



WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS

ANNUAL
REPORT
2021



OUR VISION IS

An equal world where all girls can thrive.

OUR MISSION IS

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

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WELCOME TO WAGGGS

Girl Guiding and Girl Scouting is the world's only movement for every girl and any girl. The Girl Guide and Girl Scout Movement is the largest voluntary movement dedicated to empowering girls and young women in the world.

The World Association of Girl Guides and Girl Scouts (WAGGGS) is a membership organisation bringing together Girl Guiding and Girl Scouting in 152 countries and 8.3 million girls and young women around the world.

Through Girl Guiding and Girl Scouting girls and young women learn to believe in their power to help themselves and others. This resilience and agency enable them to thrive in a changing world, not only as future leaders but also as leaders today.

At the core of the Girl Guide and Girl Scout experience is our model of non-formal education, which supports the development

of girls and young women. Used well, it creates a learning environment where young people can take the lead and make choices about what they do.

We are supported by over 900 volunteers from 105 Member Organisation and 90 staff in over 30 countries. This makes up the WAGGGS Global Team.

We are immensely proud of the achievements of the Girl Guiding and Scouting Movement, our volunteers, and our supporters around the world who have helped ensure that girls and young women experience the positive value of being a Girl Guide and Girl Scout.



Heidi Jokinen

2021 was a year of recovery and growth. Although the pandemic was still a very real and current event in all the locations where WAGGGS works, the organisation had pivoted to meet this new reality in 2020.

During the pandemic, across the world we saw Girl Guide and Girl Scout numbers drop, and the volunteer base which underpins our Movement change as many people and families had to deal with new social, economic and emotional realities. In 2021 the Movement took positive steps with new recruitment campaigns and activities rolled out in every region to ensure girls and young women continued to benefit from Girl Guiding and Girl Scouting.

At the same time WAGGGS scaled up its work with Member Organisations for girls and young women making use of digital spaces predominantly but also returning to face-to-face meetings and activities where possible. Responding to Member Organisation needs, WAGGGS connected 119 Member Organisations to share and learn from one another in areas such as fund development and online delivery. WAGGGS mobilised its 900 volunteers to provide much needed support and capacity building to over 35 Member

Organisations. Recognising the profound impact of our volunteers, a considerable amount of time was spent reviewing and improving our volunteer offer and journey.

Alongside our direct work with Member Organisations WAGGGS scaled up programmatic delivery to girls and young women through our Member Organisations. We brought online our Girl Led Action on Climate Change programme, and continued to deliver activities on leadership, gender-based violence, menstrual hygiene, body confidence and internet safety. A central part of our offer to girls and young women is to support them to make their voices heard on the issues that matter most to them. In 2021 our advocacy champions were present at the UN Commission on the Status of Women, COP26 among others. We continued to work alongside our partners in the Big 6 to emphasise the work of young people in response to the pandemic and in a post pandemic world.

There were two major highlights in 2021 for WAGGGS and the Movement – the approval of our 12-year vision Compass 2032 and delivering the 37th World Conference online. Compass 2032 captures our collective vision for the next twelve years - to build an equal world where all girls can

thrive. Central to this focus is supporting girls and young women to lead our work. The World Conference took place online, a first for the Movement and brought together over 1,300 participants, representing 135 Member Organisations – over 300 of those attending were under the age of 30. It was a fantastic event.

These continue to be challenging times. WAGGGS has gone from strength to strength responding to the needs of our members and of girls and young women where they need us most. I want to thank Member Organisations, volunteers, staff, donors and of course, Girl Guides and Girl Scouts from across the world, for their continued support.

Heidi Jokinen

Heidi Jokinen
WAGGGS World Board Chair

CHAIR'S REPORT



I am delighted by the positive news that at the beginning of 2020, the Girl Guide and Girl Scout Movement had 10.2 million reported members.

As girls and young women across the globe continued to struggle with the effects of the pandemic on their education, life chances and health, we successfully adapted to meet their changing needs. We provided different opportunities for girls and young women to connect, learn and thrive.

We remained committed to our three strategic objectives:

- MORE OPPORTUNITIES FOR MORE GIRLS
- GREATER GLOBAL INFLUENCE
- STRONG AND VIBRANT MOVEMENT



Here are our highlights from the year



Develop substantive activity with at least 65% of member organisations

TARGET

65%

PROGRESS IN 2021

65%



Connect 50 member organisations to share and learn

TARGET

50

PROGRESS IN 2021

119



Bring the voices of girls to four global policy areas

TARGET

4

PROGRESS IN 2021

5



Mobilise at least £1.5m in new funds and partnership programmes

TARGET

£1.5m

PROGRESS IN 2021

£1.6m



At least 25% of member organisations take up capacity building support

TARGET

25%

PROGRESS IN 2021

28%



Our World Conference gains a satisfied or better from 80% of attendees

TARGET

80%

PROGRESS IN 2021

93%



EMPOWERING GIRLS TO LEAD COVID RECOVERY IN THEIR COMMUNITIES

For young people, the social, educational, emotional and economic impacts of the pandemic have been enormous. The 'Big Six' global youth organisations came together to develop the Global Youth Mobilisation. Young people are taking action to respond to the pandemic and to improve their lives and the lives of others in their communities now and in a post-Covid world. The aim of this partnership is to find, fund and support youth-led solutions.

We've invested in projects to empower girls and young women to lead and shape Covid-19 recovery in their local communities.

In 2021, we awarded **£140,000**

to 18 of our Member Organisations across the world, enabling delivery of projects on grief, loneliness and mental health in Israel, Lebanon and Poland, and a family planning project in Rwanda.

Overall, these projects have supported over 20,000 young people to improve their lives as we learn to live with Covid.

