



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 **2010**

# 2010

## Our Mission is...

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

## Our Vision for 2011 is...

A growing worldwide Movement - the voice of girls and young women who influence issues they care about and build a better world.

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

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

### girls worldwide say

"together we can end extreme poverty and hunger"

"education opens doors for all children"

"empowering girls will change our world"

"together we can save children's lives"

"every mother's life and health is precious"

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

"we can save our planet"

"we can create peace through partnership"

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# Trustees' Report

The World Board is pleased to present its Annual Report and audited Financial Statements for the World Association of Girl Guides and Girl Scouts (WAGGGS) for the year to 31 December 2010. 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

The World Association of Girl Guides and Girl Scouts is a charity registered with the Charity Commission of England and Wales under number 306125.

The World Bureau serves as the secretariat of the World Association of Girl Guides and Girl Scouts and its address can be found on page 21.

Details of the Trustees, senior staff and external advisors who served during the year are set out on page 30.

## Structure, Governance and Management

The authority of the World Association of Girl Guides and Girl Scouts is exercised through delegates appointed by Member Organizations of the World Association of Girl Guides and Girl Scouts, 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. The World Association of Girl Guides and Girl Scouts' 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, the Regional Committees and other Committees and working groups of the World Board. Prior to elections, Member Organizations are informed of the experience and specific expertise required from potential candidates so as 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.

All new Trustees are required to undertake an induction programme, which sets out their duties as Trustees and provides a wide understanding of the various issues facing the World Association of Girl Guides and Girl Scouts. Prior to each World Board meeting a programme of workshops keeps Trustees up to date with new practices and other developments applicable to the World Association of Girl Guides and Girl Scouts' 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 World Board meets in London at the World Bureau once a year. The main purpose of the meeting is to review performance and monitor progress towards the achievement of objectives and targets set out in the World Association of Girl Guides and Girl Scouts' Strategic Plan, which has been approved by the World Conference. In addition, the Board meets prior to, and at the conclusion of, the World Conference. The World Board's responsibilities are detailed in Part V, Article 33 of the World Association of Girl Guides and Girl Scouts' Constitution and Bye-Laws.

The World Board is committed to achieving best practice in governance and seeks to ensure that the World Association of Girl Guides and Girl Scouts is efficient and effective in achieving its objectives (page 9). 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 Board has evolved a working method whereby each World Board member takes strategic leadership responsibility within a specific area of work. The Chair assumes overall responsibility for co-ordinating the work of the World Board. The Deputy Chairman leads in Global Operations and the Treasurer leads in Business and Support Services. These three officers and the Chief Executive form the Chairman's Team, which meets in between World Board meetings to monitor

progress, take action where needed before the next Board meeting and report back to the Board.

The focus areas of the work of the World Association of Girl Guides and Girl Scouts include:

- **Strategy** – responsible for leading the development of the future Vision of the organization, the Strategic Plan for 2012-2014, and developing a framework for addressing factors affecting governance of the World Association.
- **Global Operations** – responsible for providing leadership and direction to the World Board on the work of the World Association of Girl Guides and Girl Scouts' global activities; developing global strategic partnerships; providing support for Regions and Member Organizations in the delivery of the Strategic Plan; and managing the implementation of operational plans in the Regions, four World Centres and global projects.
- **Business and Support Services** – responsible for the finance, administration and facilities management of the World Association. The team provides advice and assistance to the World Board in the formulation of policy and strategic direction in the areas of finance, audit and human resources and to develop the framework of prioritisation of resource allocation for new and emerging areas of work.
- **Communications and Advocacy** – responsible for the ongoing development of the World Association of Girl Guides and Girl Scouts' advocacy work; branding and website; merchandising; publications; work with the United Nations and relationships with other non-governmental organizations (NGOs).
- **Leadership, Programme and Membership Development** – responsible for the development of programmes and resources including the World Association of Girl Guides and Girl Scouts' Leadership Development Programme (WLDP) and Global Action Theme (GAT); providing expertise, support and advice to the Regions and Member Organizations in support of the delivery of the Strategic Plan; supporting training for Member Organizations to enable them to grow membership, as well as supporting countries working towards membership of the World Association.

- **Fund Development** – responsible for generating income from both new and existing sources (namely individuals, companies, foundations and institutions) that will allow the World Association of Girl Guides and Girl Scouts to create, develop and deliver effective resources, projects and programmes to support Members and Member Organizations across the Guiding and Girl Scouting Movement.

Committees and Groups are formed as appropriate to act in an advisory capacity to the World Board and the staff leadership team. Each group has specific terms of reference and may include specialist members as well as Trustees.

Current Committees and Groups are:

**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 the World Association of Girl Guides and Girl Scouts' strategic objectives.

**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.

**Constitutions Committee** – looks at issues relating to the World Association of Girl Guides and Girl Scouts' 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.

**Finance Committee** – formulates and reviews financial policy and plans and maintains financial oversight of the strategies and operations of the World Association of Girl Guides and Girl Scouts. The committee recommends the appointment of the World Association of Girl Guides and Girl Scouts' 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 the World Association of Girl Guides and Girl Scouts' investment portfolio.

**Human Resources Committee** – it 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.

**Audit Committee** – it 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 the World Association of Girl Guides and Girl Scouts. This committee has responsibility for overseeing the management of risk within the World Association of Girl Guides and Girl Scouts, and recommending actions to the World Board.

**Fund Development Committee** – the World Board agreed at its meeting in October 2010 that the Fund Development Committee be formally constituted as a Committee of the World Board. The Fund Development Committee replaces the former Fund Development working group. The Committee's primary purpose is to consider, formulate and review the World Association of Girl Guides and Girl Scouts' Fund Development Strategy and its implementation.

**The Olave Baden-Powell Society (OBPS)** – is an international group of donors who have committed to support financially the work of the World Association of Girl Guides and Girl Scouts. OBPS co-operates 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 the World Association of Girl Guide and Girl Scouts' 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 the World Association.

**The World Association of Girl Guides and Girl Scouts/ 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 Associations and the two Chief Executive officers.

**Groups** – the 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 Vision 2020 Working Group.

The day-to-day running of the World Association of Girl Guides and Girl Scouts, 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

This year the World Association of Girl Guides and Girl Scouts' audited accounts include the figures for the World Foundation for Girl Guides and Girl Scouts plus the Our Chalet Foundation, which have not previously been brought into the annual consolidation. To make the year on year comparison valid, the 2009 accounts have been restated to include these 2 Foundations, and note 15 on pages 36 and 37 shows the movement on the 2009 figures previously reported.

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 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 the World Association of Girl Guides and Girl Scouts 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 organizations recognised by the World Association of Girl Guides and Girl Scouts.

## 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 the World Association of Girl Guides and Girl Scouts and enable them to ensure that the financial statements comply with the Charities Act 1993, 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 the World Association of Girl Guides and Girl Scouts 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 recognized 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 the World Association of Girl Guides and Girl Scouts' Risk Management Strategy and monitors the risk management process, reporting annually to the World Board on the World Association's 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

The World Association of Girl Guides and Girl Scouts 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 a growing worldwide Movement – the voice of girls and young women who influence issues they care about and build a better world.**

We aim to fulfil our Mission and Vision through the achievement of the three strategic goals, which were agreed at the 32nd World Conference in 2005 and continued at the 33rd World Conference held in 2008.

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

The World Association of Girl Guides and Girl Scouts is achieving its goals by working at many different levels throughout the Movement to meet and support the Member Organizations' and regional needs, by being more aspirational, and by working with some of the best experts to develop our programmes, especially in respect of leadership.

The Mission, Vision and the goals support **the World Association of Girl Guides and Girl Scouts' 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 recognize 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 the World Association of Girl Guides and Girl Scouts' success.

## 2010 Highlights

### Member Organizations meet at five regional conferences

In 2010, the World Association of Girl Guides and Girl Scouts held five regional conferences in Peru, Belgium, the Maldives, Madagascar and Lebanon. The regional conferences offered Member Organizations opportunities to discuss and make decisions on the future development of their Regions and the global Movement, and to elect new Regional committee members. More than 560 delegates attended the five conferences.

The Western Hemisphere Region held a youth summit before the main conference. It was themed on '100 years of changing lives'. More than 40 young women from 31 countries met to explore the Global Action Theme (GAT) and the UN Millennium Development Goals (MDGs). They left the conference with individual action plans to implement GAT and MDG projects in their own communities.

*"I hope the next 100 years is just as momentous and Girl Guiding proves to be just as transformative as it has in the 100 years just gone."* Jessica, youth delegate and member of the Board for Girl Guides of Canada.

