



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 **2011**

Our Mission is...

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

Our Vision for 2012 is...

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

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

"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.....	7
2011 Highlights	7
Progress against Objectives set for 2011	9
Financial Review.....	15
Reserves.....	15
Investment Policies and Performance.....	16
The Future	17
Independent Auditor's Report to Trustees	18
Trustees, Officers and Professional Advisors.....	19

Financial Statements

Statement of Financial Activities	20
Balance Sheet.....	21
Cash Flow Statement.....	22
Notes to the Accounts	23

Acknowledgements.....

36

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 2011. 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 19.

Details of the Trustees, senior staff and external advisors who served during the year are set out on page 19.

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 twelfth edition of the Constitution and Bye-Laws (originally dated 1936, last revised in July 2008).

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

The World Board consists of 17 members: 12 are elected by ballot at the World Conference for a term of six years and the five Chairmen of the Regional Committees are elected by ballot at their respective Regional Conferences and serve for three years. Regional Chairmen may serve for an additional term of three years if re-elected by their Regional Committee and subsequently re-elected Chair according to procedures.

The Chief Executive of WAGGGS is also an ex-officio member of the World Board.

All new Trustees are required to undertake an induction programme, which sets out their duties as Trustees and provides a wide understanding of the strategic priorities as well as of the risks and opportunities facing WAGGGS. Prior to each World Board meeting a programme of workshops keeps Trustees up to date with new practices and other developments applicable to WAGGGS' work and the requirements of the charity sector within the 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 operational 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 organizations as well as compliance with all legal requirements. The World Board's responsibilities are detailed in Part IV, Article 22 of WAGGGS' Constitution and Bye-Laws. The World Board is committed to achieving best practice in governance and seeks to ensure that WAGGGS is efficient and effective in achieving its objectives (page 7). As part of this commitment, the 33rd World Conference in 2008 approved the implementation of a process for the removal of non-performing members of the World Board or a Regional Committee requiring a two-thirds majority of the voting members of the World Board or Regional Committee.

The Chairman's Team monitors the implementation of the operational plan including a review of progress in meeting Key Performance Indicators across the organization. It takes action to manage risk to reputation and ensures effective management of new and emerging issues across the global Movement. The Team develops, proposes and implements procedures for Board and Board member development and considers any proposals for a significant shift in staffing or structure. The Chairman's Team decides on the allocation of any new unrestricted resources within the year and makes recommendations to the World Board for decision. The Chairman's Team attends to any other business referred to it by the World Board.

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

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

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

The Finance Committee formulates and reviews financial policy and plans and maintains financial oversight of the strategies and operations of WAGGGS. The Committee recommends the appointment of WAGGGS' investment managers and monitors the performance of its investment portfolio. Each year the Finance Committee advises the World Board on the appropriate level of free reserves and the appropriate asset allocation for WAGGGS' investment portfolio.

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

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

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

The Olave Baden-Powell Society (OB-PS) is an international group of donors who have committed to financially support the work of WAGGGS. 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 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, Adelboden, 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 United Kingdom generally accepted accounting practice (United Kingdom 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 33rd World Conference, held in Johannesburg in 2008, which covers the aims and objectives of the organization for the 2009-2011 triennium. This is used as a basis for annual planning and progress reviews. Annual budgets are prepared in accordance with the Strategic Plan and are reviewed and approved by the World Board.

Risk Management

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

Objectives and Activities for the Public Benefit

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

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

Our Vision is that all girls and young women are valued and take action to change the world.

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

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

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

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

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

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

2011 Highlights

34th World Conference brings together global Girl Guiding and Girl Scouting leaders

WAGGGS' key priority for 2011 was undoubtedly the 34th World Conference held in Edinburgh, Scotland, from 11 to 15 July, and hosted by Girlguiding UK. The theme of this centenary conference was "100 years of changing lives". The event brought together more than 600 participants from 111 countries around the world to reflect on the Movement's growth and progress so far, and agree its strategy for future development.

The World Conference, which takes place every three years, provides Member Organizations with the opportunity to come together, share best practice and make strategic decisions about the future of the Movement.

There were many great successes, including the launch of WAGGGS' "Stop the Violence – Speak out for girls' rights" campaign, welcoming new World Board members and new Full Member Organizations, and celebrating the centenary with Girl Guide and Girl Scout leaders from around the world.

Centenary inspires community action around the world

The second year of the centenary of international Girl Guiding and Girl Scouting, 2011, saw the 2010 celebrations grow into community action projects, with Member Organizations around the world continuing the tradition of "100 years of changing lives." In Cambodia more than 1,500 people celebrated the Centenary Day on 10 April with participants conducting campaigns on HIV and AIDS. In Ireland 6,000 people joined in the celebrations and the centenary logo was also beamed onto the moon. And in Sri Lanka Guides held a rally for 3,500 people on empowering girls and young women in 2011.

As part of the centenary, WAGGGS brought together 157 young women from 87 countries for the Young Women's World Forum (YWWF) at four events held simultaneously at the World Centres in India, Mexico, Switzerland and the UK. This event was the second Forum in WAGGGS' flagship centenary event series. It provided young women with advocacy, communications and leadership skills, empowering them to take action on the UN Millennium Development Goals (MDGs).

Global projects empower girls and reach diverse communities

WAGGGS' partnership with The UPS Foundation, which commenced in January 2004, continued to support leadership and peer education projects in Brazil and South Africa, as well as WAGGGS' global advocacy work, leadership training and Sangam's community volunteer programme work. In Brazil, the Federacao de Bandeririantes do Brasil implemented its youth leadership development programme and developed online learning resources. In South Africa, the South Africa Girl Guides Association built on its leadership and peer education training programme, as well as its environmental work.

The Rural Guiding Project in Central America continued to provide new skills and opportunities to girls and young women from disadvantaged areas of Nicaragua and El Salvador. Key activities in 2011 included delivering non-formal education programmes to nearly 1,500 girls on subjects such as leadership, self-esteem, sexual health and prevention of violence. In Nicaragua, 15 new Girl Guiding groups were set up, and in El Salvador work began in 10 schools, often in areas at risk of gang violence. The project is funded by Trefoil, a grant-giving organization based in Edinburgh, UK.

The Girl Guides of Chad refugee project was completed at the end of 2011. With the support of the Baring and John Ellerman Foundations' Joint International programme, the Girl Guides of Chad ran non-formal education programmes on various topics including reproductive health, HIV/AIDS and improved nutrition for girls and young women living in the Amboko refugee camp. In the final year of the project, the Guides ran income-generating skills projects, training on recycling and delivered leadership training so that camp residents are able to continue the project's activities in the future.

Fund development work continues to strengthen the Movement and ensure sustainability

WAGGGS' fundraising campaign, the Global Girls Fund, is now in its third year. Through this campaign, WAGGGS has raised £4 million in funds for its global work, established and developed a number of strategic partnerships and promoted both the organization and the international Movement to external partners.

In March 2011, WAGGGS hosted its first donor engagement event at Spencer House in London, UK, introducing WAGGGS and the Global Girls Fund to a plethora of new prospective supporters. The event was attended by Her Royal Highness Princess Benedikte of Denmark and the Global Girls Fund Chair, Kavita Oberoi.