At our Sangam World Centre in India, the team ran a Covid rapid response project to support members of the Pune community who were severely affected by the pandemic. The team provided awareness and vaccination sessions to over 200 people, delivered 160 food and hygiene packs to families, and distributed hot meals to 1,200 people who were in quarantine.

MORE OPPORTUNITIES FOR MORE GIRLS

GLOBAL YOUTH MOBILIZATION

FAMILY PLANNING IS MY RIGHT AND MY CHOICE – RWANDA NATIONAL PROJECT

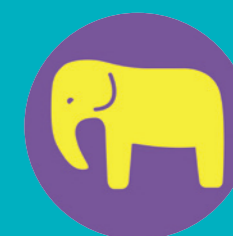
To address an increase in adolescent pregnancies, that has widened the gender inequality gap in Rwanda, this project provides young people access to comprehensive sexual and reproductive health information and services.

Young people, particularly young women, face issues in accessing information regarding their sexual reproductive health and rights, so I want to contribute to the actions of changing lives of young girls and boys through this project.

Faustine

COVID AWARENESS AND VACCINATION BOOKING SESSIONS

Covid rapid response project – Sangam



The session went very well. Everyone liked the information about Covid. They loved the game... some participants are very fearful about vaccination taking, but after the session they understand it is very good for us and ready to take vaccination.

Community partner

We will share with family & friend how to protect from Covid, before we don't know how to do hand wash now we lean the hand wash steps.

Participant

CASE STUDY

CASE STUDY



MORE OPPORTUNITIES FOR MORE GIRLS



As a leader, I was thrilled with the level of interactivity in this session - it exceeded my expectations of what a virtual session could provide! This session has excited my Pathfinders about the possibilities of travel once Covid is over - we hope to be able to plan a visit to Our Chalet in a few years!

Leader from Canada whose group participated in Explore Our Chalet

SHARING EXPERIENCES AROUND THE WORLD

Our **World Centres** provide opportunities for girls and young women from all over the world to come together to learn new skills, have fun and build agency. When our centres were forced to temporarily close due to the pandemic, we launched an exciting **virtual programme** to help us reach even more girls and young women.

In 2021, we delivered over 200 events including discovery sessions about other cultures, mini challenges and virtual tours of the centres. We've reached over 6,000 Girl Guides and Girl Scouts providing vital support and companionship during this difficult time.

We hosted our second Virtual Global Campfire in July 2021. This event brought together members of all ages from across the world to celebrate the Movement. It was attended live by

1,100

women and girls and watched by 25,000 more in the following days.

For leaders of Member Organisations and for the WAGGGS Global Team, we spent 2021 developing our new digital home called Campfire. This online platform, launching in 2022, will allow leaders to share resources and tools, run online learning and collaborate with others internationally. In 2022, Campfire will provide a key opportunity for people to enjoy a virtual place to meet others and create life-long friendships.



FREE BEING ME

Body confidence programme funded by Dove Self-Esteem Project



Free Being Me is one of the projects that has really helped me and inspired me to want to reach out to a lot of girls. I realised that I don't need to be anybody else, I could just compliment myself and I was beautiful the way I was.

Faith



HER WORLD, HER VOICE

The programme really is hugely important for young women like me. It gives them a platform to voice their opinions and get them heard. And it helps us to discover communities around us and help them in the best way that we can.

Keamogetswe

INCREASING OUR REACH

Our partnerships help us to reach more girls and young women who can benefit from the fun, friendship and challenges that Girl Guides and Girl Scouts has to offer.

Our collaboration with UPS Foundation has been running for 18 years and our latest project, 'Her World, Her Voice' ran across Rwanda, Nigeria, South Africa, Mexico and India. It brought together girls and young women from diverse backgrounds to spur new thinking around youth engagement. The projects strived towards a gender-equal and inclusive world, including increasing membership for people with disabilities and setting up empowerment programmes so girls understand their rights and can assert them.

Our 'Free Being Me' body confidence programme, funded by the Dove Self-Esteem Project, has been renewed for the next five years. Together we're leading a self-esteem revolution to make real change in the way the next generation of women perceive themselves and others.

Our education pack, Free Being Me, was downloaded over

19,000

times in 2021, encouraging girls and young women in at least 52 countries to embrace body confidence.

The Youth Exchange South to South Girls' project, funded by NOREC, recruited over 48,400 girls and young women into the Movement, despite pandemic travel restrictions.

Activities on membership growth, Covid response and menstrual hygiene ran in more than 13 countries across Africa and the Asia Pacific.



GREATER GLOBAL INFLUENCE

ADVOCACY IN ACTION

Supporting girls and young women to influence decisions that will bring about an equal world for all girls is central to our work. We encourage Girl Guides and Girl Scouts to take a stand and speak out about the issues they care about.

In 2021, more than 750 young women attended key virtual global events to lobby decision-makers. Our advocates attended and spoke

at COP26, the Generation Equality Forum and the UN Commission on the Status of Women.

Member Organisations have taken part in international campaigns, like 16 Days of Activism and Menstrual Hygiene Day, raising awareness of issues including gender-based violence and advocating for better menstrual hygiene.

We held our prestigious **Helen Storrow Seminar** online for the

first time in its 35-year history. It supported 28 girls and young women from all over the world to develop their leadership skills, have adventures and create an environmentally sustainable project to impact their local communities. A further 485 young women attended our online pop-up sessions.

Girls and young women are experts in their own lives. We provide support and access to platforms where girls and young women advocate for themselves on the international stage.



CASE STUDY

HELEN STORROW SEMINAR

The virtual Helen Storrow seminar was held online in October 2021. The theme of the seminar was “Leading Change for an equitable, nature-positive, carbon neutral world”.