### Leadership development is strengthened at national, regional and global levels

Three events for the World Association of Girl Guides and Girl Scouts' Leadership Development Programme (WLDP) took place at Our Chalet, Sangam and Our Cabaña. The themes for

the three events were: "Taking a lead for a greener planet"; "Turning the wheels of the World Association of Girl Guides and Girl Scouts' leadership"; and "Pathway to leadership". Seventy-nine participants attended the three events, at which they developed leadership skills and had opportunities for personal growth.

Twenty-six leaders attended the WLDP Facilitators Workshop in May. Since then, they have facilitated regional and international events, such as the Young Women's World Forum. This brings the number of trained facilitators to 35.

*"It came at a point where the world needed an innovative trend to capture the widening range and scope of Girl Guiding and Girl Scouting. Participating in two WLDP events was another milestone in my Girl Scouting life, as it ushered in another opportunity to further my leadership knowledge and skills. As a Member of the Asia Pacific Committee, I found the experiences very empowering and it surely boosted my capacity to serve and better help the Region."*

Febe Marl Paat, Member, AP Committee, Sangam 2010

### **The voice of girls and young women is heard more widely**

In 2010, the World Association of Girl Guides and Girl Scouts took youth delegations to four international events: the United Nations' 54th Commission on the Status of Women (CSW), the 18th International AIDS Conference, the World Youth Conference and the UN's climate change conference, COP 16. The World Association of Girl Guides and Girl Scouts supported the youth delegates in representing the voice of girls and young women worldwide, developing campaign messages, making interventions from the floor and running side events.

At COP 16, the World Association of Girl Guides and Girl Scouts successfully lobbied decision-makers to include non-formal education and gender sensitive education as key points in Article 6, a crucial section in the United Nations Framework Convention on Climate Change, highlighting that non-formal education should be recognized as an effective method to prevent and mitigate climate change.

At the 18th International AIDS Conference, delegates from the World Association of Girl Guides and Girl Scouts co-ordinated the Young Women's Networking Zone. The Networking

Zone hosted HIV/AIDS-related events, debates, interactive activities, art work and resources.

*"Attending the 18th International AIDS Conference as a delegate, together with the capacity-building training I received from WAGGGS members of staff, gave me the platform to network and partner with the Global Youth Coalition on HIV/AIDS where I will now have the opportunity to share my skills, knowledge and experience in HIV/AIDS. WAGGGS has empowered me and given me the opportunity to play an active role in the fight against HIV/AIDS and to empower youth, especially girls and young women in East Africa, with comprehensive information on HIV/AIDS."*  
Yvonne, Kenya Girl Guides Association.

At the World Youth Conference, the World Association of Girl Guides and Girl Scouts was part of the organizing committee and 19 volunteers from the Guías de Mexico ran an educational activity hub based on the Millennium Development Goals (MDGs).

The World Association of Girl Guides and Girl Scouts was invited by UNIFEM (now UN Women) to present a poster competition on the theme of ending violence against girls at the UN Commission for the Status of Women, which was also featured on the UNIFEM website.

### **World Centres boost volunteer opportunities**

In 2010, more than 9,000 guests stayed at the World Centres, which are residential training and development camps. These guests represented 74 Member Organizations of the World Association. More than 90 young women from 49 Member Organizations volunteered at our World Centres. Five young women volunteers from Our Cabaña met Michelle Obama, First Lady of the US, on her first international solo visit to Mexico.

The Community Volunteer programme at Sangam, in India, continues to grow with the support of The UPS Foundation. Sangam provides resident volunteers with three-month placements to work with local partners to provide services to the community. Sangam ran a Health Awareness Day on 10 April 2010, Centenary Celebration Day, for neighbouring communities. Our Cabaña strengthened its working relationship with the National Network of Rural Women in Mexico and hosted an event for NGOs that work on

community development in Cuernavaca, where Our Cabaña is located.

More than 600 Girl Guides stayed at Our Chalet in one week, as part of the Girlguiding UK centenary celebrations and more than 1,300 day visitors stayed at Pax Lodge and Our Chalet to attend tours and presentations on the World Association of Girl Guides and Girl Scouts.

### **Centenary and the Young Women's World Forum**

2010 was the first celebration year of 100 years of international Girl Guiding and Girl Scouting. The World Association of Girl Guides and Girl Scouts provided resources for celebrating Centenary Day on 10 April with an activity pack and centenary badge. The World Association also introduced new functionality on its website allowing messages and activities to be uploaded.

The centenary flagship events started in October with the Young Women's World Forum. UK Prime Minister, David Cameron, Liberian peace activist and Centenary Awardee, Leymah Gbowee, and UK Member of Parliament, Jo Swinson were keynote speakers.

More than 100 young women from 61 countries took part. Delegates at the Forum, which was organized with Girlguiding UK, discussed the Millennium Development Goals and shared projects and best practice on helping to achieve them. Delegates created a declaration outlining their demands for civil society, governments and the World Association.

"For me, the Forum was not only memorable because I got to celebrate 100 Years of Guiding on an international level. When it came to the Millennium Development Goals and how we were going to make a difference, it helped me to look wider than my unit and how the Association in my country can make a big difference if we work together." Claire, Malta Girl Guides.

### **Fund Development secured funding for new programmes**

The World Association of Girl Guides and Girl Scouts appointed its Global Girls Fund founding Board members, including Kavita Oberoi, who took up her role as Chair of the Global Girls Fund in April 2010.

Among other gifts, Fund Development secured significant

funding from the Maersk Moller Foundation for the development of a pilot programme for a fifth World Centre in Africa. The proposed Centre will provide many more opportunities for Girl Guides and Girl Scouts, particularly from Africa, to participate in World Association initiatives and connect with each other.

The World Association participated in a range of significant global events such as the Annual Meeting for the Clinton Global Initiative (CGI) and the Berlin Civil Society, strengthening the profile of the Association and the Global Girls Fund.

### **Global projects reach more girls and young women worldwide**

A further five-year partnership with The UPS Foundation began in 2010, supporting the development of an environmental advocacy programme and leadership training. It made possible the creation of a Community Relations Intern position at Sangam; a youth delegation at COP 16 in Mexico; an advocacy training CD-Rom in Brazil and a Peer Educator training programme in South Africa. It also had significant impact on the delivery of the first Young Women's World Forum in the UK.

The Rural Guiding Project in Honduras and Nicaragua, which enabled 890 girls and young women to join 21 new groups, was completed in May 2010. Following this, a future 12-month Rural Girl Guiding Project in Central America, funded by Trefoil (a Scottish charity), began in October. Trefoil donated £15,000 to initiate a project in El Salvador to establish Girl Guiding in areas of socio-economic depression. The second stage of the project, in Nicaragua, will expand Girl Guiding in marginalised rural and inner city areas. The aim is for more than 1,250 disadvantaged girls and young women in Central America to benefit from the project.

Girl Guides of Chad, supported by the World Association of Girl Guides and Girl Scouts, strengthened their programme in the Amboko refugee camp in Southern Chad using a grant awarded by the Baring and John Ellerman Foundations' Joint International programme. One hundred and twenty girls and young women aged seven to seventeen have participated regularly in the Girl Guide and Brownie units in the camp, giving them opportunities to learn and grow through non-formal education.

## **Global partnerships allow more girls and young women to act on Climate Change**

The Food and Agriculture Organization (FAO) and the World Association of Girl Guides and Girl Scouts continued their partnership by offering Girl Guides and Girl Scouts the chance to apply for a grant of up to US\$250 for environmental sustainability projects. Thirteen Member Organizations have been awarded grants to develop projects relating to helping people cope with climate change or preventing further CO2 emissions.

In December, the World Association signed a Memorandum of Understanding with the United Nations Environmental Programme. The World Association of Girl Guides and Girl Scouts worked with UNICEF, FAO, the Earth Child Institute and other organizations in the Alliance of Youth CEOs to produce "Climate Change: Take Action Now!" – a guide on supporting young people's campaigning activities related to environmental sustainability.

## **Progress against the objectives we set ourselves for 2010**

### **Launch the centenary celebrations**

We said we would...

Improve the image and visibility of Girl Guiding and Girl Scouting through increased promotional and media prospects.

We have...

Strengthened relationships with media partners, issued press releases for World Association of Girl Guides and Girl Scouts' news and events and launched a new website. We have also launched new websites for each of the five Regions and the four World Centres. We have launched a Facebook page and Twitter account to increase the visibility of Girl Guiding and Girl Scouting. We have also strengthened our merchandise offering.

