5. Employees

Total staff costs	2013	2012
	£'000	£'000
Wages and salaries	2,680	2,436
Social security costs	296	279
Pension costs	150	156
<b>Total</b>	<b>3,126</b>	<b>2,871</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. which commenced in 1984. The assets of both schemes are in independently administered funds. Contributions totalling £13K (2012:£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

	2013	2012
	Number	Number
World Bureau	57	53
World Centres	41	39
<b>Total</b>	<b>98</b>	<b>92</b>

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

	2013	2012
	Number	Number
£90,001-£100,000	1	1
£70,001-£80,000	1	0
£60,001-£70,000	5	4

## Notes to the Accounts

for the year ended 31 December 2013

Pension contributions of £23K were paid in 2013 (2012:£18K) to the seven 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, 21 (2012:17) trustees were reimbursed for travelling and accommodation expense incurred on the Association's business which amounted to £73K (2012:£62K).

### Auditors' Remuneration

Audit fees payable for the year ended 31 December 2013 were £51K in total, including £31K to Crowe Clark Whitehill (2012:£27K). Additional fees of £17K were paid in the year for other advice (2012: £3K).

### 6. Other Gains

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds 2013 £'000	Total 2012 £'000
Gain/(loss) on sale of capital investments	0	5	4	9	95
Unrealised gain/(loss) on investments	116	0	549	665	162
Share of Joint Venture gains/(losses) on exchange	0	(5)	0	(5)	(10)
Exchange and revaluation movements	(2)	(9)	0	(11)	(24)
<b>Total Other gains / (losses)</b>	<b>114</b>	<b>(9)</b>	<b>553</b>	<b>658</b>	<b>223</b>

## Notes to the Accounts

for the year ended 31 December 2013

<b>7. Tangible Fixed Assets</b>	<b>Freehold Land &amp; Buildings</b>	<b>Leasehold Land &amp; Buildings</b>	<b>Furniture &amp; Equipment</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Cost or Valuation</b>				
Brought forward 1 January 2013	1,592	4,298	443	6,333
Additions	0	70	73	143
Disposals and fully depreciated assets	0	(1)	(112)	(113)
Exchange difference	(21)	0	(16)	(37)
<b>Carried forward 31 December 2013</b>	<b>1,571</b>	<b>4,367</b>	<b>388</b>	<b>6,326</b>
<b>Accumulated Depreciation</b>				
Brought forward 1 January 2013	1,234	744	296	2,274
Charge for year	17	36	57	110
Disposals and fully depreciated assets	0	(1)	(111)	(112)
Exchange difference	(12)	0	(12)	(24)
<b>Carried forward 31 December 2013</b>	<b>1,239</b>	<b>779</b>	<b>230</b>	<b>2,248</b>
<b>Net Book Value:</b>				
<b>31 December 2013</b>	<b>332</b>	<b>3,588</b>	<b>158</b>	<b>4,078</b>
31 December 2012	358	3,554	147	4,059

The total value of land that is not depreciated is £162K.

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 2013.

## Notes to the Accounts

for the year ended 31 December 2013

### 8a. Investments

	<b>Total 2013 £'000</b>	<b>Total 2012 £'000</b>
Market value at 1 January	6,578	7,958
Purchases at cost	1,373	2,686
Disposals at book value	(578)	(4,225)
Transfer between asset categories	0	0
Exchange difference	(2)	(3)
Net unrealised gain/(loss) on revaluation	662	163
<b>Market value as at 31 December</b>	<b>8,033</b>	<b>6,579</b>

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

UK Equity shares	4,568	3,805
UK Fixed Interest Bonds and Deposits	2,627	2,011
UK Unit Trusts	0	0
Property Unit Trusts	284	272
Overseas Mutual Funds	49	97
Overseas Equity shares	189	178
Overseas Fixed Interest Bonds and Deposits	316	216
Money Market Instruments	0	0
<b>Market value as at 31 December</b>	<b>8,033</b>	<b>6,579</b>

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

Investments listed on the UK Stock Exchange amount to £4,783K (2012:£4,334K)

## Notes to the Accounts

for the year ended 31 December 2013

### 8b. Share of Joint Venture

	<b>2013</b>	<b>2012</b>
	<b>£'000</b>	<b>£'000</b>
<b>Share of assets</b>		
Share of fixed assets	281	257
Share of current assets	42	21
	<u>323</u>	<u>278</u>
<b>Share of liabilities</b>		
Liabilities due within one year or less	(4)	(1)
Liabilities due after more than one year	0	0
	<u>(4)</u>	<u>(1)</u>
<b>Share of net assets</b>	<b>319</b>	<b>277</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 United States of America 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.