I met and worked with girl guides from different countries, also learning about leadership and then applying it in a project that makes a positive change in the communities.

Lluvia

The HSS has had a great impact on me and I am ready to go out and empower my community and communities that I am a part of.

Melody



GIRL LED ACTION ON CLIMATE CHANGE

With climate change the most significant challenge of our generation, we've worked with girls and young women throughout the Movement to engage them on the issue and equip them to take action.

With funding from the AKO Foundation, we developed 'Girl-led action on climate change', a new badge

curriculum for climate action. Created with girls, leaders and experts in Benin, Lesotho and Tanzania, girls and young women learn about how to adapt to, and mitigate against, the effect of climate change. The curriculum supports girls to raise their voices and call for us all to take urgent action on climate change. Funding from the Swedish Postcode

Foundation enabled us to adapt the curriculum for use in Latin America and the Caribbean, for roll-out in 2022.

In the next 21 months, we will see up to 57,000 girls and young women actively engaged in community action to mitigate and adapt to climate change while influencing those most responsible to take action.

GREATER GLOBAL INFLUENCE

AMPLIFYING VOICES

Every day the girls and young women in our Movement are encouraged to break boundaries and barriers to strive for an equal world. As part of this, each year on the 11th of October our Movement celebrates International Day of the Girl, a time to amplify the voices of girls and raise awareness on the issues that matter most to them.

For 2021, we created the **#WriteHerStory** activity pack to give girls around the world an opportunity to make their own headlines so that we could work to make them a reality.

More than 500 social media posts helped share the wishes and dreams of girls. We also launched our first ever podcast series sharing the advocacy journey of four outstanding young women.

We had 55 countries take part in the campaign, with over

3,800

downloads of our activity pack



Girl-Led Action on Climate Change provides us with a space to identify climate issues that affect us the most and equip us with the tools needed to address them or influence others to take action. The programme is relevant, exciting, accessible, and led by girls and has enabled me to become the protagonist of the change I want to see in our community.

Mercedes

STRENGTHENING LEADERSHIP IN THE MOVEMENT

From the moment a girl promises to “do their best”, they step into our leadership development journey. The Girl Guide and Girl Scout Leadership Model helps girls and young women work on their behaviours as leaders in any role, both inside and outside the Movement. This nurtures and celebrates who they are and what they can bring to the world around them. We support the next generation of leaders, building girls’ courage and confidence.

In 2021, we launched our co-created **Leadership Development Framework** to help girls and young women to link what they do with what they want to achieve. Over 50% of our Member Organisation’s work included elements of the framework by the end of the year. With thanks to funding from the Barrett Foundation, we were able to pilot the integration of the framework into our girl experience programme in Kenya, training 369 leaders and nearly 3,000 Girl Guides.

The learnings from the pilot project have been instrumental in implementing it in other countries, helping girls to practice leadership every day, reach their goals and inspire others.

SUPPORTING OUR VOLUNTEERS

Volunteering is at the core of Girl Guiding and Girl Scouting and makes a huge difference to our charity. Our network of 900 volunteers drive our work at both global and regional levels. We want our volunteers to feel valued and supported, which is why we developed our volunteer management toolkit. Specifically for volunteer managers, it brings together all our policies, procedures and guidance in one place.

In 2021

105

new volunteers joined the Movement across five regions.

We have a defined process for each step of the volunteer journey, and we’ve rolled out a new database giving us visibility and real-time access to volunteer details across the Movement. We also significantly increased learning opportunities for volunteers, introducing training including an induction available in four languages, leadership practice and training for managers.



A STRONG AND VIBRANT MOVEMENT

The 37th World Conference adopted motions to address barriers and ensure meaningful participation of young women within the Movement.

UNITING OUR WORLDWIDE MOVEMENT

The World Conference is a highlight in our calendars where we bring together Member Organisations from across the world to celebrate our successes, reflect on our past work and focus on our future.

Our 37th World Conference was due to take place in Uganda in July 2020. Due to the pandemic, we held our first ever online World Conference in July 2021.

Over 1,300

people joined us over five days giving Member Organisations the chance to come together virtually, vote on motions and amendments and ask questions.

There was a particular focus on Motion 32, passed at the 36th World Conference in 2017, which had tasked the World Board to examine why more young women are not standing for governance and decision-making roles. On the basis of this research, the 37th World Conference adopted motions to address barriers and ensure meaningful participation of young women within the Movement. For example, ensuring a minimum of two young women under 30 on the World Board and Regional Committees and facilitating meaningful youth engagement in decision-making.



WORLD CONFERENCE WEEK - PROGRAMME

Session	Tuesday 27th	Wednesday 28th	Thursday 29th	Friday 30th	Saturday 31st
Session 1 (11am - 12.30pm UTC)	Welcome & Opening Business	Proposed Constitutional Motions and Amendments	Proposed Constitutional Motions and Amendments	Proposed Constitutional Motions and Amendments Proposed Non-Constitutional Motions and Amendments	Proposed Non-Constitutional Motions and Amendments Bids
Break (12.30pm - 1pm UTC)					
Session 2 (1pm - 2.30pm UTC)	Motion 32 - Proposed Motions	World Board Elections Global update Ratification of the World Board Election results	Proposed Constitutional Motions and Amendments	Proposed Non-Constitutional Motions and Amendments Proposed Constitutional and Non-Constitutional Motions and Amendments	Awards & Closing Ceremony
3pm UTC	3pm deadline for new Proposed Motions and Proposed Amendments	3pm circulate document with new Proposed Motions and Proposed Amendments			Walking Together, Walking Far - Campfire 2021

■ Presentation & discussion of Motions and Amendments
 ■ Voting sessions
 ■ Global Update
 ■ Keeper of the flame

FUNDRAISING FOR A MOVEMENT FIT FOR THE FUTURE

The second year of the pandemic proved to be a challenging time for income generation across the charity sector. For us, with face-to-face Girl Guiding and Girl Scouting stopping in 95% of our Member Organisations, we've been badly affected and expect the financial challenges to continue for some time to come.