We said we would...

Celebrate the diversity of Girl Guiding and Girl Scouting over the century with centenary events at all of the World Centres.

We have...

Celebrated the centenary with events at all four World Centres. Our Cabaña held centenary celebration activities in

April. Our Chalet hosted 600 guests from the UK for a week, and each day more than 100 additional visitors joined the activities. Sangam held a health awareness camp in April and centenary celebration events in March and October. In April, Pax Lodge hosted more than 100 Girl Guides and Girl Scouts from around the world who undertook community service projects to celebrate the centenary.

In October 2010, we also held the first of our three flagship centenary events, the Young Women's World Forums, hosted by Girlguiding UK in Oxfordshire, UK. The Forum was attended by more than 100 young women representing 61 countries. We have put in place planning for the second forum to be held in March 2011 at all four World Centres simultaneously.

### **Grow fund development capacity across the organization**

We said we would...

Recruit the Chair and full Board of the Global Girls Fund and support their work to reach our income targets.

We have...

Made further appointments to the Global Girls Fund Board, including Keryn James, Managing Director (UK and Ireland), Environmental Resources Management (ERM), and Paul Knox, Managing Director and Head of Wealth Advisory Services for the Europe Middle East and Africa region of the J.P. Morgan Private Bank. They join Global Girls Fund Chair, Kavita Oberoi, and Director of Philanthropy and Corporate Relations for The UPS Foundation, Eduardo Martinez.

A range of communication materials and resources were developed, including a short film and information pack. The World Association of Girl Guides and Girl Scouts' staff and volunteers also support the Board by providing strategic input.

A Council of Ambassadors was established to bolster the work of the Global Girls Fund Board. This Council is comprised of our Patron, Her Royal Highness Princess Benedikte of Denmark, Her Royal Highness Princess Azizah of Malaysia, Her Highness Sheikha Jawaher from the UAE and Liberian peace activist Leymah Gbowee.

We said we would...

Launch new income-generating streams including a Challenges programme and our individual giving programme, 'Support a Girl'.

### We have...

Launched the Challenges Programme. It encourages members and friends to get active, to challenge themselves and raise funds for the World Association of Girl Guides and Girl Scouts in a fun way. Participants can choose from a range of challenge activities, including cycling, running, trekking and team events. This initiative is being promoted through online media including the World Association of Girl Guides and Girl Scouts' website.

We have launched the Support a Young Woman scheme. This new initiative enables individual donors to give a gift to help girls and young women from around the world participate in a World Association of Girl Guides and Girl Scouts' leadership development opportunity.

### We said we would...

Develop new corporate supporter relationships, engaging more companies in supporting the World Association of Girl Guides and Girl Scouts' work.

### We have...

Developed new corporate partnerships to support the World Association of Girl Guides and Girl Scouts' work. Accenture conducted a review of the work of the World Centres as part of its Accenture Development Programme. Education First supported 15 participants to attend the 2011 Young Women's World Forum and supplied brochures, flyers and displays to support the work of the World Association of Girl Guides and Girl Scouts.

### We said we would...

Set up an Advisory Panel bringing together strategic partners and other experts and organizations working on similar issues to the World Association in order to raise the profile of the organization and its work worldwide.

### We have...

Expanded our strategic relationships with United Nations entities such as the United Nations Environment Programme (UNEP) and the Food and Agricultural Organization (FAO), as well as with civil society partners such as YWCA and Soroptimists. Expanding these relationships has raised the profile of the World Association of Girl Guides and Girl Scouts and enables us to lobby more effectively at international

events. The Global Advocacy Campaign working group has been established and we have consulted widely with experts on the topic of the campaign, Ending Violence against Girls.

### We said we would...

Host a number of major donor events aligned to our advocacy and communications programme in order to extend our supporter base through the Global Girls Fund.

### We have...

Showcased the work of the Global Girls Fund to more than 300 participants and 52 new donors at the Olave Baden-Powell Society annual event in May 2010 in Bath, UK.

We have planned a donor engagement event for early 2011. The event will be held at Spencer House in London. It will be hosted by the Global Girls Fund Chair, Kavita Oberoi, in the presence of the Patron, HRH Princess Benedikte of Denmark.

### We said we would...

Support our Member Organizations by providing fund development resources and toolkits and by delivering training at a range of events during the year in line with our capacity building strategy.

### We have...

Delivered direct training to more than 74 Member Organizations this year at four Regional Conferences. Senior volunteers from 25 Associations received training on fund development strategy and donor mapping at a Europe Top 10 event in Budapest in April. Young leaders and senior volunteers from the World Association of Girl Guides and Girl Scouts and WOSM Europe Region received training at the Academy event in Athens in October.

We launched an online resource centre, which provides information and toolkits to Member Organizations to improve their fundraising capacity. A specific Africa Region fundraising toolkit was developed for Member Organizations. A general fundraising toolkit was also developed and made available online.

## Goal 1 – Leadership Development – Capacity Building

We said we would...

Introduce e-learning as a way of supporting facilitators of the WLDP.

We have...

Won a successful bid with Reading University from the Knowledge Transfer Partnership (KTP). It is a body that offers grants to businesses and NGOs for joint projects with selected universities. Funding will assist the development of e-learning platforms and Reading University will provide technical expertise.

We said we would...

Put in place an evaluation system to measure the impact of the WLDP.

We have...

Developed a framework that measures the impact of delivering the WLDP. WLDP participants submit a quarterly report and final report to the World Association of Girl Guides and Girl Scouts on the projects they deliver in their own country. Project impact is measured and evaluated against initial goals set by WLDP participants, including community action and personal confidence.

We said we would...

Work with educational institutions and other NGOs to support our work in leadership development.

We have...

Continued collaboration with Exeter University in leadership development, in particular in exploring coaching and mentoring as support systems for leadership development and succession planning.

Started a partnership with Reading University that will allow us to work with experts from the university in developing e-learning in the organization and pilot it within the WLDP.

We said we would...

Integrate advocacy and leadership topics into international seminars at the four World Centres.

We have...

Delivered a World Association of Girl Guides and Girl Scouts' Leadership Development Programme facilitators' workshop at Pax Lodge. The event trained 36 women leaders from Member Organizations on advocacy, leadership approaches and facilitating. The Europe and Western Hemisphere Regions delivered a joint WLDP event at Our Cabaña for 41 young women leaders, funded by the European Commission. Our Chalet held a Helen Storrow leadership seminar on the environment in April. Sangam held a WLDP event in February and an international advocacy seminar on HIV/Aids in November.

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

We said we would...

Deliver capacity-building resources in the area of PR and marketing, leadership, fund development and strategic partnership.

We have...

Supported Member Organizations' PR and marketing activities by providing template press releases and media support, specifically in the run up to events such as the International AIDS Conference, the Young Women's World Forum 2010 and the UN's climate change conference COP 16. We have set up a database of Member Organizations' PR contacts to support Member Organizations.

We piloted the Succession Planning in a Volunteer based Organization toolkit at the Regional Conferences. The resource will be available to Member Organizations, once finalised.

We published the How To Fundraise Successfully For Your Association toolkit and specific Africa Region fundraising toolkit. These were promoted at the Regional Conferences and made available to Member Organizations online.

We published a Strategic Partnerships toolkit and distributed this to Member Organizations. It gives practical advice and case studies to Member Organizations on developing beneficial partnerships.

### We said we would...

Develop a membership strategy to expand our reach to more girls and young women.

### We have...

Developed the framework for a membership strategy, which was endorsed by the World Board. This was based on consultations with Member Organizations, Regional Committees, Regional Conference participants and at the Regional Chairs' Workshop in September 2010.

### We said we would...

Complete the World Centres review in partnership with a management consultant to analyse the work of the Centres and set their future direction.

### We have...

Completed the World Centres review in partnership with Accenture. The outcomes were presented to the World Board for endorsement in October. The World Board approved the recommendation that the World Centres task group develop a detailed five-year business plan.

### We said we would...

Deliver five regional conferences in Peru, Madagascar, Belgium, Lebanon and the Maldives

### We have...

Delivered five regional conferences in Peru, Madagascar, Belgium, Lebanon and the Maldives. More than 560 delegates from 131 Member Organizations attended the conferences. The regional conferences provided opportunities for Member Organizations to celebrate the centenary, discuss and learn about the World Association of Girl Guides and Girl Scouts' initiatives and make decisions on the future development of the Movement.

### We said we would...

Review and update the World Association of Girl Guides and Girl Scouts Training Policy and Guidelines.