Having increased corporate fundraising activities in 2011, WAGGGS forged strong working partnerships with organizations such as the International Business Leaders Forum, the Clinton Global Initiative and the Belinda Stronach Foundation. These partnerships have already borne fruit, for example a new internet badge curriculum is being funded by the company Symantec, among other new and exciting opportunities.

With YWWF 2011 and the World Conference being landmark events for the Girl Guiding and Girl Scouting Movement, WAGGGS was successful in securing grants and donations to support girls and young women to attend both events. Both trusts and foundations and generous individuals were instrumental in providing the means for 173 Member Organization delegates to attend.

UN Women has awarded WAGGGS a US\$150,000 contract for the development of a badge curriculum for the "Stop the Violence – Speak out for girls' rights" campaign. This will enable Member Organizations and Girl Guide/Girl Scout groups to deliver non-formal education programmes on the issues.

The Olave Baden-Powell Society (OB-PS) currently has a total of 1,133 members, and 2011 saw an increase in youth membership. OB-PS members continue to support WAGGGS' global work through their generous donations.

Progress against the objectives we set ourselves for 2011

Our objectives for the 2009-2011 triennium were set at the 33rd World Conference in 2008. For 2011, as part of this overall strategy:

We said we would...

Celebrate the second year of our three-year centenary period, with an emphasis on community action.

We have...

Celebrated the centenary in 2011 with a new focus on the theme of "Grow" and community projects.

On the 10 April celebration day, WAGGGS called on its members to make a personal pledge outlining how they will change lives for another 100 years, with troops and units of all ages committing to this vision.

Many Member Organizations celebrated the centenary and ran community action projects. For example, the Pakistan Girl Guides Association ran entrepreneurial skills sessions to girls and young women, while the Girl Guides of Dominica set up a community gardening project to show locals how to produce their own food.

All four World Centres marked the centenary: Our Cabaña was involved in a virtual rally with participants from across the Western Hemisphere, Sangam held a two-day environment camp, and Our Chalet and Pax Lodge held activity days.

We said we would...

Showcase the centenary theme of 100 years of changing lives through holding four Young Women's World Forums (YWWF) simultaneously at the World Centres.

We have...

Successfully delivered the second YWWF for 157 young women from 87 Member Organizations. The Forum delivered advocacy and leadership training to young women delegates, focusing on three MDGs, MDG 1: end poverty and hunger; MDG 3 gender equality and empowering women; and MDG 7: environmental sustainability. The young women also contributed to the declaration drawn up by participants of the first Forum, hosted by Girlguiding UK in 2010, and developed advocacy tools for taking the declaration to national and international decision makers.

As a result of 2011's Forum, each young woman went home with an action plan for follow-up projects, ranging from workshops by a USA delegate on stopping violence against girls, educating girls about preventing sexually transmitted diseases in Rwanda, to environmental projects being run jointly by Associations in Slovenia, Mauritius and South Korea.

Many of WAGGGS' MDG programme partners attended the events as speakers and facilitators and featured the YWWF on their websites. The YWWF also raised awareness of the centenary among WAGGGS Member Organizations, with delegates returning home to celebrate the centenary with their Associations.

The YWWF series will conclude in 2012, the third and final centenary celebration year, with the Girls' World Forum for girls aged 14 to 18 in Chicago, USA.

We said we would...

Deliver a successful World Conference.

We have...

Delivered the 34th World Conference for more than 600 participants from 111 countries. Evaluation of the Conference showed delegates felt it gave them an opportunity to learn about WAGGGS strategy and initiatives, which will be useful for planning and implementing work in their countries. Delegates also found the opportunities for learning and networking with other Girl Guiding and Girl Scouting leaders invaluable.

Key highlights include:

- WAGGGS' new Vision for the future, Vision 2020, received global support from the participants at the Conference. WAGGGS put together this Vision following consultation with Member Organizations, partners, and girls and young women. Vision 2020 states: 'All girls and young women are valued and take action to change the world.'
- WAGGGS welcomed six new Full Members: Les Guides de la République Démocratique du Congo, Association des Scouts et Guides du Congo, the Girl Guides Association of Cambodia, the Girl Guides Association of Grenada, the Swaziland Girl Guides Association and Associazione Guide Esploratori Cattolici Sammarinesi (San Marino).

- WAGGGS' "Stop the Violence – Speak out for girls' rights" campaign was launched with the support of UN Women and 500 people taking part in the first campaign action.
- Inspirational keynote speakers including Lakshmi Puri, Assistant Secretary-General of the Entity for Gender Equality and the Empowerment of Women for the UN (UN Women), polar explorer Liv Arnesen and Catherine Stihler, Member of the European Parliament.
- Delegates voted for the fifth World Centre pilot project to be developed in the Africa Region.
- For the first time, the Conference included a Young Women's Leadership Programme, which involved young leaders running an "intergenerational zone" where delegates of all ages took part in activities to learn from each other.
- The young leaders submitted a successful proposal to run a pre-Conference event for young leaders at the next World Conference.
- WAGGGS welcomed six new World Board members: Shaleeka Abeygunasekera (Sri Lanka), Michelle February (South Africa), Nicola Grinstead (UK), Fiona Harnett (New Zealand), Teruko Wada (Japan) and Jill Zelmanovits (Canada).
- The partnerships session featured presentations from Farah Mohamed, President of The Belinda Stronach Foundation (TBSF); Kavita Oberoi, Managing Director of Oberoi Consulting and Global Girls' Fund Chair; and Eduardo Martinez, President of The UPS Foundation.
- The Hong Kong Girl Guides Association won its bid to host the 35th World Conference in 2014.

We said we would...

Develop stronger relationships with major donors, corporate partners, trusts and foundations and other donors.

We have...

Successfully raised funds from trusts and foundations, corporate donors and individuals to help develop Girl Guiding and Girl Scouting worldwide.

WAGGGS' partnership with The UPS Foundation, which commenced in January 2004, entered the third year of the third phase of the relationship between the two organizations. The Foundation has committed up to US\$2 million in support of leadership development, environmental initiatives and the YWWFs, as well as support for projects in Brazil, South Africa and India.

WAGGGS secured a third year of support from Trefoil (Edinburgh) for projects related to extending Girl Guiding to disadvantaged communities in El Salvador and Nicaragua.

The World Foundation for Girl Guides and Girl Scouts continued to support our work, with donations totalling more than US\$225,000 in support of the World Centres, OB-PS, the 34th World Conference and enabling young women to attend international advocacy events.

We also received support from Environmental Resource Management (ERM), which provided gift-in-kind consultancy to the World Thinking Day activity resource and campaign development for 2012. Onalytica, a market research company, provided gift-in-kind support for the "Stop the Violence – Speak out for girls' rights" campaign, while the Rosetta Foundation provided pro-bono translation services for specific projects.

We said we would...

Develop an e-learning strategy to deliver WAGGGS' programmes online.

We have...

Conducted extensive consultation with Member Organizations, young women and WLDP facilitators on e-learning, resulting in an initial position paper outlining WAGGGS' approach to e-learning and forming the basis for the development of an e-learning prototype, which will be trialled in March 2012.

Goal 1 – Leadership Development – Capacity Building

We said we would...

Further develop the leadership strategy to support Member Organizations to build capacity, as well as continue to provide girls and young women with leadership training.

We have...

Implemented a strategy to support Member Organizations which focuses on:

- Strengthening national boards through capacity building in leadership, succession planning, coaching and mentoring.
- Providing support to trainers and developing an online opportunity for trainers to share knowledge and experience.
- Supporting leaders' development through building their capacity in leadership and programme development.