We raised £3.1 million in 2021, a drop of 44% on pre-pandemic levels. We worked alongside our current funders including individuals, trusts and foundations,

and corporate supporters, to maintain these partnerships and deliver our work for girls and young women. It was a difficult environment for new partnerships.

The **Olave Baden-Powell Society's** members generously supported WAGGGS by donating £641,000 to support foundational guiding activities around the world.

We ran an online version of our annual World Thinking Day celebration raising nearly £44,700 for projects supporting girls and young women across the globe. In 2021, we also held seven virtual events and raised over £45,000.

We piloted our first Giving Day where the Movement came together for 36 hours of inspiring stories, celebration and giving. Together we raised over

£152,000



A STRONG AND VIBRANT MOVEMENT

A SHARED VISION FOR A BETTER WORLD

We keep the global Girl Guides and Girl Scouts Movement thriving, united and growing. To help us do this, in 2021 we developed our shared 12-year vision for the Movement.

A truly collaborative project, Compass 2032 is the result of extensive consultation with Member Organisations across the globe.

We held consultations in four languages, Regional Committee engagements, special interest group sessions and a written consultation process. In total

444 people

took part, representing 90 member organisations with 45% of people being under 30.

What we've developed is our collective vision for the future. Our vision is for an equal world where all girls can thrive. By 2032 we'll be a girl-led Movement where every and any girl feels confident to lead and empowered to create a better world together.

This shared vision captures the desires of girls and young women and helps bring into focus the world we want to make a reality. In our work plans and strategies over the coming years, Member Organisations will contribute to this shared vision.



CASE STUDY

For me, WAGGGS's survival is critical because their work is really important. It is a valued advisor to the United Nations. WAGGGS speaks for all girls, not just members of Guiding organisations in 152 countries. So it's really important that the World Association has enough resources to pay attention to that responsibility.

Marg Treloar, Canada, OB-PS Board Member



This report covers the second year of the Covid-19 pandemic, which posed significant challenges to girls, young women and the whole Movement.

Our work in 2020 saw us driving our activity to meet the immediate challenges of the pandemic. In 2021, we embedded our pandemic learnings to make sure our work adapted to the needs of a world trying to navigate Covid and beyond.

It was essential to respond flexibly to the different circumstances and needs in different countries for staff and volunteers, girls, young women and leaders.

We're thankful to partners, such as UPS, who worked closely with us to refine our projects to make sure they were delivering where it was most needed.

GOVERNANCE

In 2020, we had to postpone our World Conference due to the pandemic. Using UK emergency legislation, we delivered the World Conference virtually in 2021. This was the first time we had held such a conference online. It required significant effort to make sure those attending had a similar experience no matter where they were based. We also had to compact the schedule so those in different time zones could participate effectively.

In 2021, we finalised Compass 2032, our collective long-term vision for the Movement, in preparation for World Conference. This was adopted through a written resolution process because of the pandemic. Similarly, we adopted our 2022-23 Global Strategy by written resolution.

FINANCE

With the support of key consultants and the members of the Audit, Finance and Risk Committee, we invested heavily in our finance function in 2021. This allowed us to implement our new IRIS financial accounting system and modernise financial operations and processes.

In 2021, we started sharing regular quarterly summary financial reports with Member Organisations after each World Board meeting. We will continue implementing improvements into 2022.

FUNDRAISING

The fundraising environment continued to be challenging in 2021 across the charity sector. Many donors scaled back or paused their donations and new opportunities significantly

decreased. We continued to focus on effective stewardship of current funders – individuals, trusts and foundations, and corporates.

We're thankful to partners, such as UPS, who worked closely with us to refine our projects to make sure they were delivering where it was most needed. We continued to work closely with all our funders and in some cases scaled up our work. For example, Surf Smart funded by Norton, helped girls and young women to stay safe online, and the Youth Exchange South to South programme, funded by Norec, included activities on membership growth and Covid response.

World Thinking Day income continued to be negatively affected with £44,700 raised, compared to £130,000 pre-pandemic, and the online shop saw lower than

normal sales. However, the Olave Baden-Powell Society, the World Foundation of Girl Guides and Girl Scouts Inc and many Friends groups continued to support and give generously in 2021.

WORLD CENTRES

All our World Centres remained closed to Girl Guides and Girl Scouts for most of 2021. As travel began to increase in some parts of the world and as government regulations allowed, Pax Lodge in London and Our Chalet in Switzerland opened to private bookings in a limited capacity. Sangam in India remained closed throughout 2021, but with the support of donors the team delivered activities online and Covid-response programmes within the local community.

With generous support from the World Foundation, we've been able to substantially cover the costs of the World Centres.

In December 2021, Guías de México, the national guiding organisation of Mexico, ceased operational management of Cabaña. The World Board will be considering possible future options for the centre.

CHALLENGES IN 2021



Looking ahead to 2022, WAGGGS will be supporting the Movement as it strives to deliver against our new vision, Compass 2032:

An equal world where all girls can thrive. By 2032, we will be a girl-led Movement where every and any girl feels confident to lead and empowered to create a better world together.

Our 2022-2023 Global Strategy has four themes:



There is a fifth area of work which covers the internal investments we'll make to ensure we're a strong global organisation that meets our legal and governance obligations, values and supports our staff and volunteers in their work to support the Movement well into the future.

In developing and rolling out the strategy, we're mindful of the financial constraints the organisation faces, like much of the charitable sector, due to the

pandemic. We'll be taking a phased approach to make sure we can deliver on all our priorities. Depending on our resources and capacity, some of this work will continue into 2024 and beyond.