### We have...

Set up a team of staff and representatives from Member Organizations to review the World Association of Girl Guides and Girl Scouts Training Policy and Guidelines. They met in October 2010 to discuss the existing policy and guidelines

in light of the trends in training and leadership in the World Association of Girl Guides and Girl Scouts and globally. A framework for learning and training will be created and a final proposal and accreditation criteria will be ready by 2012.

### We said we would...

Develop a Community Action pack for senior Girl Guides and Girl Scouts.

### We have...

Commenced developing a Community Action pack, but this development has been de-prioritised.

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

### We said we would...

In partnership with Girlguiding UK, deliver the first Young Women's World Forum in October 2010, for up to 300 young women.

### We have...

Successfully delivered the first Young Women's World Forum with more than 100 delegates from 61 countries attending this flagship centenary event to discuss the United Nations Millennium Development Goals (MDGs) and create a declaration calling the World Association of Girl Guides and Girl Scouts, civil society and governments to action.

### We said we would

Provide opportunities for young women to represent the World Association at a minimum of four high-profile global events on issues, which affect them and their communities.

### We have...

Sent 46 delegates from World Association of Girl Guides and Girl Scouts' Member Organizations to global events including the UN's 54th Commission on the Status of Women (CSW), the 18th International AIDS Conference, the World Youth Conference and the UN's climate change conference COP 16.

### We said we would...

Develop a detailed project and partnership plan for the Global Advocacy Campaign so as to be ready for launch in 2011.

## Trustees' Report

### We have...

Developed a detailed plan for the Global Advocacy Campaign, which was endorsed by the World Board in October 2010. We have recruited an Advocacy Co-ordinator to lead on the campaign. We have set up a Global Advocacy Network and Partner Network for partners, experts and young women to help develop the campaign and resource materials. The Campaign and Network were promoted at World Association of Girl Guides and Girl Scouts events such as the Young Women's World Forum and the Regional Conferences.

### We said we would...

Establish a World Association of Girl Guides and Girl Scouts advocacy training programme.

### We have...

Built the foundations for an advocacy training programme for 2011. We have developed specific programme material for the advocacy module of the WLDP and systematised the training of youth delegates at international advocacy events.

### We said we would...

Deliver the strategic alliances resource, capacity-building resource and case studies to Member Organizations.

### We have...

Developed and distributed a Strategic Partnerships resource containing case studies from Member Organizations.

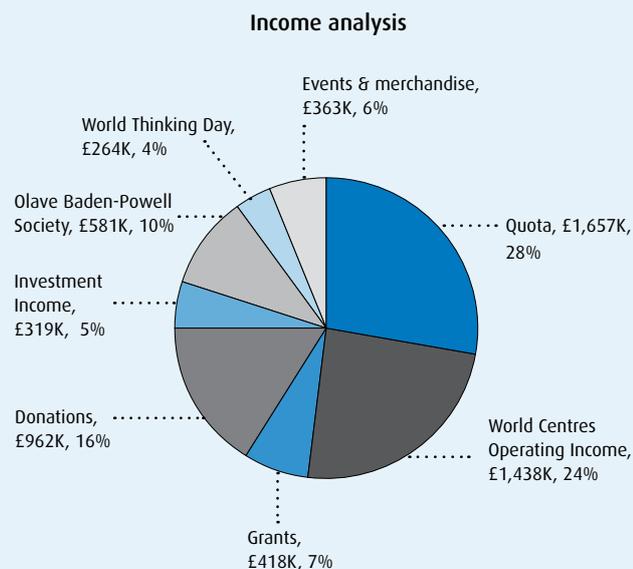
## Financial Review

The 2010 figures include the Our Chalet Foundation and World Foundation in the consolidated report, and the 2009 figures have been restated so that they are on the same basis. The Our Chalet Foundation has been treated as a subsidiary and so has been brought into the accounts in the same section as the World Centres throughout. The World Foundation has been treated as a joint venture with the Girl Scouts USA and 50 per cent of its value has been brought into these accounts.

### Where did our total income come from?

Total income from all sources decreased by 0.1 per cent (£9K) to £6,002K in 2010 (restated 2009: £6,011K). Voluntary donated income was up 3 per cent to £1,806k (restated 2009 £1,755k) which includes Olave Baden-Powell Society generated donations of £581k (up from £505k in 2009) and increased World Thinking Day donations (up to £264k from £198k in 2009) but grants were £262k lower. Activities at the four World Centres generated operating income of £1,613K, an increase of £92K over 2009. Membership fees (quota), as set at the 33rd World Conference, remained at the same level

The World Association of Girls Guides and Girl Scouts' income from all sources amounted to £6.0 million and came from:



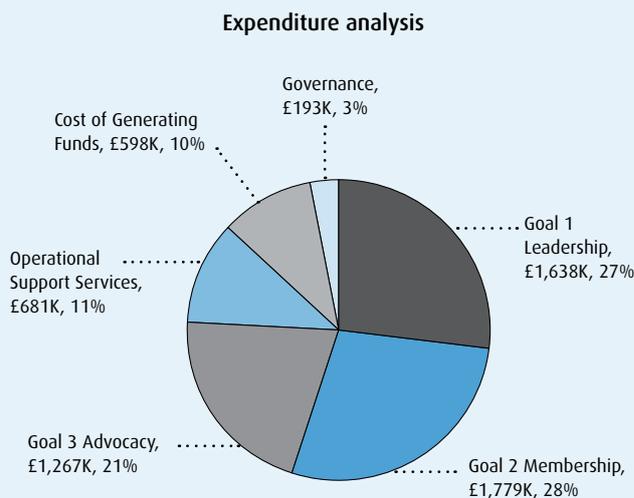
as 2009 and the overall reliance on quota has remained at 27 per cent of total income.

### How the money was used to support the World Association of Girl Guides and Girl Scouts' Goals:

When compared to 2009 we spent £208k (3 per cent) more on all activities in 2010 with total expenditure amounting to £6,156k (restated 2009: £5,948k). Expenditure in direct support of the World Association of Girl Guides and Girl Scouts' three strategic goals and direct operational support for these activities was £5,365k which is £22k higher than in 2009 (£5,343k) but this represents 87 percent of overall expenditure (2009: 90 per cent). This is partly due to the higher proportion of the support costs allocated to fund development activity.

In 2010 we spent £154k more than we received in the year, but taking into account gains on the investment portfolio, the final result for the year was a surplus of £772k (restated 2009 £1,216).

£6.2 million was spent on the following activities:



### Financial Review

The World Association of Girl Guides and Girl Scouts' investment portfolio has an unrealised increase in value of £429k as at 31 December 2010 compared to the unrealised gain of £1,029K recorded in the 2009 accounts. This is the amount that the World Association of Girl Guides and Girl Scouts would have realised had the entire investment portfolio been sold on 31 December 2010.

#### Fundraising Activities

In 2010, we significantly grew the World Association of Girl Guides and Girl Scouts' fund development activity by focusing on the activities within our existing income streams such as the Olave Baden-Powell Society and World Thinking Day while putting in place the infrastructure to maximise the potential of new income streams, specifically corporate and grant-making organizations, the World Association's Challenge Events and low-to-medium level individual donor funding.

The World Association was also successful in beginning to profile the Global Girls Fund Campaign to external audiences through events and conferences such as the Clinton Global Initiative AGM and began the process of communicating the Global Girls Fund's key messages both within and outside the Guiding and Girl Scouting Movement.

Friends groups around the world continue to generate significant voluntary income in support of the World Centres and the Regions.

#### Olave Baden-Powell Society

The Olave Baden-Powell Society (OB-PS) continues to be a very significant financial supporter of the World Association of Girl Guides and Girl Scouts through the donations of its individual members. With 70 new members in 2010, OB-PS donated £208K to the Endowment Fund and £223K towards unrestricted funds. In addition the OB-PS Centenary Supporter Award generated a further £51K in unrestricted funds – making a total of £482K in 2010 from OB-PS contributions. Additional income (£13K) was raised in connection with the annual event. Other funds raised for specific projects amounted to £48K

The Princess Benedikte Award, which recognizes donors who have made cumulative gifts of £25,000 or more to the World Association of Girl Guides and Girl Scouts, was presented to eight generous supporters in 2010, making 27 awardees to date.

Financial support was given to assist three young women to attend COP 16 in Cancun, Mexico. A further 45 young women were given funding to pursue activities related to the goals and Mission of the World Association of Girl Guides and Girl Scouts.

#### 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 the World Association of Girl Guides and Girl Scouts' Strategic Plan and the degree of risk associated with each of the World Association of Girl Guides and Girl Scouts' 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 the World Association of Girl Guides and Girl Scouts' unrestricted free reserves should be maintained at a level of three to six months of annual unrestricted expenditure.