As well as delivering leadership training to hundreds of young women at the YWWF and the World Conference, WAGGGS also delivered two WAGGGS Leadership Development Programme (WLDP) seminars and launched new leadership publications in 2011: a *Succession Planning toolkit* and *Exploring your Leadership*, a practical resource offering insights into leadership theory and tips for personal leadership development.

We said we would...

Deliver a joint Africa and Europe Region event in October 2011, Journey to Leadership.

We have...

Brought together 30 young women from the Europe, Africa and Asia Pacific Regions to share learning and experience leadership development at the Journey to Leadership event in Burundi in October 2011.

Participants learned how Girl Guides and Girl Scout associations are contributing towards making a difference in their communities. They also learned how to lead others in complex situations, handle change, promote gender equality, and develop partnership and advocacy projects. The seminar

used the resources from the WLDP and participants visited rural projects run by women with the support of the Burundi Girl Guides Association.

The event was part of a joint leadership development project, entitled Journey to Leadership, between the WAGGGS Europe and Africa Regions. Other components of the project involved participants researching MDGs 3 and 8 (gender equality and global partnerships for development, respectively), and setting up advocacy projects on their return home.

We said we would...

Grow our coaching and mentoring work to strengthen leadership within our Member Organizations.

We have...

Set up a steering group responsible for developing the strategy for rolling out WAGGGS' coaching and mentoring approach across Member Organizations globally. The steering group comprises leaders from across the organization, and in November 2011 WAGGGS brought together this group at Pax Lodge for a meeting to begin this process.

WAGGGS also began work on resources on coaching and mentoring for Member Organizations to use on a national, regional and global level.

We said we would...

Develop policies and programmes to support the uptake of women under 30 in key leadership positions within the Movement.

We have...

Given young women opportunities to develop their leadership skills and learn from experienced leaders through the Young Women's Leadership Programme at the 34th World Conference and the WLDP.

The WLDP continued to grow young women as leaders through training and intergenerational learning. Some WLDP participants have taken on positions in National Boards, joined WAGGGS as staff and led groups of other young women in their respective countries.

We said we would...

Expand the World Centre Community Volunteer Programmes at Sangam in India and Our Cabaña in Mexico.

We have...

Strengthened the World Centre Programme Managers network to share best practice and innovation for the volunteer induction, programme and training regularly. WAGGGS also increased the profile of the Community Volunteer Programme via new marketing activities. This has resulted in a ten per cent increase in the number of participants and we have put in place strategies for expanding the programme in future.

Goal 2 – Strong and Growing Member Organizations – Revitalizing the Movement

We said we would...

Review the World Association of Girl Guides and Girl Scouts' Educational Programme Policy and Guidelines.

We have...

Started the review of the Educational Programme Guidelines, which is a tool for supporting leaders designing non-formal education programmes in their Member Organizations or local Girl Guide/Girl Scout groups. WAGGGS began the review by bringing together a group of volunteers from across the five Regions representing a spectrum of Member Organizations to start this process. The review will be completed in 2012.

We said we would...

Provide targeted support to Member Organizations to strengthen strategic partnerships.

We have...

Enabled Member Organizations to build and develop strategic partnerships through a range of events, training and targeted support.

The WAGGGS Europe and Western Hemisphere Regions delivered seminars and workshops for Member Organizations in their respective Regions on strategic partnerships. Regional staff members have directly supported Member Organizations to strengthen strategic partnerships. For example, in the Africa Region, staff members have delivered in-country sessions on partnerships with Member Organizations and have visited partners to strengthen relationships on a local or national level. In Tanzania, WAGGGS Regional staff visited the Swedish Council office to help reinforce its partnership with the Tanzania Girl Guides Association. The Swedish

Council supports the Association's leadership training and peer education work.

At the World Conference, WAGGGS delivered workshops on strategic partnerships and fund development to Member Organization representatives, with the aim of encouraging delegates to share their learning on their return home. The World Centres also delivered workshops on strategic partnerships to young leaders. For example, in September, Sangam ran a strategic partnerships workshop to young women from 12 Member Organizations.

We said we would...

Raise awareness of, and access to, the *Succession Planning toolkit* and focus on succession planning as a key area for development in our work with Member Organizations.

We have...

Published the *Succession Planning toolkit* and circulated it to all Member Organizations, as well as making it available for download online. Regional teams have delivered sessions on succession planning to Member Organizations. WAGGGS also began planning workshops and seminars to support Member Organizations implementing the toolkit.

We said we would...

Implement key recommendations from the 2010 Coeducation Round Table.

We have...

Issued a statement from the World Board that conveys WAGGGS' commitment to coeducation and informs WAGGGS' work.

WAGGGS developed guidelines for the adaptation of programme material to allow it to be delivered in a coeducational setting.

We said we would...

Implement the recommendations from the four World Centres' Review and develop a strategy for the Fifth World Centre.

We have...

Incorporated the recommendations from the World Centres Review into a five-year strategic business plan, which we began working on in 2011.

The fifth World Centre pilot was approved by Member Organizations at the 34th World Conference and is now being turned into a reality with the first events planned for 2012.

WAGGGS has strengthened a network of World Centre Programme Managers, and including the fifth World Centre Project Manager, in order to exchange ideas for the new Centre's programmes and potential opportunities for volunteers.

We said we would...

Develop a membership strategy to support the development and growth of our Member Organizations.

We have...

Begun to develop a membership strategy that focuses on a new concept for membership, breaking down structures that have been an obstacle to membership whilst preserving the values of Girl Guiding and Girl Scouting.

The membership strategy will:

- Grow the number of Member Organizations and the number of individual members.
- Invest in/strengthen the quality of WAGGGS' Member Organizations, and the opportunities for individual members.
- Reach more underrepresented groups and explore different ways of becoming a member.

Goal 3 – The voice of girls and young women - Building a better world

We said we would...

Launch the Global Advocacy Campaign – End Violence against Girls

We have...

Launched a new global campaign to "Stop the Violence – Speak out for girls' rights." The campaign will reach out to WAGGGS' 10 million members and their communities, to partners, decision makers and the media. At its heart, the campaign is about empowering girls and young women to understand their rights and have the skills and confidence to claim their rights and the rights of others.

The campaign launch at the 34th World Conference was supported by UN Women, with keynote speeches from Lakshmi Puri, UN Women Assistant-Secretary-General and Deputy Executive Director, and Urjasi Rudhra, Coordinator of

the Say NO - UNiTE to End Violence against Women campaign platform.

WAGGGS began consultation with Member Organizations on the new "Stop the Violence" badge curriculum, which UN Women has contracted WAGGGS to deliver, and collected more than 3,000 voices of support for the campaign.

WAGGGS also supported the "16 Days of Activism Against Gender Violence Campaign" by asking its members to take action to "make girls heard". Members across the world took part in a variety of actions, from flash mobs in Peru to marches in Rwanda. During the 16 Days campaign, Pascaline Umulisa, a Girl Guide from Rwanda, presented at the UN official observation of the International Day for the Elimination of Violence against Women on 23 November.

The "Stop the Violence" campaign was also launched at a regional level at the European Parliament during the European Week of Action for Girls.

We said we would...

Continue to build strategic partnerships with the United Nations, other institutions and civil society.

We have...