### 9. Stock

	<b>Total</b>	<b>Total</b>
	<b>2013</b>	<b>2012</b>
	<b>£'000</b>	<b>£'000</b>
Uniforms, publications, badges and souvenirs	138	161
Other	8	12
<b>Total Stocks</b>	<b>146</b>	<b>173</b>

## Notes to the Accounts

for the year ended 31 December 2013

### 10. Debtors

	<b>Group Total 2013 £'000</b>	<b>Group Total 2012 £'000</b>	<b>Charity Total 2013 £'000</b>	<b>Charity Total 2012 £'000</b>
General debtors	347	662	337	662
Prepayments	189	193	107	193
<b>Total Debtors</b>	<b>536</b>	<b>855</b>	<b>444</b>	<b>855</b>

Outstanding quota payable by Member Organizations of £19K (2012:£50K) 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 2013 because no notice of impending distribution or approval of estate accounts has been received.

### 11. Creditors: Amounts falling due within one year

	<b>Group Total 2013 £'000</b>	<b>Group Total 2012 £'000</b>	<b>Charity Total 2013 £'000</b>	<b>Charity Total 2012 £'000</b>
Accounts payable	341	340	328	340
Owed to Member Organizations	0	11	0	11
Employees' salaries provision	35	27	35	27
Deferred income	1,846	1,373	1,529	1,373
Tax and social security	26	17	26	17
Other creditors	273	521	164	521
<b>Total Creditors</b>	<b>2,521</b>	<b>2,289</b>	<b>2,082</b>	<b>2,289</b>

## Notes to the Accounts

for the year ended 31 December 2013

### 11. Creditors: Long-term liabilities

	<b>Group Total 2013 £'000</b>	<b>Group Total 2012 £'000</b>	<b>Charity Total 2013 £'000</b>	<b>Charity Total 2012 £'000</b>
Employees' salaries provision	57	57	57	57
Deferred income	49	41	49	41
Tax and social security	14	0	14	0
Other creditors	52	60	52	60
<b>Total Creditors</b>	<b>172</b>	<b>158</b>	<b>172</b>	<b>158</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 2013 relates to membership payments made in advance of the 2014 year and income received for World Centre bookings and other events in 2014.

### 12. Analysis of movements of funds

	<b>Balance 2012 £'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 2013 £'000</b>
<b>WAGGGS Endowment Fund</b>	<b>5,440</b>	<b>212</b>	<b>(290)</b>	<b>0</b>	<b>553</b>	<b>5,915</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	1,671	0	(14)	0	0	1,657
Pax Lodge	1,790	0	(14)	0	0	1,776
Our Cabana	210	0	(17)	0	(4)	189
	<b>3,671</b>	<b>0</b>	<b>(45)</b>	<b>0</b>	<b>(4)</b>	<b>3,622</b>

## Notes to the Accounts

for the year ended 31 December 2013

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

	Balance 2012	Incoming Funds	Outgoing Funds	Transfer between Funds	*Other gains / (losses)	Balance 2013
	£'000	£'000	£'000	£'000	£'000	£'000
<b>World Bureau</b>						
Leadership	106	36	(74)	0	0	68
Membership	23	7	(15)	0	0	15
Advocacy	9	174	(96)	0	0	87
UPS Signature Programme	211	179	(192)	(25)	0	173
GS USA Forever Green Project	129	7	(83)	0	0	53
World Conference and other grants	51	44	(51)	(0)	0	44
K Fitzgerald-Reynolds legacy	0	16	(16)	0	0	0
Other donations	12	184	(111)	(36)	0	49
Share of Joint Venture	277	(53)	0	0	95	319
	818	594	(638)	(61)	95	808
<b>World Centres</b>						
Pax Lodge - other donations	27	19	(12)	15	0	49
Our Cabana - other donations	221	6	(35)	8	(4)	196
Our Chalet Foundation	115	29	(48)	0	6	102
Our Chalet	185	188	(35)	7	(1)	344
Sangam	119	31	(102)	37	(1)	84
5th World Centre	60	0	(60)	0	0	0
	727	273	(292)	67	0	775
<b>Total Restricted Funds</b>	<b>5,216</b>	<b>867</b>	<b>(975)</b>	<b>6</b>	<b>91</b>	<b>5,205</b>
<b>General</b>	<b>1,180</b>	<b>4,287</b>	<b>(4,414)</b>	<b>(49)</b>	<b>109</b>	<b>1,113</b>