Free reserves available for use by the World Association of Girl Guides and Girl Scouts are those that are readily realisable, less funds whose use are restricted or have been designated for particular purposes. As at 31 December 2010 the World Association of Girl Guides and Girl Scouts' free reserves amounted to £2,574k (2009 restated: £2,175k) represented by Investments and Net Current Assets (see Note 14 page 36). This provides nearly 6 months cover for 2011 budgeted unrestricted expenditure.

The continued appropriateness of the policy is reviewed annually by the Finance Committee. Whilst the Endowment Fund has always been expendable, this was not previously recognised in our Reserves Policy. In January 2011, on the recommendation of the Finance Committee and our auditors, the World Board amended the reserves policy to recognise that the Endowment Fund continues to provide an additional level of cover for unrestricted expenditure. The new Reserves Policy clarifies 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

### Designated Funds

These reserves are shown in note 13 on page 35 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 the World Association of Girl Guides and Girl Scouts' 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 the World Association of Girl Guides and Girl Scouts 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 the Association of Girl Guides and Girl Scouts' Endowment Fund and the need to provide up to five per cent of the World Association of Girl Guides and Girl Scouts' total income requirements in the year. In 2010, the percentage achieved was 5.2 per cent. The actual allocation of assets is reviewed each year taking into account advice from the investment manager and the degree of risk considered appropriate for the World Association of Girl Guides and Girl Scouts' investments. The current asset allocation has been set as equities 50 per cent, fixed income/cash instruments 40 per cent, and property/cash 10 per cent.

The performance of the portfolio is measured against the following criteria:

- Fixed income return is measured against the FTA Government Under 15 Years Index.
- Equity return is measured against the FTSE All-Share Index.
- The total portfolio's return is measured against the indexed returns of the underlying asset classes weighted by the asset allocation percentages established by the Finance Committee.
- The current performance target is set at 100 basis points above the indices over a five-year period.

The portfolio value increased by 9.48 per cent in the year, which is slightly lower than the benchmark 10.44 per cent. However, the cumulative total return on the portfolio has been 51.3 per cent against the benchmark of 47.3 per cent over the past five years.

## Financial Review

### The Future

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

- Celebrate the second year of our three year centenary period, with an emphasis on community action.
- Showcase the centenary theme of 100 years of changing lives through holding four Young Women's World Forums simultaneously at the World Centres.
- Deliver a successful World Conference.
- Develop stronger relationships with major donors, corporate partners, trusts and foundations and other donors.
- Develop an e-learning strategy to deliver World Association of Girl Guides and Girl Scouts programmes online.

#### Goal 1 – Leadership Development – Capacity Building

- 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.
- Deliver a joint Africa and Europe Region event in October 2011, Journey to Leadership.
- Grow our coaching and mentoring work to strengthen leadership within our Member Organizations.
- Develop policies and programmes to support the uptake of women under 30 in key leadership positions within the Movement.
- Expand the World Centre Community Volunteer Programmes at Sangam in India and Our Cabaña in Mexico.

#### Goal 2 - Strong and Growing Member Organizations – Revitalizing the Movement.

- Review the World Association of Girl Guides and Girl Scouts' Educational Programme Policy and Guidelines.
- Provide targeted support to Member Organizations to strengthen strategic partnerships.
- 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.

- Implement key recommendations from the 2010 Coeducation Round Table.
- Implement the recommendations from the four World Centres' Review and develop a strategy for the Fifth World Centre.
- Develop a membership strategy to support the development and growth of our Membership Organizations.

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

Launch the Global Advocacy Campaign – End Violence against Girls

- Continue to build strategic partnerships with the United Nations, other institutions and civil society.
- Grow the advocacy training opportunities available to Member Organizations and girls and young women.
- Organize global advocacy and lobbying activities related to the International year of Youth, including the United Nations Youth Conference and the United Nations Youth Resolution.
- 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 and Climate Change Conference of Parties (COP) events.
- Launch the Millennium Development Goals +10 report and MDG related position statements.

Approved and authorised for issue by the Board of Trustees on 29 September 2011 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 2010 as set out pages 22 to 38.

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 44 of the Charities Act 1993. 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 43 of the Charities Act 1993 and report in accordance with regulations made under section 44 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 directors; 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 2010 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 1993.

#### 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 1993 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

29 September 2011

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)  
Nicola Grinstead (from 14 July 2011)  
Sapreet Saluja (from 14 July 2011)

#### TREASURER

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

#### Ex officio

Elaine Paterson (from October 2010)

#### Substitute Members

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

### Regional Chairmen

#### Africa Region

Marie-Anne Tofani-Fofana  
(to 30 June 10)  
Helinoro Rakotomalala  
(from 5 July 2010)

#### Arab Region

Essia Fathallah (to 10 August 2010)  
Noura El Naamani (from 11 August 2010)

#### Asia Pacific Region

June Cameron (to 12 July 2010)  
Low Lih Jeng (from 13 July 2010)

#### Europe Region

Fabiola Canavesi (to 19 July 2010)  
Lara Tonna (from 20 July 2010)

#### Western Hemisphere Region

Maria Elena Murillo Echeverria (7 July 2010)  
Perla Alejandrina Casco Perez (from 8 July 2010)

### Olave Baden-Powell Society

#### Patron

HRH Princess Benedikte of Denmark

#### President

Charlotte Christ-Weber (to 14 May 2010)  
Vibeke Riemer (from 14 May 2010)

### 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 & Advocacy Director

Rebecca Munro

#### Leadership, Programme and Membership Development Director

Lydia Mutare

#### Global Operations Director

Sally O'Neill

#### Deputy Global Operations Director

Françoise Cosgrove (to 29 July 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 2010

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2010	Total Funds 2009 (Restated)
		£'000	£'000	£'000	£'000	£'000
<b>Incoming Resources</b>						
Voluntary income including Joint Venture	2	1,167	437	310	1,914	1,883
Investment income	2	319	-	-	319	270
<b>Incoming resources from generated funds including joint venture</b>						
		<b>1,486</b>	<b>437</b>	<b>310</b>	<b>2,233</b>	<b>2,153</b>
<b>Incoming resources from charitable activities</b>	3	3,446	431	-	3,877	3,986
<b>Total incoming resources</b>		<b>4,932</b>	<b>868</b>	<b>310</b>	<b>6,110</b>	<b>6,139</b>
Less share of Joint Venture		-	(108)	-	(108)	(128)
<b>Total net incoming resources</b>		<b>4,932</b>	<b>760</b>	<b>310</b>	<b>6,002</b>	<b>6,011</b>
<b>Resources Expended</b>						
Cost of generating voluntary income	4	469	-	107	576	378
Investment management costs	4	6	-	16	22	43
<b>Costs of generating funds</b>		<b>475</b>	<b>-</b>	<b>123</b>	<b>598</b>	<b>421</b>
<b>Charitable activities</b>	4	4,393	915	57	5,365	5,343
<b>Governance costs</b>	4	193	-	-	193	184
<b>Total resources expended</b>		<b>5,061</b>	<b>915</b>	<b>180</b>	<b>6,156</b>	<b>5,948</b>
<b>Net Income/(Expenditure)</b>		<b>(129)</b>	<b>(155)</b>	<b>130</b>	<b>(154)</b>	<b>63</b>
before transfers and other gains and losses						
<b>Share of surplus Joint Venture</b>		-	<b>87</b>	-	<b>87</b>	<b>107</b>
<b>Transfer between funds</b>	13	12	<b>(12)</b>	-	-	-
<b>Other gains / (losses)</b>	6	389	<b>88</b>	<b>362</b>	<b>839</b>	<b>1,046</b>
<b>Net Movement in Funds</b>		<b>272</b>	<b>8</b>	<b>492</b>	<b>772</b>	<b>1,216</b>
<b>Total Funds at 1 January</b>		<b>3,618</b>	<b>5,329</b>	<b>5,014</b>	<b>13,961</b>	<b>12,745</b>
<b>Total Funds at 31 December</b>		<b>3,890</b>	<b>5,337</b>	<b>5,506</b>	<b>14,733</b>	<b>13,961</b>

The notes on pages 25 to 38 form an integral part of these financial statements. All activities are classed as continuing.