Held a high-level panel on the role of youth in development, together with the Executive Director of the United Nations Population Fund (UNFPA) and the Deputy Director of the International Labour Organization (ILO) during the High-Level Meeting on Youth in July 2011.

As task force member of the annual International Coordination Meeting for Youth Organizations, WAGGGS deepened its relationship with the Inter Agency Network in Youth and Development, the UN network dealing with youth issues.

WAGGGS also held a side event with the United Nations Environment Programme (UNEP), UNICEF and other UN partners at the Conference of Parties (COP 17) where youth speakers gave an insight into their advocacy work (COP 17 is the United Nations Framework Convention on Climate Change annual climate change conference).

WAGGGS continued to develop its partnership with UN Women, which is supporting the "Stop the Violence – Speak out for girls' rights" education programme. WAGGGS also worked with the UN Programme on Youth to support the International Year of Youth (IYY).

We said we would...

Grow the advocacy training opportunities available to Member Organizations and girls and young women.

We have...

Run advocacy seminars at the World Centres, and as modules within the WLDP. WAGGGS delivered advocacy training at Sangam for young leaders, and the YWWF included advocacy sessions. WAGGGS also provided advocacy training for delegates at international events, such as COP 17.

We said we would...

Organize global advocacy and lobbying activities related to the International Year of Youth, including the United Nations High Level Meeting on Youth and the United Nations General Assembly Resolution on Youth.

We have...

Assisted the United Nations Programme on Youth (UNPY) with running the International Year on Youth (IYY) by jointly publishing the *Activities Kit: A guide to celebrating the International Year of Youth* with the UNPY and the World Organization of the Scout Movement (WOSM). The activities kit was aimed at youth groups around the world and helped them take part in the IYY.

WAGGGS attended the UN High Level Meeting (HLM) on Youth, which was a gathering of UN member states representatives at the UN headquarters in New York. The HLM concluded the IYY and resulted in recommendations on how to improve the situation of young people globally. A WAGGGS delegation attended the meeting, ran side events and spoke at panel discussions. WAGGGS' recommendations on focusing on girls and young women and recognising non-formal education were included in the declaration.

WAGGGS delegates also lobbied government representatives and worked with official youth delegates to ensure that these recommendations are highlighted in this year's UN resolution on youth.

We said we would...

Provide young women with opportunities to speak out on behalf of the World Association of Girl Guides and Girl Scouts at the Commission on the Status of Women (CSW) and Climate Change Conference of Parties (COP) events.

We have...

Given 25 young women the chance to advocate on behalf of

WAGGGS and girls and young women at the 55th CSW and COP 17.

In February, WAGGGS took eight youth delegates from eight countries to the 55th CSW in New York. WAGGGS partnered with UN Women, YWCA and Soroptimist International to run side events, and co-moderated the Young Women's Caucus. Most of the youth delegates met with their country representatives, to whom they presented WAGGGS' key messages and lobbied for changes to the agreed conclusions. WAGGGS was successful in ensuring that non-formal education was part of the agreed conclusions, and received recognition from the United Nations Educational, Scientific and Cultural Organization (UNESCO) for this achievement.

At COP 17, the WAGGGS delegation comprised 17 young women from 13 different countries. The delegates gave media interviews and panel speeches, ran a global awareness-raising action and worked with youth activists from around the world. The WAGGGS delegation increased references to gender and girls throughout the Durban package and other relevant outcome documents and were key to ensuring that non-formal education was included as part of the capacity building agreements.

The youth delegates also planned and implemented a global awareness-raising action on Young and Future Generation Day, which engaged Girl Guides and Girl Scouts worldwide. The youth delegates were invited to demonstrate the action in full plenary with Christiana Figueres, UNFCCC Executive Director, present.

We said we would...

Launch the Millennium Development Goals +10 report and MDG-related position statements.

We have...

Launched the report at the 34th World Conference to WAGGGS Member Organizations, and externally at the UN High Level Meeting on Youth, where very positive feedback from partners and funders was received. The report outlines the work that girls, young women, WAGGGS and Member Organizations have been doing to take action on the MDGs since the year 2000. In addition, the report presents WAGGGS' recommendations for accelerating the achievement of the MDGs by 2015, and for what the post-MDG framework should focus on.

Updated several position statements on the MDGs, including on the environment and HIV/AIDS.

Financial Review

The year ended 31 December 2011 has been a stable year for WAGGGS. The planned deficit is partly due to the successful reduction of Designated Funds, in line with the World Board's aim to ensure that our charitable funds are spent in a timely way and that reserves level are not higher than we would wish, although the unrealised loss on the portfolio means we have lower General and Endowment Funds than we had anticipated. The WAGGGS' investment portfolio has an unrealised loss in value of £276K as at 31 December 2011 compared to the unrealised gain of £429K in 2010. This is the amount that WAGGGS would have realised had the entire investment portfolio been sold on 31 December 2011.

It has been a challenge to generate Unrestricted Funds, and apart from the core funding from membership fees (quota), which is stable across the triennium, the unrestricted income from World Thinking Day and the Olave Baden-Powell Society (OB-PS) is lower than in 2010. We are fully aware that the economic environment remains challenging for all of our Member Organizations, and that this may impact on their ability to pay quota in a timely manner; WAGGGS is still anticipating that increased funding from other sources will eventually reduce our dependence on quota, but in 2011 the amount of income that quota generated remained at 27.5 per cent of the total (the same per cent as in 2010).

Although the level of total income across all WAGGGS entities in 2011 looks similar to the amount recorded in 2010, the performance of the individual World Centres compared to 2010 as shown in Note 2 is affected by the Young Womens' World Forum. This was a major centenary event that WAGGGS held simultaneously across all four World Centres, and so the World Centres operating income for those events came from within WAGGGS rather than from external sources, and has been removed in the consolidation of the group entities. The significant increase in grants and donations is in part due to the income secured to fund the YWWF and also towards the costs of delegates grants to the World Conference held in July.

Expenditure reported against the three strategic goals and Operational Support in 2011 was £5,438K (2010; £5,365K) representing 86 per cent of total expenditure (2010; 87 per cent). The amount recorded as Operational Support has reduced as we have focussed on identifying the real full costs of our activities and allocating these to our strategic goals. Additional Governance costs are incurred during a

World Conference year and in line with these expectations spending on Governance increased by 2 per cent.

Olave Baden-Powell Society

The Olave Baden-Powell Society continues to be a significant financial supporter of WAGGGS through the donations of its individual members. With 69 new members in 2011, OB-PS donated £86K to the Endowment Fund and £215K towards unrestricted funds. In addition the OB-PS Centenary Supporter Award generated a further £26K in unrestricted funds. Additional income raised in connection with the annual event and for specific projects amounted to £61K.

The Princess Benedikte Award, which recognizes donors who have made cumulative gifts of £25,000 or more to WAGGGS, was presented to three generous supporters in 2011, making 30 awardees to date.

Financial support was given to assist two young women to attend the World Conference in Edinburgh, UK, and to assist eleven young women to attend the Young Womens' World Forum event taking place in all four WAGGGS World Centres. A further 18 young women were given funding to pursue activities related to the goals and Mission of WAGGGS.