We've developed 12 Key Performance Indicators which will allow us to report on progress and achievements. More information on our 2022-23 Global Strategy and KPIs can be found on our website.

THRIVING MEMBER ORGANISATIONS, THRIVING MOVEMENT

In 2022, we aim to support our 152 Member Organisations to stay relevant and adapt to our fast-changing world. Our volunteers will work alongside our Member Organisations to deliver exceptional experiences for all Girl Guides and Girl Scouts.

Some of our key areas of work will be:

- rolling out and building resources in Campfire, our new online e-learning and community platform, encouraging greater collaboration between Member Organisations to deliver key activities
- working with Member Organisations to use the Capacity Assessment Tool to develop their organisations
- developing resources to support Member Organisations to deliver Compass 2032 by integrating elements into their own strategies and plans
- creating opportunities to increase the profile of Girl Guiding and Girl Scouting around the world
- investing in our communication capabilities and resources in 2022.

INTERNATIONAL CONNECTIONS AND GLOBAL COMMUNITY

We want Girl Guiding and Girl Scouting to be diverse, inclusive and connected. We're creating spaces for volunteers and leaders to collaborate, learn and share as a global community.

Some of our key areas of work will be:

- facilitating Regional Conferences, both online and face-to-face, to create opportunities for leaders to come together and work collectively
- offering tools and opportunities for the Movement to engage and connect, such as World Thinking Day, International Day of the Girl and International Women's Day
- designing, developing and delivering programmes like the Juliette Low Seminar and the Youth Exchange South to South Girls' exchange programme to support leadership development that prioritises accessibility and reach
- investing in the volunteer experience to make volunteering more rewarding and fulfilling
- reopening our World Centres and welcoming back in-person guiding experiences.

QUALITY GIRL GUIDING AND GIRL SCOUTING

We'll work with Member Organisations to deliver relevant and exciting opportunities to more girls and young women. We're looking forward to a return to in-person activities.

Some of our key areas of work will be:

- increasing the number of global programmes we deliver to a larger number of Member Organisations, including expanding funding for our climate change programme and looking for opportunities to launch a science, technology, engineering and mathematics (STEM) programme
- continuing our work in the Global Youth Mobilisation – an initiative of the Big 6 – to create opportunities for girls and young women to develop as active global citizens
- making Girl Guiding and Girl Scouting more inclusive by sharing innovation and best practice, including digital adaptation and accessibility
- updating the policies, guidelines and recognition systems that support quality Girl Guiding and Girl Scouting
- investing in stronger child protection and safeguarding practices across the Movement.

LEADERSHIP AND VOICE

The Compass 2032 vision is centred on supporting and enabling girls to lead, speak out and participate in decision making. We'll offer opportunities for girls and young women to raise their voices and make a difference, within the Movement and more widely.

Some of our key areas of work will be:

- creating more opportunities and tools for Member Organisations to mainstream the leadership model in their practice and training to strengthen our girl-led approach
- developing a curriculum and training materials on what good youth participation is and how to support youth engagement in decision making
- creating opportunities at Regional Conference in 2022 for youth participation
- delivering programmes and activities for Girl Guides and Girl Scouts to develop their skills for progressing social change in their communities and speaking out on an international stage
- developing a strong voice in international forums on issues of importance to girls and young women.

PLANS FOR 2022 AND BEYOND

A GLOBAL STRATEGY



FINANCIAL REVIEW

NET INCOME / EXPENDITURE

The figures below are a summary of the Statement of Financial Activities (SoFA) figures.

ITEM	2021	2020
Income	+ 4.79m	+ 8.00m
Cost of raising funds	- 0.50m	- 0.54m
Charitable spend	- 5.34m	- 5.97m
Net (expenditure)/income before gains and losses	- 1.06m	+ 1.49m
Investment gains/(losses)	+ 0.38m	- 0.11m
Net (expenditure) / income for the year	- £0.67m	+£1.38m

Income

Income dropped to £4.79 million in 2021 (2020: £8.00 million) which largely reflected the impact of the Covid-19 pandemic on different income streams.

Unrestricted income fell by £0.83 million (24%) to £2.63 million on top of the reduction experienced in the previous year, as the ability to raise money from donations from face-to-face events was inhibited due to the ongoing Covid-19 restrictions throughout the year. A decision was made to offer discounts on membership fees to Member Organisations in recognition of the impact of Covid-19 restrictions on Girl Guiding and Girl Scouting activity across the globe. World Centre operating income fell further in 2021 as World Centres remained

closed for most of the year due to Covid-19 restrictions. In addition, WAGGGS received furlough grant income from the UK government in 2020 but not in 2021.

Restricted income decreased by £2.38 million (53%) to £2.13 million. This was expected in part as restricted grants received in 2020 included those from UPS and AKO Foundations, which provided funding for programme activity to be carried out beyond 2020 and into 2021 and 2022. Under the Charity SORP, grant income is recognised immediately if there are no material performance conditions and not in line with when the expenditure is incurred. The restricted fund income in 2020 therefore contributed to a restricted fund surplus of £1.61 million for 2020 which increased

restricted reserves at 1 January 2021 and which were drawn down in the year as programme activity took place. In addition, the ability to raise restricted income from Corporate, Trust and Foundation donors was reduced while they also managed the impact of Covid-19 on their businesses and investments. Covid-19 restrictions also impacted the ability to raise grant income due to the associated delays and uncertainty as to when related programme activity could take place.

No new endowments were received in 2021.