## Balance Sheet

as at 31 December 2010

	Notes	2010 £'000	2009 (Restated) £'000
<b>Fixed Assets</b>			
Tangible Assets	7	4,033	3,972
Investments	8a	8,652	8,209
Investments in Joint Venture	8b		
Share of gross assets		246	
Share of gross liabilities		(1)	
		245	245
<b>Total fixed assets</b>		<b>12,930</b>	<b>12,426</b>
<b>Current Assets</b>			
Stocks	9	215	176
Debtors	10	364	520
Short Term investments	11	1,690	905
Cash at Bank and in hand	11	1,113	983
		3,382	2,584
<b>Creditors</b> - amounts falling due within one year	11	(1,492)	(979)
<b>Net Current Assets</b>		<b>1,890</b>	<b>1,606</b>
<b>Long-term Creditors</b>	11	(87)	(70)
<b>Net Assets</b>		<b>14,733</b>	<b>13,961</b>
<b>Funds of the Charity</b>			
Endowment Fund	12	5,506	5,014
Restricted Funds			
Restricted Property	12	3,875	3,918
Restricted Funds	12	1,217	1,166
Joint Venture		245	245
<b>Unrestricted</b>			
General Funds	13	2,574	2,175
Designated Funds	13	1,316	1,443
<b>Total Unrestricted</b>		<b>3,890</b>	<b>3,618</b>
<b>Total Funds</b>		<b>14,733</b>	<b>13,961</b>

Approved and authorised for issue by the Board of Trustees on 29 September 2011 and signed on its behalf by

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

The notes on pages 25 to 38 form an integral part of these financial statements.

## Cash Flow Statement

for the year ended 31 December 2010

	Notes	2010 £'000	2009 (Restated) £'000
Net cash (outflow) / inflow from operating activities	A	685	(47)
Returns on investments and servicing of finance	B	319	270
Capital expenditure and financial investment	C	(117)	(22)
Management of liquid resources	D	(757)	(251)
<b>Increase/(Decrease) in cash</b>	<b>E</b>	<b>130</b>	<b>(50)</b>

### Notes to the Cash Flow Statement

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

Net incoming/(outgoing) resources	(154)	63
Exchange and revaluation movements	425	(5)
Less Investment income	(319)	(270)
Depreciation	86	83
Decrease/(Increase) in stock	(39)	(11)
Decrease/(Increase) in debtors	156	115
Increase/(Decrease) in creditors	530	(22)
<b>Net cash (outflow)/inflow from operating activities</b>	<b>685</b>	<b>(47)</b>

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

Dividends received	314	249
Interest received	5	21
<b>Total</b>	<b>319</b>	<b>270</b>

#### C) Capital Expenditure and Financial Investment

Purchase of tangible fixed assets	(117)	(22)
<b>Total</b>	<b>(117)</b>	<b>(22)</b>

#### D) Management of Liquid Resources

Purchase of Investments	(3,013)	(2,332)
Sale of Investments	3,041	1,763
Decrease/(increase) in Short Term Investments	(785)	318
<b>Total</b>	<b>(757)</b>	<b>(251)</b>

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

Increase/(Decrease) in cash at bank and in hand	130	(50)
Increase/(Decrease) in Short Term Investments	785	(318)
<b>Change in Net Funds</b>	<b>915</b>	<b>(368)</b>
Net Funds brought forward	1,888	2,256
<b>Net Funds carried forward</b>	<b>2,803</b>	<b>1,888</b>

#### F) Analysis of changes in Net Funds

	1 January 2010 £'000	Cash Flow £'000	31 December 2010 £'000
Cash at Bank and in Hand	983	130	1,113
Short Term Investments	905	785	1,690
<b>Total</b>	<b>1,888</b>	<b>915</b>	<b>2,803</b>

The cashflow statements includes the expendable Endowment Funds.

## Notes to the Accounts

for the year ended 31 December 2010

### 1. Accounting Policies

#### 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 2006 and applicable United Kingdom accounting standards.

The World Association of Girl Guides and Girl Scouts has a wholly owned dormant subsidiary, WAGGGS MEX Limited, incorporated in Great Britain. The entity has not traded in the year and has £3 of share capital. Consolidated accounts have not been prepared as the subsidiary undertaking is immaterial to the group.

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

#### 1.2 Fund Accounting

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

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

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

**Designated Funds** - these funds have been set aside out of General funds, at the discretion of the World Board, for specific purposes. The Finance Committee reviews the status and adequacy of the individual designated funds in relation to the achievement of the World Association of Girl Guides and Girl Scouts' Strategic Goals and the need to provide for activities which are held at different stages of the Triennium. The purposes and uses of these funds are set out on page 38 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.

## Notes to the Accounts

### 1. Accounting Policies continued/...

- 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.

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#### 1.4 Resources Expended

- World Centres Operating Income consists primarily of receipts for board and lodging. This is accounted for on an accruals basis.
- Donated services, where material, measurable and readily identifiable are included at the value of the service received by the charity.

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. Further details of items included in operational support are included in the notes to the financial statements.

**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.

**Triennial Expenditure** The cost of the World Conference and Regional Conferences which take place on a triennial basis, are met from designated funds built up by annual transfers from General Funds.

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

#### 1.5 Foreign Currencies

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

## Notes to the Accounts

### 1. Accounting Policies continued/...

#### 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.

**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	-	5 years
• Office equipment other than computers	-	5 years
• Computer equipment and software	-	3 years
• Database management system	-	5 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 Prior year adjustment

A prior year adjustment has been made in these accounts to reflect a review which concluded that the World Foundation of Girl Guides and Girl Scouts should be accounted for as a joint venture with Girl Scouts USA. The joint venture has been accounted for using the gross equity method of accounting in accordance with FRS9. In addition, Our Chalet Foundation in Switzerland has been included as a branch. The impact of these changes has been disclosed in note 15.

## Notes to the Accounts

### 2. Analysis of income from generated funds

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds 2010 £'000	Total 2009 (Restated) £'000
<b>Voluntary Income</b>					
Donations including Joint Venture	181	216	-	397	493
World Thinking Day	264	-	-	264	198
Olave Baden-Powell Society	271	-	310	581	505
Regions	351	-	-	351	373
World Centres	100	221	-	321	314
<b>Total voluntary income</b>	<b>1,167</b>	<b>437</b>	<b>310</b>	<b>1,914</b>	<b>1,883</b>
Less share of Joint Venture	-	(108)	-	(108)	(128)
<b>Total net voluntary income</b>	<b>1,167</b>	<b>329</b>	<b>310</b>	<b>1,806</b>	<b>1,755</b>
<b>Investment income</b>					
Dividend income	314	-	-	314	249
Interest	5	-	-	5	21
<b>Total investment income</b>	<b>319</b>	<b>-</b>	<b>-</b>	<b>319</b>	<b>270</b>

### 3. Analysis of income from charitable activities

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds 2010 £'000	Total 2009 (Restated) £'000
Quota (Fees payable by Member Organizations)	1,657	-	-	1,657	1,657
World Centres Operating income	1,439	-	-	1,439	1,521
Sale of materials and goods	272	13	-	285	128
Grants for specific programmes	-	418	-	418	680
Conference, Event fees and other	78	-	-	78	-
<b>Total income from charitable activities</b>	<b>3,446</b>	<b>431</b>	<b>-</b>	<b>3,877</b>	<b>3,986</b>

### 4a. Analysis of total resources expended

	Total Funds 2010 £'000	Total 2009 £'000
Goal 1 –Leadership	1,638	1,604
Goal 2 – Membership	1,779	1,827
Goal 3 – Advocacy	1,267	1,166
Operational Support Services	681	746
<b>Total Expenditure on Charitable Activities</b>	<b>5,365</b>	<b>5,343</b>

The Association makes grant payments to Member Organizations. During the year this amounted to £62k (£175k 2009). A list is available on request. In addition, individuals receive support to attend World Association of Girl Guides and Girl Scouts' 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.