Reserves

The World Association of Girl Guides and Girl Scouts aims to retain sufficient free reserves to ensure that contractual commitments to staff, for premises and programme work can be made with reasonable confidence. The appropriateness of the Reserves Policy is reviewed each triennium in conjunction with WAGGGS' Strategic Plan and the degree of risk associated with each of WAGGGS' target income sources and the level of the Endowment Fund. For the 2009-2011 triennium, the World Board has concluded that the overall level of WAGGGS unrestricted free reserves should be maintained at a level of three to six months of annual unrestricted expenditure. The continued appropriateness of the policy is reviewed annually by the Finance Committee and in January 2011 our expendable Endowment funds were incorporated into the Reserves Policy, which now states that the combination of the Endowment Fund and the unrestricted funds should provide up to 18 months cover for budgeted unrestricted expenditure, and that plans should be made annually to spend funds over this range.

Financial Review

Free reserves available for use by WAGGGS are those that are readily realisable, less funds whose use are restricted or have been designated for particular purposes. As at 31 December 2011 WAGGGS' free reserves amounted to £2,092K (2010: £2,574K) represented by Investments and Net Current Assets (see Note 14 page 34). This, combined with the Endowment Fund, provides more than 17 months cover for 2012 budgeted unrestricted expenditure and so complies with our Reserves Policy.

Designated Funds

These reserves are shown in Note 13 on page 34 and are allocated against specific activities scheduled to take place over a period of time and are expected to be used within the next one to five years. As part of the Reserves Policy, the World Board aims to reduce the level of Designated funds to ensure that incoming funds are spent on suitable activity as soon as possible rather than building up the reserves.

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 set a clear ethical investment policy, which is driven by WAGGGS principles. This policy is reviewed annually and is consistent with Trustees' responsibilities under the Charities Act. Our investment managers, Merrill Lynch Portfolio Managers, are instructed to take all reasonable measures to avoid investing in companies for which it is possible to determine that a material proportion of revenues is derived from the following activities: tobacco, alcohol, illicit drugs, gambling, armaments or war-producing items.

In addition, our investment managers are aware that WAGGGS wishes to avoid investment in regions or companies that have material dealings that breach human rights, particularly those of women and girls.

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

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.

Financial Review

The Future

The World Association of Girl Guides and Girl Scouts' new 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 our Member Organizations, wants to achieve in 2012-2014.

As part of this overall strategy, our priorities for 2012 are:

Outcome 1: Increased and diversified membership

- Complete development plans for every Member Organization, highlighting ways to strengthen and grow membership within each Member Organization between 2012 and 2014.
- Complete performance assessment, WAGGGS' triennial review of its Member Organizations, through a comprehensive self-assessment process.

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

- Launch a global marketing campaign 'Girl Guides. Imagine more'.
- Build the capacity of 30 Member Organizations in the areas of public relations, marketing and communication.
- Establish a clear identity for each existing World Centre, as a 'Centre of Excellence'.

Outcome 3: Influenced issues that affect girls and young women

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

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

- Deliver updated WAGGGS' Policies and Guidelines on Training and Educational Programme.
- Deliver the 2012 Games Go Global badge curriculum to Member Organizations.
- Conduct at least one fifth World Centre event to pilot our new model of service delivery.

Outcome 5: Build leadership capacity

- Hold six WLDP events and use the experiences of the WLDP to support leadership development work in Associations.
- Establish a framework for Mentoring using the Coach Approach initiative to rollout across the organization.
- Develop a position statement to embrace e-learning within the organization as well as a strategy to sustain e-learning beyond 2014.

Outcome 6: Increased funding

- Expand and explore new strategic and funding relationships at global, regional and national level.
- Build fund development capacity across WAGGGS and Member Organizations through targeted support, and events such as six fund development workshops in three Regions and one World Centre.

Approved and authorised for issue by the Board of Trustees on 25 June 2012 and signed on its behalf by

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

Fiona Harnett
(Treasurer)

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

We have audited the financial statements of the World Association of Girl Guides and Girl Scouts for the year ended 31 December 2011 as set out pages 20 to 35.

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

This report is made solely to the charities Trustees, as a body, in accordance with section 154 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Trustees and auditor

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

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

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

Scope of the audit of the financial statements

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

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

Opinion on financial statements

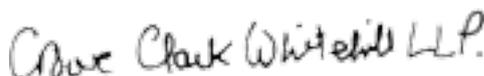
In our opinion the financial statements:

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

Matters on which we are required to report by exception

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

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



Crowe Clark Whitehill LLP
Statutory Auditor
London

25 June 2012

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

CHAIRMAN

Margaret Treloar (to 14 July 2011)
Nadine El Achy (from 14 July 2011)

DEPUTY CHAIRMAN

Linden Edgell (to 14 July 2011)
Sapreet Saluja (from 14 July 2011)
Nicola Grinstead (from 14 July 2011)

TREASURER

Della Salway (to 14 July 2011)
Fiona Harnett (from 14 July 2011)

Wamuyu Mahinda
Camilla Lindquist
Gabriela Derosa
Zahara Mavani
Jill Zelmanovits (from 14 July 2011)
Teruko Wada (from 14 July 2011)
Shaleeka Abeygunasekera
(from 14 July 2011)
Michelle February (from 14 July 2011)
Liesbeth Lijnzaad (to 14 July 2011)
Lucía Piñero Gastañeta (to 14 July 2011)
Rehana Banoo (to 14 July 2011)

Ex officio

Elaine Paterson

Substitute Members

Niumaath Shafeeg (from 14 July 2011)
Florence Chidiogo Enemu
(from 14 July 2011)
Cristina Lim-Yuson (to 14 July 2011)
Eugenia Mbekeni (to 14 July 2011)

Regional Chairmen

Africa Region

Helinoro Rakotomalala

Arab Region

Noura El Naamani

Asia Pacific Region

Low Lih Jeng

Europe Region

Lara Tonna

Western Hemisphere Region

Perla Alejandrina Casco Perez

Olave Baden-Powell Society

Patron

HRH Princess Benedikte of Denmark

President

Vibeke Riemer

STAFF LEADERSHIP TEAM

Chief Executive

Mary Mc Phail

Human Resources Director

Lorraine Dixon (to 21 April 2011)

Finance Director

Elizabeth Sell

Fund Development Director

Ann Brookes (from 21 April 2011)
Jayne Ozanne (to 31 January 2011)

Communication and Advocacy Director

Rebecca Munro

Leadership and Programme Development Director

Lydia Mutare

Membership Development Director

Sally O'Neill

Deputy Global Operations Director

Françoise Cosgrove (to 29 July 2011)

World Centres Director

Sally Elkes (from 10 October 2011)