## Notes to the Accounts

for the year ended 31 December 2013

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

	Balance 2012	Incoming Funds	Outgoing Funds	Transfer between Funds	*Other gains / (losses)	Balance 2013
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Designated Funds</b> - the following funds have been set aside to cover specific costs. The purpose of each fund can be found on page 39.						
Conferences and Round tables	98	39	(78)	(10)	0	49
Regional Funds	517	405	(581)	136	5	482
Property Maintenance	86	0	0	(48)	0	38
Specific Outcome related activities	40	(2)	(36)	(2)	0	0
IT enhancement	40	0	(13)	0	0	27
Reserves investment plan	800	0	(57)	0	0	743
Trading company	0	450	(450)	0	0	0
Others	108	6	(46)	(33)	0	35
<b>Total Designated Funds</b>	<b>1,689</b>	<b>898</b>	<b>(1,261)</b>	<b>43</b>	<b>5</b>	<b>1,374</b>
<b>Total Unrestricted Funds</b>	<b>2,869</b>	<b>5,185</b>	<b>(5,675)</b>	<b>(6)</b>	<b>114</b>	<b>2,487</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 2014.

### 13. Analysis of net assets between funds

	Tangible Fixed Assets	Investments	Long-Term Liabilities	Net Current Assets	Total
	£'000	£'000	£'000	£'000	£'000
Endowment	0	5,915	0	0	5,915
Restricted	3,622	899	0	684	5,205
General	456	466	(172)	363	1,113
Designated	0	1,072	0	302	1,374
<b>Total</b>	<b>4,078</b>	<b>8,352</b>	<b>(172)</b>	<b>1,349</b>	<b>13,607</b>

## Notes to the Accounts

for the year ended 31 December 2013

### 14. Trading activities

WAGGGS Trading Limited is a company limited by shares which are held by nominees on behalf of WAGGGS. The principal activity of the company was the delivery and promotion of a non-formal education programme. The company donates its taxable profits to WAGGGS each year under the Gift Aid Scheme. Its trading results extracted from its audited accounts were:

	<b>2013</b>	<b>2012</b>
	£000	£000
<b>TURNOVER</b>	450	0
Administrative costs	(425)	0
<b>OPERATING PROFIT</b>	<b>25</b>	<b>0</b>
<b>PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION</b>	<b>25</b>	<b>0</b>
Taxation	0	0
<b>PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION</b>	<b>25</b>	<b>0</b>
Payment under gift aid	(25)	0
<b>RETAINED PROFIT FOR THE YEAR</b>	<b>0</b>	<b>0</b>

	<b>2013</b>	<b>2012</b>
	£000	£000
<b>CURRENT ASSETS</b>	443	0
<b>CREDITORS: amounts falling due within one year</b>	(443)	0
<b>NET CURRENT ASSETS</b>	(443)	0
<b>NET ASSETS</b>	(443)	0
<b>CAPITAL AND RESERVES</b>		
Share capital	0	0
Profit and loss account	0	0
	0	0

## Notes to the Accounts

for the year ended 31 December 2013

### 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 to support guiding activities in Member Organizations	Within 1 to 2 years
Advocacy	Primarily to support the delivery of advocacy campaigns.	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 grants	Primarily for the provision of grants to girls and young women.	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	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 and building improvements.	Between 1 and 3 years

## Notes to the Accounts

for the year ended 31 December 2013

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 1 year
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.	-
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

### **Legacies:**

We would like to remember the many individuals who left a gift in their will to the World Association of Girl Guides and Girl Scouts (WAGGGS) in 2013.

Their generosity ensures that we are able to continue our work supporting girls and young women to develop their full potential as responsible citizens of the world.

### **Our many supporters including**

The many volunteers serving on Committees, 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

Dove

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