Expenditure

Total expenditure across all funds for the year was £5.85 million (2020: £6.51 million), with £3.05 million being funded

EXPENDITURE SUPPORTING STRATEGIC OUTCOMES	2021	2020
Expenditure on raising funds	0.50m	0.54m
Strategic Theme 1 – More Opportunities for More Girls	2.39m	2.65m
Strategic Theme 2 – Greater Global Influence	1.05m	1.27m
Strategic Theme 3 – Strong & Vibrant Movement	1.90m	2.05m
Total Expenditure	£5.85m	£6.51m

from unrestricted funds (2020: £3.72 million) and £2.79 million from restricted funds (2020: £2.83 million). As noted above the Covid-19 pandemic caused a slowdown in Girl Guiding and Girl Scouting activity and hence our ability to deliver a number of programmes and projects. The table (bottom page 30) shows the analysis of spend against strategic outcomes.

Expenditure was controlled in response to the impact on income discussed above, with reductions in non-staff direct (i.e. programme) costs, direct staff and support staff costs and overheads amounting to £1.09 million. In addition, WAGGGS increased grants paid by £0.43 million to £1.02 million to support programme delivery by Member Organisations that were also impacted by Covid-19.

Net Result

WAGGGS' 2021 unrestricted funds deficit before investment gains and losses and transfers was £0.39 million (2020: deficit of £0.22 million). After investment gains, the 2021 unrestricted deficit was £0.12 million (2020: deficit of £0.34 million). WAGGGS recognises the need to continue efforts to stem large unrestricted losses incurred over several previous years, although the impact of the Covid-19 pandemic has inhibited this somewhat in the short term.

Cashflow

Cash and cash equivalents (short term investments) decreased by £1.70 million. This was primarily due to the drawdown of restricted funds received in previous years covering multi-year programmes (see comment on Income), the need to fund the unrestricted deficit,

and net investments into securities from cash held in the investment portfolio (see below). In addition, the cash outflow reflected a small increase in accrued income (income booked but cash not received) and reductions and deferred income (cash received but income not booked).

RESERVES POLICY

At the World Board meeting in January 2018, the Trustees further developed the Charity's reserves policy by adopting a risk-based reserves policy.

The Audit, Finance and Risk Committee reviews the reserves position each year and reviews the suitability of the reserves set by the policy as part of the annual business plan and budgeting process.

Four categories of reserves are held by the Charity:

- Restricted reserves are those funds given by donors / grant givers whereby the terms of the funding agreement specify that the funds be restricted for a particular purpose.
- Endowment reserves are those funds given to the Charity by an external donor to be applied in accordance with the donor's intentions and where one of those intentions is the preservation of the original capital. WAGGGS holds an endowment fund, the Cheryl Watkins Fund, which is highly restrictive in nature and can only be applied to travel for women over 60.
- Designated reserves are funds set aside for particular purposes by the Trustees. At the 146th World Board Meeting in April

2020 a decision was taken to remove all designated reserves by transferring them into general unrestricted reserves.

- General unrestricted reserves are the balance of reserves held by the Charity.

Unrestricted reserves amounted to £3.28 million at 31 December 2021 (2020: £3.40 million).

INVESTMENT POLICIES AND PERFORMANCE

The WAGGGS constitution enables the World Board to invest any funds that are not immediately required for its purposes in such investments as may be thought fit, subject to any conditions and consents as may be required by law. The World Board has previously set an ethical investment policy, driven by WAGGGS' principles and consistent with Trustees' responsibilities under the Charities Act.

Our investment managers, Quilter Cheviot Asset Management (QC), are instructed to take all reasonable measures to avoid investing in companies or assets for which it is possible to determine that a material proportion of revenue is derived from the following activities: tobacco, alcohol, pornography, gambling, armaments or damage to the environment. In addition, our investment managers are aware that WAGGGS wishes to avoid investment in regions or companies that have material dealings that breach human rights, particularly those of women and girls.

In setting the performance criteria against which the investment portfolio is managed, consideration is given to achieving capital

The Trustees are responsible for ensuring that WAGGGS has a sound system of internal controls to safeguard its assets...



FINANCIAL REVIEW

growth and the target to provide up to five per cent of WAGGGS' total income requirements in the year. The allocation of assets is reviewed each year taking into account advice from the investment managers. The degree of risk considered appropriate for WAGGGS investments and performance is reviewed against industry benchmarks.

In managing the portfolio, QC have been given a balanced investment mandate, which means that they should avoid unnecessary risks to the investment portfolio overall and that they should target long term growth through a combination of income and capital growth. The Trustees have adopted a low to medium tolerance to risk in the investment strategy. The Investment Managers are required to apply the ethical considerations, as agreed with the Trustees.

The consolidated balance sheet shows investments at reporting date end of £4.94 million (2020: £4.29 million). The majority of investments are held in the main portfolio which stood at £3.78 million at the end of 2021 and during the year delivered a net capital return of +7.0% (2020: -3.3%), net income of +2.6% (2020: +2.9%) and, consequently, a total return of +9.6% (2020: -0.3%). The fund outperformed the benchmark QC Cautious Index (+1.2%).

Separately, £1.12 million (2020: £0.98 million) was held in an endowment, the Cheryl Watkins Fund. QC have been given a balanced investment mandate aiming to target long term growth through a combination of income and capital growth. The Trustees have adopted a medium tolerance to risk in this fund's investment

strategy. In 2021 the fund delivered a net capital return of +10.3% (2020: +0.5%) and net income of +2.7% (2020: +3.3%), thus a total return of +13.0% (2020: +3.8%). This compared to a movement in the benchmark Charities Composite of +13.4%.

GOING CONCERN

As noted, the Covid-19 pandemic has affected the operations of WAGGGS and Member Organisations. Management continued to take action during 2021 to reduce the underlying cost base of the Group and Charity to reduce expenditure as income declined as a result of the pandemic. These actions contributed to reducing the deficit on unrestricted funds to £0.12 million (2020: £0.34 million).