BANKERS AND PROFESSIONAL ADVISORS

Bankers

National Westminster Bank plc
141 Ebury Street
London SW1W 9QP

Auditors

Crowe Clarke Whitehill
St Brides House
10 Salisbury Square
London
EC4Y 8EH

Investment Managers

Merrill Lynch Portfolio Managers Limited
2 King Edward Street
London EC1A 1HA

Solicitors

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

World Bureau

Olave Centre
12c Lyndhurst Road
London NW3 5PQ

Statement of Financial Activities

for the year ended 31 December 2011

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2011	Total Funds 2010 (Restated)
		£'000	£'000	£'000	£'000	£'000
INCOMING RESOURCES						
Voluntary income including Joint Venture	2	1,221	432	141	1,794	1,914
Investment income	2	290	0	0	290	319
Incoming resources from generated funds including joint venture		1,511	432	141	2,084	2,233
Incoming resources from charitable activities	3	3,332	608	0	3,940	3,877
Total incoming resources		4,843	1,040	141	6,024	6,110
Less share of Joint Venture		0	(76)	0	(76)	(108)
Total net incoming resources		4,843	964	141	5,948	6,002
RESOURCES EXPENDED						
Cost of generating voluntary income	4	401	51	93	545	576
Investment management costs	4	12	0	34	46	22
Costs of generating funds		413	51	127	591	598
Charitable activities	4	4,562	837	33	5,432	5,365
Governance costs	4	300	30	0	330	193
Total resources expended		5,275	918	160	6,353	6,156
NET INCOME/(EXPENDITURE)		(432)	46	(19)	(405)	(154)
before transfers and other gains and losses						
Transfer between funds	13	(184)	184	0	0	0
Share of surplus Joint Venture		0	68	0	68	87
Other gains / (losses)	6	(157)	(34)	(259)	(450)	698
NET MOVEMENT IN FUNDS		(773)	264	(278)	(787)	631
Total Funds at 1 January (as previously reported)		3,890	5,337	5,506	14,733	13,961
Prior Year adjustment	12	0	(141)	0	(141)	0
Total Funds at 1 January (as adjusted)		3,890	5,196	5,506	14,592	13,961
Total Funds at 31 December		3,117	5,460	5,228	13,805	14,592

The notes on pages 23 to 35 form an integral part of these financial statements. All activities are classed as continuing.

Balance Sheet

as at 31 December 2011

	Notes	2011 £'000	2010 (Restated) £'000
FIXED ASSETS			
Tangible Assets	7	3,982	4,033
Investments	8a	7,958	8,652
Investments in Joint Venture	8b		
Share of gross assets		241	246
Share of gross liabilities		(3)	(1)
		238	245
Total fixed assets		12,178	12,930
CURRENT ASSETS			
Stocks	9	290	215
Debtors	10	474	364
Short Term investments		2,073	1,690
Cash at Bank and in hand		867	1,113
		3,704	3,382
CREDITORS - amounts falling due within one year	11	(1,958)	(1,633)
Net Current Assets		1,746	1,749
LONG-TERM CREDITORS	11	(119)	(87)
NET ASSETS		13,805	14,592
FUNDS of the Charity			
Endowment Fund	12	5,228	5,506
Restricted Funds			
Restricted Property	12	3,708	3,875
Restricted Funds	12	1,514	1,076
Joint Venture		238	245
UNRESTRICTED			
General Funds	13	2,092	2,574
Designated Funds	13	1,025	1,316
Total Unrestricted		3,117	3,890
TOTAL FUNDS		13,805	14,592

Approved and authorised for issue by the Board of Trustees on 25 June 2012 and signed on its behalf by

Nadine El Achy (Chairman of the World Board)

The notes on pages 23 to 35 form an integral part of these financial statements

Cash Flow Statement

for the year ended 31 December 2011

	Notes	2011 £'000	2010 (Restated) £'000
Net cash (outflow) / inflow from operating activities	A	(371)	685
Returns on investments and servicing of finance	B	290	319
Capital expenditure and financial investment	C	(89)	(117)
Management of liquid resources	D	(76)	(757)
increase/(Decrease) in cash	E	(246)	130

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	(405)	(154)
Exchange and revaluation movements (2010 restated)	52	283
Less Investment income	(290)	(319)
Depreciation	100	86
Decrease/(Increase) in stock	(75)	(39)
Decrease/(Increase) in debtors	(110)	156
Increase / (Decrease) in creditors (2010 restated)	357	672
Net cash (outflow)/inflow from operating activities	(371)	685

B) Returns on Investments and servicing of Finance

Dividends received	183	314
Interest received	107	5
Total	290	319

C) Capital Expenditure and Financial Investment

Purchase of tangible fixed assets	(89)	(117)
Total	(89)	(117)

D) Management of Liquid Resources

Purchase of Investments	(1,800)	(3,013)
Sale of Investments	2,107	3,041
Decrease/(increase) in Short Term Investments	(383)	(785)
Total	(76)	(757)

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

Increase/(Decrease) in cash at bank and in hand	(246)	130
Increase/(Decrease) in Short Term Investments	383	785
Change in Net Funds	137	915
Net Funds brought forward	2,803	1,888
Net Funds carried forward	2,940	2,803

F) Analysis of changes in Net Funds

	1 January 2011 £'000	Cash Flow £'000	31 December 2011 £'000
Cash at Bank and in Hand	1,113	(246)	867
Short Term Investments	1,690	383	2,073
Total	2,803	137	2,940

The cashflow statements includes the expendable Endowment Funds.

Notes to the Accounts

for the year ended 31 December 2011

1. ACCOUNTING POLICIES

1.1 Basis of accounting

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

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

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

1.2 Fund Accounting

Restricted Funds - these funds are subject to specific conditions imposed by the donors. The purposes and uses of these funds are set out on page 35 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 35 in the notes accounts.

1.3 Incoming Resources

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

- Quota income relates to the annual fee payable by Member Organizations as a condition of membership. This is accounted for on a receivable basis, net of provisions.
- Legacy income is recognised on the receipt of cash or on estate accounts being settled. Any legacy income due before estate accounts are finalised will be recognised if there is adequate certainty over the charity's entitlement to the income, and that the entitlement can be measured with any certainty.
- Donations are accounted for where there is adequate certainty of receipt.
- Grants for specific purposes are recognised as income when receivable and are shown as restricted income. The exception to this rule is where grants are received with preconditions attached, and where the preconditions have not been met by the balance sheet date. Such grants are included in creditors.
- Investment income, primarily from dividends and interest, is included gross and accounted for when receivable
- Charitable trading income includes the sale of publications, uniform and other items purely for charitable purposes by the World Bureau.

Notes to the Accounts

for the year ended 31 December 2011

1.4 Resources Expended

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

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' goals.

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

Charitable Activities expenditure is allocated against goals 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' goals but are in support of the World Association of Girl Guides and Girl Scouts' charitable activities.

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

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

1.5 Foreign Currencies

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

1.6 Tangible Fixed Assets and Depreciation

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

Impairment of Freehold Property assets

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

Notes to the Accounts

for the year ended 31 December 2011

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 2011

2. Analysis of income from generated funds

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds 2011 £'000	Total 2010 £'000
Voluntary Income					
Donations including Joint Venture	329	221	0	550	397
World Thinking Day	176	0	0	176	264
Olave Baden-Powell Society	244	55	141	440	581
Regions	412	0	0	412	351
World Centres	60	156	0	216	321
Total voluntary income	1,221	432	141	1,794	1,914
Less share of Joint Venture	0	(76)	0	(76)	(108)
Total net voluntary income	1,221	356	141	1,718	1,806
Investment income					
Dividend income	183	0	0	183	314
Interest	107	0	0	107	5
Total investment income	290	0	0	290	319

3. Analysis of income from charitable activities

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds 2011 £'000	Total 2010 £'000
Quota (Fees payable by Member Organizations)	1,656	0	0	1,656	1,657
World Centres Operating income	1,244	0	0	1,244	1,439
Sale of materials and goods	272	4	0	276	285
Grants for specific programmes	89	571	0	660	418
Conference, Event fees and other	71	33	0	104	78
Total income from charitable activities	3,332	608	0	3,940	3,877

Notes to the Accounts

for the year ended 31 December 2011

4a. Analysis of total resources expended

	Total Funds	Total
	2011	2010
	£'000	£'000
Goal 1 - Leadership	1,771	1,638
Goal 2 - Membership	1,848	1,779
Goal 3 - Advocacy	1,532	1,267
Operational Support Services	281	681
Total Expenditure on Charitable Activities	5,432	5,365

The Association makes grant payments to Member Organizations. During the year this amounted to £98K (£62K 2010). A list is available on request. In addition, individuals receive support to attend WAGGS events and to carry out other activities in line with our charitable objects. These amounts have been charged against the appropriate goals in Note 4 and a separate analysis is not available.