## Notes to the Accounts

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

	Direct Costs £'000	Direct Staff Costs £'000	Support Costs £'000	Total 2010 £'000	Total 2009 £'000
Cost of Generating Funds	186	256	156	598	421
Goal 1 - Leadership	959	547	132	1,638	1,604
Goal 2 - Membership	990	575	214	1,779	1,827
Goal 3 - Advocacy	618	513	136	1,267	1,166
Operational Support Services	242	330	110	681	746
Governance	69	84	40	193	184
<b>Total Resources Expended</b>	<b>3,064</b>	<b>2,305</b>	<b>787</b>	<b>6,156</b>	<b>5,948</b>

The support costs shown above comprise 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 £'000	Office Costs £'000	HR Costs £'000	IT Costs £'000	Total Support Costs 2010 £'000
Cost of Generating Funds	67	38	33	18	156
Goal 1 - Leadership	56	33	28	15	132
Goal 2 - Membership	91	53	45	25	214
Goal 3 - Advocacy	58	33	29	16	136
Operational Support Services	46	27	23	13	109
Governance	17	10	8	5	40
<b>Total Resources Expended</b>	<b>335</b>	<b>194</b>	<b>166</b>	<b>92</b>	<b>787</b>

### 5. Employees

Total staff costs	2010 £'000	2009 (Restated) £'000
Wages and salaries	2,371	2,313
Social security costs	256	287
Pension costs	155	120
<b>Total</b>	<b>2,782</b>	<b>2,720</b>

#### Remuneration policy and benefits

The Association bases its reward policies and strategies on the needs of the organization. Salaries are benchmarked against other comparable organizations to ensure that it pays a suitable rate of pay to all the staff in relation to the environment in which they work. The Association has a separate Group personal pension plan set up in 1998 with Norwich Union Life, 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 £1K (2009:£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.

## Notes to the Accounts

### 5. Employees continued/...

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

	2010 Number	2009 Number
World Bureau	44	47
World Centres	46	46
<b>Total</b>	<b>90</b>	<b>93</b>

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

	2010 Number	2009 Number (Restated)
£90,001 - £100,000	1	1
£ 70,001 - £80,000	0	0
£ 60,001 - £70,000	2	1

Pension contributions of £14K were paid in 2010 (2009:£12K) 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 19 (2009:17) trustees were reimbursed for travelling and accommodation expense incurred on the Association's business which amounted to £48K (2009:£43K).

#### Auditors' Remuneration

Audit fees payable for the year ended 31 December 2010 were £36K in total, including £15K for the World Centres (2009: £40K). Additional fees of £0 were paid in the year for IT advice (2009:£3K).

### 6. Other Gains

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2010	Total 2009 (Restated)
	£'000	£'000	£'000	£'000	£'000
Gain/(loss) on Sale of Capital Investments	21	-	62	83	138
Unrealised Gain/(loss) on Investments	128	-	300	428	1,029
Share of Joint Venture gains/losses on exchange	-	7	-	7	(19)
Exchange and Revaluation Movements	240	81	-	321	(102)
<b>Total Other Gain/(loss)</b>	<b>389</b>	<b>88</b>	<b>362</b>	<b>839</b>	<b>1,046</b>

## Notes to the Accounts

### 7. Tangible Fixed Assets

	Freehold Land & Buildings £'000	Leasehold Land & Buildings £'000	Furniture & Equipment £'000	Total £'000
<b>Cost or Valuation</b>				
Brought forward 1 January 2010 (Restated)	1,445	4,353	777	6,575
Additions	68	-	49	117
Disposals and Fully Depreciated Assets	-	(115)	(210)	(325)
Exchange difference	149	-	7	156
<b>Carried forward 31 December 2010</b>	<b>1,662</b>	<b>4,238</b>	<b>623</b>	<b>6,523</b>
<b>Accumulated Depreciation</b>				
Brought forward 1 January 2010 (Restated)	1,129	805	670	2,604
Charge for year	15	29	42	86
Disposals and Fully Depreciated Assets	-	(115)	(210)	(325)
Exchange difference	121	-	4	125
<b>Carried forward 31 December 2010</b>	<b>1,265</b>	<b>719</b>	<b>506</b>	<b>2,490</b>
<b>Net Book Value:</b>				
<b>31 December 2010</b>	<b>397</b>	<b>3,519</b>	<b>117</b>	<b>4,033</b>
31 December 2009 (Restated)	316	3,548	108	3,972

The total value of land that is not depreciated is £55K.

In accordance with FRS 11 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 2010.

## Notes to the Accounts

### 8a. Investments

	Total 2010	Total 2009 (Restated)
	£'000	£'000
Market value at 1 January	8,209	6,500
Purchases at cost	3,013	2,335
Disposals at book value	(3,029)	(1,625)
Exchange difference	30	(30)
Net unrealised gain/(loss) on revaluation	429	1,029
<b>Market value as at 31 December</b>	<b>8,652</b>	<b>8,209</b>

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

UK Equity shares	4,279	3,621
UK Fixed Interest Bonds and Deposits	991	1,118
UK Unit Trusts	249	391
Property Unit trusts	339	379
Overseas Mutual Funds	427	426
Overseas Fixed Interest Bonds and Deposits	1,501	1,262
Money Market Instruments	866	1,012
<b>Market value as at 31 December</b>	<b>8,652</b>	<b>8,209</b>

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

Investments listed on the UK Stock Exchange amount to £5,858K (2009:£5,509K)

The World Association of Girl Guides and Girl Scouts has a wholly owned dormant subsidiary, WAGGGS MEX Limited, incorporated in Great Britain. The entity has not traded in the year and has £3 of share capital. Consolidated accounts have not been prepared as the subsidiary undertaking is immaterial to the group.

### 8b. Share of Joint Venture

	2010	2009
	£'000	£'000
<b>Share of assets</b>		
Share of fixed assets	235	191
Share of current assets	11	55
	246	246
<b>Share of liabilities</b>		
Liabilities due within one year or less	(1)	(1)
Liabilities due after more than one year	(1)	(1)
<b>Share of nets assets</b>	<b>245</b>	<b>245</b>

The World Foundation for Girl Guides and Girls Scouts Inc is an independent not-for-profit institution incorporated in 1971 under the laws of the State of New York. It was set up by the World Association of Girl Guides and Girl Scouts and the Girl Scouts of the United States of America to promote for charitable and educational purposes the success of the World Association of Girl Guides and Girl Scouts 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

### 9. Stock

	Total 2010	Total 2009 (Restated)
	£'000	£'000
Uniforms, publications, badges and souvenirs	200	163
Other	15	13
<b>Total Stocks</b>	<b>215</b>	<b>176</b>

### 10. Debtors

	Total 2010	Total 2009 (Restated)
	£'000	£'000
General debtors	268	437
Prepayments	96	83
<b>Total Debtors</b>	<b>364</b>	<b>520</b>

Outstanding quota payable by Member Organizations of £45K (2009:£6K) 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 2010 because no notice of impending distribution or approval of estate accounts has been received.

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

	Total 2010	Total 2009 (Restated)
	£'000	£'000
Accounts payable	100	159
Owed to Member Organizations	30	14
Employees' salaries provision	56	53
Deferred Income	1,212	282
Tax and Social Security	39	72
Other creditors	55	399
<b>Total Creditors</b>	<b>1,492</b>	<b>979</b>

Deferred income was exceptionally high at the end of 2010 due to a significant amount of 2011 quota being paid just before year end. This also explains why there was such a high level of short term investments and cash on the 2010 Balance sheet compared to 2009 year end.

## Notes to the Accounts

### 11. Creditors: Long-term liabilities

	Total 2010	Total 2009 (Restated)
	£'000	£'000
Accounts payable	0	0
Owed to Member Organizations	0	0
Employees' salaries provision	27	27
Deferred Income	5	0
Tax and Social Security	0	0
Other creditors	55	43
<b>Total Creditors</b>	<b>87</b>	<b>70</b>

Employees' salaries provision reserve represents monies set aside in lieu of pension contributions for employees who are not European Union nationals, and which will be paid to them on termination of employment. Deferred income as at 31 December 2009 was fully applied in 2010. Nearly all deferred income as at 31 December 2010 relates to membership payments made in advance of the 2011 year and income received for World Centre bookings and other events in 2011 and 2012.