The Global Strategy 2022-23 containing financial projections for 2021 to 2023 was prepared during the year and reviewed by Trustees. The Global Strategy 2022-23 projected significant but declining unrestricted deficits over the period to the end of 2023 and indicated that unrestricted reserves were sufficient to accommodate those deficits, albeit that further action was required to increase income and align costs with income to ensure financial sustainability looking further into the future. The actual unrestricted deficit incurred in 2021 was lower than projected, with the unrestricted deficit reforecast for 2022 also now forecast to be lower than that projected based on further reforecasts and management accounts prepared during 2022. Accordingly, the Trustees are satisfied that the financial projections in the Global Strategy 2022-23 were prepared with sufficient prudence for them

to conclude that the cash and investment resource available to WAGGGS is sufficient to absorb projected deficits over the relevant periods and they have therefore prepared these financial statements on a going concern basis.

INTERNAL CONTROL

The Trustees are responsible for ensuring that WAGGGS has a sound system of internal controls to safeguard its assets and will use their best endeavours to ensure their policies and procedures are strengthened and its aims and objectives met. It is recognised that the systems can only provide reasonable but not absolute assurance that major risks have been adequately managed. Internal control processes include:

- Separation of duties within the finance team
- Access controls in respect of the financial system and bank accounts
- Physical checks and audits, e.g. in respect of petty cash
- Use of standardised documentation
- Use of trial balances and reconciliations
- A scheme of delegated financial authority

In addition, there is regular monitoring of the delivery of the Global Strategy 2022-23 by the Senior Management Team, and World Board, and regular monitoring of WAGGGS's financial performance by the Senior Management Team, the Audit, Finance & Risk Committee and the World Board.

FINANCIAL REVIEW

RISK STATEMENT

WAGGGS structured its risk register and reporting around the three global strategic themes in our Plan and Budget 2021, which are an extension of the themes outlined in the 2018-2020 global strategic plan. An additional section focused on administration and governance. There were 29 risks across these four headings in 2021.

As per WAGGGS Risk Management Policy and Process, the World Board approves the risk register annually and it delegates quarterly oversight to the Audit, Finance and Risk Committee, on which the Chief Executive and World Board Chair sit. The World Board also reviews a high-level summary of the risk register on a quarterly basis. The Audit, Finance and Risk Committee scrutinises the mitigating actions taken by WAGGGS to address the identified risks. The Committee also highlights ongoing concerns and suggests additional areas of focus.

Risk levels coming into 2021 remained high as a result of the Covid-19 pandemic and the associated complexities that it posed to WAGGGS's finances, operations and staff wellbeing. Throughout 2021 WAGGGS worked to mitigate and manage these risks.

WAGGGS had four major areas of concern in 2021:

- **The Movement** – there continues to be significant uncertainty about the impact of Covid-19 on many of our Members Organisations. All of our Members Organisations operate in shifting landscapes of government restrictions and vaccine roll out that make it difficult to plan effectively.

This impacts membership numbers, with a knock on effect on membership fees, and the ability of Member Organisations to deliver engaging, high quality Girl Guiding and Scouting. Through our volunteers, WAGGGS continues to mobilise support and resources to help our Members continue to deliver for girls and young women around the world.

- **World Centres** – throughout 2021 all our World Centres remained closed for Girl Guiding and Girl Scouting activities. Some were open for some private guest bookings as government restrictions allowed. The World Centres require ongoing maintenance and upkeep which creates financial risk for WAGGGS. With generous support from the World Foundation, WAGGGS was able to mitigate much of this risk. WAGGGS continues to operate a flexible operating model for all the World Centres with plans in place to reopen as government restrictions allow.

- **Finances** – the pandemic affected the global economy, which in turn impacted the whole Movement and WAGGGS. Members were less able to pay their fees and WAGGGS saw a challenging donor environment, especially in bringing on board new donors. WAGGGS offered Members discounts on their fees. WAGGGS invested in its finance operations to improve our systems and process to provide high quality, timely information to make key decisions.

- **Staff wellbeing** – the pandemic – furlough, lockdowns and restrictions – had a substantial impact on our staff. We saw an increase in staff turnover.

WAGGGS put in place solutions to support staff wellbeing and retention while also looking at how we can change our operating model to take account of the changing working habits. Our Employee Assistance Programme provides professional guidance to all staff to support their wellbeing.

Through our risk management processes, the World Board is satisfied that major organisational risks are being effectively managed.

INCLUSION OF FOUNDATIONS

WAGGGS's audited accounts include the figures for Our Chalet Foundation (OCF), a foundation set up under Swiss law in 1997. The purpose of the Foundation is to manage the buildings and lands of the Our Chalet World Centre. It focuses on the preservation and development of Our Chalet as a meeting place for young people from all over the world and particularly for members from Member Organisations.

FUNDRAISING STATEMENT

We are committed to fundraising responsibly. We are proudly registered with the Fundraising Regulator, uphold the Fundraising Promise and comply with all the relevant standards set out in the Code of Fundraising Practice. There are currently no areas of non-compliance.

WAGGGS does not work with external fundraisers or commercial participators. Our fundraising effort primarily involves encouraging donations from individual supporters, our Members and Friends groups, corporate partners, trusts, foundations and legacies. We do not run door-to-door, street or telephone fundraising. We take our responsibility towards our

donors very seriously. We strongly believe that no one should ever feel pressured into giving and take steps to ensure that the vulnerable are protected. We will not contact anyone unless they have requested or consented to receiving fundraising communications.

Supporters can opt out of receiving fundraising or any other communications at any time. We will never sell, swap or share their data. We want everyone who donates to WAGGGS to have a positive experience of doing so. We thank supporters appropriately and demonstrate the difference their money makes.