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

4b. Analysis of total resources by category of expenditure

	Direct Costs	Direct Staff Costs	Support Costs	Total 2011	Total 2010
	£'000	£'000	£'000	£'000	£'000
Cost of Generating Funds	237	195	159	591	598
Goal 1 - Leadership	1,011	627	133	1,771	1,638
Goal 2 - Membership	910	692	246	1,848	1,779
Goal 3 - Advocacy	658	665	209	1,532	1,267
Operational Support Services	189	69	23	281	681
Governance	128	137	65	330	193
Total Resources Expended	3,133	2,385	835	6,353	6,156

The support costs shown above 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.

4c. Analysis of support costs by functional expenditure

	Finance & Management Costs	Office Costs	HR Costs	IT Costs	Total Support Costs 2011
	£'000	£'000	£'000	£'000	£'000
Cost of Generating Funds	65	39	37	18	159
Goal 1 - Leadership	54	33	31	15	133
Goal 2 - Membership	100	60	58	28	246
Goal 3 - Advocacy	85	51	49	24	209
Operational Support Services	9	6	5	3	23
Governance	26	16	15	8	65
Total Resources Expended	339	205	195	96	835

Notes to the Accounts

for the year ended 31 December 2011

5. Employees

Total staff costs	2011	2010
	£'000	£'000
Wages and salaries	2,359	2,371
Social security costs	276	256
Pension costs	154	155
Total	2,789	2,782

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 Save & Prosper Group Ltd., which commenced in 1984. The assets of both schemes are in independently administered funds. Contributions totalling £10K (2010:£1K) 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	2011	2010
	Number	Number
		(Restated)
World Bureau	49	50
World Centres	43	46
Total	92	96

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

	2011	2010
	Number	Number
£90,001-£100,000	1	1
£70,001-£80,000	0	0
£60,001-£70,000	2	2

Pension contributions of £17K were paid in 2011 (2010:£14K) to the three 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, 23 (2010:19) trustees were reimbursed for travelling and accommodation expense incurred on the Association's business which amounted to £67K (2010:£48K).

Auditors' Remuneration

Audit fees payable for the year ended 31 December 2011 were £47K in total, including £29K to Crowe Clark Whitehill (2010:£20K). Additional fees of £11K were paid in the year for other advice (2010: £0K).

Notes to the Accounts

for the year ended 31 December 2011

6. Other Gains

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2011	Total 2010 (Restated)
	£'000	£'000	£'000	£'000	£'000
Gain/(loss) on Sale of Capital Investments	(16)	0	(54)	(70)	83
Unrealised Gain/(loss) on Investments	(65)	0	(205)	(270)	428
Share of Joint Venture gains/(losses) on exchange	0	0	0	0	7
Exchange and Revaluation Movements	(76)	(34)	0	(110)	180
Total Other Gain / (loss)	(157)	(34)	(259)	(450)	698

7. Tangible Fixed Assets

	Freehold Land & Buildings	Leasehold Land & Buildings	Furniture & Equipment	Total
	£'000	£'000	£'000	£'000
Cost or Valuation				
Brought forward 1 January 2011	1,662	4,238	623	6,523
Additions	8	15	66	89
Disposals and Fully Depreciated Assets	0	(34)	(294)	(328)
Transfer between asset categories	1	0	(1)	0
Exchange difference	(98)	0	(30)	(128)
Carried forward 31 December 2011	1,573	4,219	364	6,156

Accumulated Depreciation

Brought forward 1 January 2011	1,265	719	506	2,490
Charge for year	16	30	54	100
Disposals and Fully Depreciated Assets	0	(34)	(294)	(328)
Transfer between asset categories	0	0	0	0
Exchange difference	(65)	0	(23)	(88)
Carried forward 31 December 2011	1,216	715	243	2,174

Net Book Value:

31 December 2011	357	3,504	121	3,982
31 December 2010	397	3,519	117	4,033

The total value of land that is not depreciated is £54K.

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 2011.

Notes to the Accounts

for the year ended 31 December 2011

8a. Investments

	Total 2011 £'000	Total 2010 £'000
Market value at 1 January	8,652	8,209
Purchases at cost	1,800	3,013
Disposals at book value	(2,213)	(3,029)
Transfer between asset categories	(3)	0
Exchange difference	(2)	30
Net unrealised gain/(loss) on revaluation	(276)	429
Market value as at 31 December	7,958	8,652

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

UK Equity shares	3,894	4,279
UK Fixed Interest Bonds and Deposits	1,191	991
UK Unit Trusts	254	249
Property Unit trusts	322	339
Overseas Mutual Funds	148	427
Overseas Fixed Interest Bonds and Deposits	1,492	1,501
Money Market Instruments	657	866
Market value as at 31 December	7,958	8,652

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

Investments listed on the UK Stock Exchange amount to £5,660K (2010:£5,848K)

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

8b. Share of Joint Venture

	2011 £'000	2010 £'000
Share of assets		
Share of fixed assets	218	235
Share of current assets	23	11
	241	246
Share of liabilities		
Liabilities due within one year or less	(3)	(1)
Liabilities due after more than one year	0	0
	(3)	(1)
Share of nets assets	238	245

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.

Notes to the Accounts

for the year ended 31 December 2011

9. Stock

	Total 2011 £'000	Total 2010 £'000
Uniforms, publications, badges and souvenirs	265	200
Other	25	15
Total Stocks	290	215

10. Debtors

	Total 2011 £'000	Total 2010 £'000
General debtors	380	268
Prepayments	94	96
Total Debtors	474	364

Outstanding quota payable by Member Organizations of £27K (2010: £45K) 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 2011 because no notice of impending distribution or approval of estate accounts has been received.

11. Creditors: Amounts falling due within one year

	Total 2011 £'000	Total 2010 (Restated) £'000
Accounts payable	214	100
Owed to Member Organizations	16	30
Employees' salaries provision	62	56
Deferred Income	1,375	1,212
Tax and Social Security	43	39
Other creditors	248	196
Total Creditors	1,958	1,633

11. Creditors: Long-term liabilities

	Total 2011 £'000	Total 2010 £'000
Accounts payable	0	0
Owed to Member Organizations	0	0
Employees' salaries provision	57	27
Deferred Income	0	5
Tax and Social Security	0	0
Other Creditors	62	55
Total Creditors	119	87

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 2011 relates to membership payments made in advance of the 2012 year and income received for World Centre bookings and other events in 2012.