### 12. Analysis of movements of funds

	Restated Balance 2009	Incoming Funds	Outgoing Funds	Transfer between Funds	* Other Movements	Balance 2010
	£'000	£'000	£'000	£'000	£'000	£'000
<b>WAGGGS Endowment Fund</b>	<b>5,014</b>	<b>671</b>	<b>179</b>	-	-	<b>5,506</b>

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

#### Restricted Property

World Bureau	1,712	-	14	-	-	1,698
Pax Lodge	1,836	-	15	-	-	1,821
Our Cabaña	370	-	14	-	-	356
	<b>3,918</b>	-	<b>43</b>	-	-	<b>3,875</b>

#### World Bureau

Goal 1 - Leadership	107	149	91	(19)	-	146
Goal 2 - Membership	42	49	58	(8)	-	25
Goal 3 - Advocacy	-	38	28	-	-	10
UPS Signature Programme	75	250	136	-	-	189
Tsunami and other disaster funds	9	17	-	-	-	26
World Conference and other travel grants	59	16	14	15	-	76
K Fitzgerald-Reynolds legacy	305	-	305	-	-	0
Other donations	10	78	54	-	-	34
Share of Joint venture	245	(93)	-	-	93	245
	<b>852</b>	<b>504</b>	<b>686</b>	<b>(12)</b>	<b>93</b>	<b>751</b>

## Notes to the Accounts

### Analysis of movements of funds continued/...

	Restated Balance 2009	Incoming Funds	Outgoing Funds	Transfer between Funds	* Other Movements	Balance 2010
	£'000	£'000	£'000	£'000	£'000	£'000
<b>World Centres</b>						
Pax Lodge - Other donations	22	28	6	-	-	44
Our Cabaña – Other donations	36	79	36	-	27	106
Our Chalet Foundation	234	36	70	-	28	228
Our Chalet	165	41	17	-	25	214
Sangam	102	74	58	-	1	119
	<b>559</b>	<b>258</b>	<b>187</b>	<b>-</b>	<b>81</b>	<b>711</b>
<b>Total Restricted Funds</b>	<b>5,329</b>	<b>762</b>	<b>916</b>	<b>(12)</b>	<b>174</b>	<b>5,337</b>

\* Other movements includes unrealised gains and losses on assets held in currencies other than GBP, and the surplus from the share of the Joint venture

### 13. Unrestricted Funds

	Balance 2009	Incoming Funds	Outgoing Funds	Transfer between Funds	Balance 2010
	£'000	£'000	£'000	£'000	£'000
<b>General (restated opening balance)</b>	<b>2,175</b>	<b>4,940</b>	<b>4,327</b>	<b>(214)</b>	<b>2,574</b>

**Designated Funds** - the following funds have been set aside to cover specific costs. The purpose of each fund can be found on page 38.

Conferences and Round tables	343	-	86	45	302
Regional Funds	597	367	495	130	599
Property Maintenance	126	12	9	9	138
Specific Goal related activities	201	3	79	(11)	114
IT enhancement	57	-	7	25	75
Others	119	-	59	28	88
<b>Total Designated Funds</b>	<b>1,443</b>	<b>382</b>	<b>735</b>	<b>226</b>	<b>1,316</b>
<b>Total Unrestricted Funds</b>	<b>3,618</b>	<b>5,322</b>	<b>5,062</b>	<b>12</b>	<b>3,890</b>

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 2011.

## Notes to the Accounts

### 14. Analysis of net assets between funds

	Tangible Fixed Assets	Investments	Long-Term Liabilities	Net Current Assets	Total
	£'000	£'000	£'000	£'000	£'000
Endowment	-	5,506	-	-	5,506
Restricted	3,875	1,039	-	423	5,337
General	158	1,365	(87)	1,138	2,574
Designated	-	987	-	329	1,316
<b>Total</b>	<b>4,033</b>	<b>8,897</b>	<b>(87)</b>	<b>1,890</b>	<b>14,733</b>

During the year, a review of the relationship with overseas entities was carried out and it was concluded that Our Chalet Foundation should be accounted for as a subsidiary and the World Foundation of Girl Guides and Girl Scouts should be accounted for as a joint venture. The prior year has been restated to reflect this, and the effect of the restatement is shown in the tables below.

### 15a. Restatement of 2009 SOFA

	2009 Original	WAGGGS	Our Chalet Foundation	World Foundation	2009 Restated
<b>Incoming Resources</b>					
Voluntary Income including Joint Venture	1,809	-	-	74	1,883
Investment Income	269	-	1	-	270
<b>Incoming resources from generated funds including Joint Venture</b>	<b>2,078</b>	<b>-</b>	<b>1</b>	<b>74</b>	<b>2,153</b>
<b>Incoming resources from charitable activities</b>	<b>3,986</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,986</b>
<b>Total incoming resources</b>	<b>6,064</b>	<b>-</b>	<b>1</b>	<b>74</b>	<b>6,139</b>
Less share of Joint Venture	-	-	-	(128)	(129)
<b>Total incoming resources</b>	<b>6,064</b>	<b>-</b>	<b>1</b>	<b>54</b>	<b>6,011</b>
<b>Resources expended</b>					
Cost of generating voluntary income	378	-	-	-	378
Investment management costs	43	-	-	-	43
<b>Costs of generating funds</b>	<b>421</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>421</b>
<b>Charitable activities</b>	<b>5,342</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>5,343</b>
<b>Governance costs</b>	<b>184</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>184</b>
<b>Total resources expended</b>	<b>5,947</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>5,948</b>
<b>Net Income/(Expenditure)</b>					
before transfers and other gains and losses	117	-	0	(54)	63
<b>Share of surplus on Joint Venture</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>107</b>	<b>107</b>
<b>Transfers between funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other gains/(losses)</b>	<b>1,065</b>	<b>-</b>	<b>-</b>	<b>(19)</b>	<b>1,046</b>
<b>Net Movements in Funds</b>	<b>1,182</b>	<b>-</b>	<b>-</b>	<b>35</b>	<b>1,216</b>
<b>Total Funds at 1 January</b>	<b>12,145</b>	<b>-</b>	<b>389</b>	<b>211</b>	<b>12,745</b>
<b>Total Funds at 31 December</b>	<b>13,327</b>	<b>-</b>	<b>389</b>	<b>246</b>	<b>13,961</b>

## Notes to the Accounts

### 15b. Restatement of 2009 Balance Sheet

	2009 Original	WAGGGS	Our Chalet Foundation	World Foundation	2009 Restated
<b>Fixed Assets</b>					
Tangible Assets	3,876	-	96	-	3,972
Investments	8,051	-	158	-	8,209
Investment in Joint Venture	-	-	-	245	245
<b>Total Fixed Assets</b>	<b>11,927</b>	<b>-</b>	<b>254</b>	<b>245</b>	<b>12,426</b>
<b>Current Assets</b>					
Stocks	176	-	-	-	176
Debtors	515	-	5	-	520
Short Term Investments	1,694	(910)	121	-	905
Cash at Bank and in Hand	28	910	45	-	983
	2,413	0	171	-	2,584
<b>Creditors - amounts falling due within one year</b>	<b>(1,013)</b>	<b>40</b>	<b>(6)</b>	<b>-</b>	<b>(979)</b>
<b>Net Current Assets</b>	<b>1,400</b>	<b>40</b>	<b>165</b>	<b>-</b>	<b>1,606</b>
<b>Long-Term Creditors</b>	<b>-</b>	<b>(40)</b>	<b>(30)</b>	<b>-</b>	<b>(70)</b>
<b>Net Assets</b>	<b>13,327</b>	<b>-</b>	<b>389</b>	<b>245</b>	<b>13,961</b>
<b>Fund of the Charity</b>					
Endowment Fund	5,014	-	-	-	5,014
<b>Restricted Funds</b>					
Restricted Property	-	3,918	-	-	3,918
Restricted Funds	4,849	(3,918)	235	-	1,166
Joint Venture	-	-	-	245	245
<b>Unrestricted</b>					
General Funds	2,021	-	154	-	2,175
Designated Funds	1,443	-	-	-	1,443
<b>Total Unrestricted</b>	<b>3,464</b>	<b>-</b>	<b>154</b>	<b>-</b>	<b>3,618</b>
<b>Total Funds</b>	<b>13,327</b>	<b>-</b>	<b>389</b>	<b>245</b>	<b>13,961</b>

## Notes to the Accounts

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

Name of Fund	Purpose	Period to be used
<b>Restricted Funds</b>		
Property	To be used for the up keep and depreciation of the World Bureau.	Over the period of the remaining lease
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 the World Association of Girl Guides and Girl Scouts and 5 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
<b>World Centres</b>		
Pax Lodge, and Our Cabaña - Property	To be used for the up keep of the 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 the Centres.	Between 1 and 3 years

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

<b>Designated Funds</b>		
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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Oluremi Tinubu  
Obafunke Akinkugbe (In Memoriam)

### **Our many supporters including**

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**

Accenture  
Baring Foundation  
British Council  
British Youth Council  
BOND  
Cambridge University  
Clinton Global Initiative  
Council of Europe - Youth and Sport Directorate  
Dulverton Trust  
Earth Child Institute  
European Commission – DG Education Culture and Audiovisual  
European Commission – DG Health and Consumer Protection  
European Commission – DG Justice Legal and Security  
European Youth Foundation  
European Youth Forum  
Exeter University

Global Research and Intelligence Network  
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MEB Trust  
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Save the Children UK  
Soroptimist International  
Trefoil Guild Edinburgh  
UNIFEM/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)  
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WaterAid  
World YWCA  
World Bank Group  
World Organization of the Scout Movement