Notes to the Accounts

for the year ended 31 December 2011

12. Analysis of movements of funds

	Balance 2010	Incoming Funds	Outgoing Funds	Transfer between Funds	* Other Movements	Balance 2011
	£'000	£'000	£'000	£'000	£'000	£'000
WAGGGS Endowment Fund	5,506	141	(419)			5,228
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 35.						
Restricted Property						
World Bureau	1,698		(14)			1,684
Pax Lodge	1,821		(17)			1,804
Our Cabaña (as previously reported)	356					
Total Funds at 1 January (as previously reported)	3,875					
Our Cabaña (as previously reported)	356					
Prior Year adjustment	(91)					
Total Our Cabaña at 1 January (as adjusted)	265		(15)		(30)	220
Total Funds at 1 January (as adjusted)	3,784		(46)		(30)	3,708
World Bureau						
Goal 1 - Leadership	146	140	(188)	39		137
Goal 2 - Membership	25	23	(30)	2		20
Goal 3 - Advocacy	10	109	(18)	(6)		95
UPS Signature Programme	189	416	(324)	(14)		267
Tsunami and other disaster funds	26	3	(29)			0
World Conference and other travel grants	76	69	(93)			52
Other Donations	34	47	(75)	14		20
Share of Joint Venture	245	(76)			69	238
	751	731	(757)	35	69	829

Notes to the Accounts

for the year ended 31 December 2011

12. Analysis of movements of funds continued/...

	Balance 2010	Incoming Funds	Outgoing Funds	Transfer between Funds	* Other Movements	Balance 2011
	£'000	£'000	£'000	£'000	£'000	£'000
World Centres						
Pax Lodge - Other donations	44	20	(10)	(10)		44
Our Cabaña – Other donations (as previously reported)	106					
Our Chalet Foundation	228	2	(7)		1	224
Our Chalet	214	52	(29)	(28)	1	210
Sangam	119	49	(10)	13	(11)	160
5th World Centre		75	(12)	(5)		58
Total Funds at 1 January (as previously reported)	711					
Our Cabaña – Other donations (as previously reported)	106					
Prior Year adjustment	(50)					
Total Our Cabaña at 1 January (as adjusted)	56	35	(47)	179	4	227
Total Funds at 1 January (as adjusted)	661	233	(115)	149	(5)	923
Total Restricted Funds	5,196	964	(918)	184	34	5,460

* Other movements 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.

A significant intercompany creditor was omitted from the 2010 consolidation causing the Balance Sheet Total Funds to be overstated by £141K. This adjustment can be seen on the SOFA in the 2010 comparative figures as a reduction in other gains/(losses) for the same amount.

Where this change has affected 2010 figures in individual financial statement notes the restatement has been indicated.

Notes to the Accounts

for the year ended 31 December 2011

13. Unrestricted Funds

	Balance 2010	*Incoming Funds	Outgoing Funds	Transfer between Funds	Balance 2011
	£'000	£'000	£'000	£'000	£'000
General	2,574	4,127	(4,260)	(349)	2,092

Designated Funds - the following funds have been set aside to cover specific costs. The purpose of each fund can be found on page 35.

Conferences and Round tables	302	7	(193)	(22)	94
Regional Funds	599	507	(623)	122	605
Property Maintenance	138	27	(30)	5	140
Specific Goal related activities	114	18	(47)	(39)	46
IT enhancement	75	0	(39)	0	36
Others	88	0	(83)	99	104
Total Designated Funds	1,316	559	(1,015)	165	1,025
Total Unrestricted Funds	3,890	4,686	(5,275)	(184)	3,117

*Incoming Funds includes unrealised gains and losses on assets held in currencies other than Great British Pounds.

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 2012.

14. Analysis of net assets between funds

	Tangible Fixed Assets	Investments	Long-Term Liabilities	Net Current Assets	Total
	£'000	£'000	£'000	£'000	£'000
Endowment	0	5,228	0	0	5,228
Restricted	3,708	1,102	0	650	5,460
General	274	1,216	(119)	721	2,092
Designated	0	650	0	375	1,025
Total	3,982	8,196	(119)	1,746	13,805

Notes to the Accounts

for the year ended 31 December 2011

PURPOSE OF RESTRICTED & DESIGNATED FUNDS

The prime purpose of the restricted funds shown on page 32 to 33 and the estimated timeframe in which these funds are expected to be utilised are shown below.

Name of Fund	Purpose	Period to be used
Restricted Funds		
Property	To be used for the up keep and depreciation of the World Bureau. .	Over the period of the remaining lease
Goal 1- Leadership	Primarily for workshops, seminars and training.	Within 1 to 2 years
Goal 2- Membership	Primarily for workshops, seminars and training.	Within 1 to 2 years
Goal 3- Advocacy	Primarily for workshops, seminars and training.	Within 1 to 2 years
UPS Signature Programme	Major project on volunteerism.	Within 1 year
Tsunami and other disaster funds	Specific funds to aid disaster areas.	Within 1 to 2 years
World Conference and other travel grants	Primarily towards the costs of the 2011 World Conference and for travel grants to WAGGGS training events.	Within 2 years
K Fitzgerald-Reynolds legacy	To support the development, promotion, training and projects which have been prioritised within the Strategic Plan for 2009 – 2011 and agreed by the World Board.	Within 2 years
Other Donations	Includes an amount to deal with emergencies and other strategic related issues not specifically in relation to Goals.	Within 1 to 2 years
World Centres		
Pax Lodge, and Our Cabaña - Property	To be used for the up keep of the World Centres.	Over the period of the remaining lease or life of the property
World Centres other Restricted funds	Primarily for the provision of scholarships and support for training events held at the World Centres.	Between 1 and 3 years

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

Designated Funds		
Conferences and Roundtables	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.	Between 1 and 3 years
Regional Funds	These are funds given to support the World Association of Girl Guides and Girl Scouts activities and have been allocated to specific regions to use within the region.	Between 1 and 3 years
Property Maintenance	Funds set aside for major maintenance of the World Bureau and World Centres.	Between 1 and 5 years
Specific Goal related activities	Funds set aside for approved activities within the Strategic Plan which span more than one year.	Within 2 years
IT enhancement	Provision to upgrade IT equipment etc.	Within 1 to 2 years

Acknowledgements

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Our many supporters including

The many volunteers serving on Committees, task groups,
training pools etc.
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

Baring Foundation
Bernard Sunley Charitable Trust
Clinton Global Initiative
Columbia Sportswear
Earth Child Institute
Edmiston Family Charitable Trust
Education, Audiovisual and Culture Executive Agency – Youth
in Action Programme
Environmental Resource Management (ERM)
European Youth Foundation
Exeter University
Fondation Avec et Pour Autres
Helen and Leslie Duff Trust
International Business Leaders Forum (IBLF)
International Community of Women living with HIV/AIDS
(ICW)
James Wood Bequest Fund
Johnson Controls

John Ellerman Foundation
Knowledge Transfer Partnership
Liddelldale Discretionary Trust
Maersk Moller Foundation
Mary Andrews Charitable Trust
MEB Trust
Miss E. C. Hendry's Charitable Trust
Oxfam
Plan UK
Reading University
Roger Vere Foundation
Rosetta Foundation
Save the Children UK
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 Framework Convention on Climate Change (UNFCCC)
Secretariat
UN Programme on Youth (UNPY)
UN Population Fund (UNFPA)
UPS Foundation
UK Youth Climate Coalition (UKYCC)
Victoria League Scotland
Vital Voices Global Partnership
WaterAid
World YWCA
World Bank Group
World Organization of the Scout Movement
Zochonis Charitable Trust