We genuinely appreciate feedback from supporters and the public and have procedures in place to review our fundraising activities in light of feedback and complaints we may receive. We are committed to investigating any complaints and resolving them as quickly as possible. Complaints are dealt with in line with best practice with the most serious complaints being escalated to our Senior Management Team (SMT) and Board so they can consider lessons learnt. We report any complaints to the Fundraising Regulator. We are pleased to say that we did not receive any complaints in 2021.

We are registered with the Fundraising Preference Service to enable individuals to opt out from receiving fundraising communications from us. There were no requests to action from this service last year.





THANK YOU

Her Royal Highness Princess Benedikte of Denmark

Her Majesty Queen of Malaysia Seri Paduka Baginda The Raja Permaisuri Agong Tunku Hajah Azizah Aminah Maimunah Iskandariah

THE INNOVATORS CIRCLE (£100,000+ LIFETIME GIVING)

- Caroline and Steve Finneran
- Diane White (USA)
- Elizabeth LaMacchia (USA)
- Martha Smith (USA)
- Ann Von Rettig (Finland)

THE PRINCESS BENEDIKTE AWARDEES (£25,000+ LIFETIME GIVING)

- Jean Kohler (USA)
- Gail Tsuboi (USA)
- Janette Gibson (Australia)
- Corinna Hauri (Switzerland)
- Sue Goldsmith (USA)
- Mr Clifford White (USA)
- Antoinette Kunz-Oeri (Switzerland)
- Lynne Price (Australia)
- Mary Ellen Snow (USA)

LEGACIES

We would like to remember the many individuals who left a gift in their will to WAGGGS in 2021. Their generosity ensures that we are able to continue our work supporting girls and young women to develop their full potential as responsible citizens of the world.

OUR MANY SUPPORTERS, INCLUDING

- Friends of the World Centres,
- Regions and WAGGGS Member Organisations
- Olave Baden-Powell Society
- World Foundation for Girl Guides and Girl Scouts Inc.
- The Girl Guides of Canada – Guides du Canada – (Canadian World Friendship Fund)

AND OUR MANY PARTNERS AND DONORS

- The AKO Foundation
- The Allan and Nesta Ferguson Charitable Trust
- Avon Foundation for Women
- The Barrett Family Foundation
- The COSARAF Charitable Foundation
- Council of Europe, European Youth Foundation
- Dove (Unilever)
- Duke of Edinburgh's International Award Foundation
- Erasmus+
- The Eric Frank Trust
- European Youth Council
- Food and Agriculture Organisation (FAO)

- International Federation of Red Cross and Red Crescent Societies (IFRC)
- King Abdullah bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID)
- Knorr-Bremse
- Mint Velvet
- Norton LifeLock (formerly Symantec)
- Norwegian Agency for Exchange Cooperation (Norec)
- Nutrition International
- Office of the United Nations Secretary-General's Envoy on Youth
- Oak Foundation
- Players of People's Postcode Lottery; funds awarded through Global Postcode Trust

- Save the Children
- Swedish Postcode Foundation
- The Ummah Foundation (Kenya)
- UN Environment Programme (UNEP)
- UN Foundation
- UN Women
- UNICEF
- University of Exeter Economic and Social Research Centre
- The UPS Foundation
- UK Trefoil Guild
- WASH United
- World Health Organisation
- World Organisation of the Scout Movement (WOSM)
- Young Men's Christian Association (YMCA)
- Young Women's Christian Association (YWCA)

ACKNOWLEDGEMENTS

By 2032 we will be a girl-led Movement where every and any girl feels confident to lead and empowered to create a better world together.

OUR PURPOSE

Our purpose is to further the aims of the Girl Guide and Girl Scout Movement by providing girls and young women with opportunities for self-development through leadership, responsible citizenship and service in their own and world communities.

Adopted in 2021, **our Vision** is for “An equal world where all girls can thrive”. Referred to as Compass 2032, this twelve-year vision is a shared responsibility for all Girl Guide and Girl Scout associations across the world. By 2032 we will be a girl-led Movement where every and any girl feels confident to lead and empowered to create a better world together

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

Our Mission and Vision are at the heart of every decision and action, placing girls and young women at the centre of all our work, at both regional and global level. Together, the Mission and Vision uphold the inherent values of the Girl Guiding and Girl Scouting Movement and ensure that the work we do – our leadership, education and advocacy programmes and international campaigns – all contribute towards the building of a better future and achieving our Vision of an equal world where all girls can thrive.



STRUCTURE, GOVERNANCE AND MANAGEMENT

The World Association of Girl Guides and Girl Scouts (WAGGGS) is a Charitable Incorporated Organisation (CIO), which was formally registered with the Charity Commission for England and Wales on 18 November 2014.

The governing document of WAGGGS is the CIO Constitution and Bye-Laws. At the 37th World Conference in July 2021 the Full Member Organisations of WAGGGS approved a number of amendments to the Constitution and Bye-Laws. The amended constitution was registered with the UK Charity Commission in August 2021.

WORLD CONFERENCE

A World Conference (General Meeting) of all Full and Associate Member Organisations of WAGGGS is held at least once every three years. This is an opportunity for Member Organisations to receive the Triennial Report, elect members of the World Board, consider amendments to the Constitution and Bye-laws, select the host of the next World Conference and set the strategic direction for WAGGGS for the coming period. The strategy sets out how WAGGGS will support its Members and contribute to the overall strengthening of the Girl Guide and Girl Scout Movement. In between meetings of the World Conference, WAGGGS undertakes extensive consultations with Member Organisations, young women and girls to determine their needs and priorities.

WORLD BOARD

The World Board (the Trustees of the charity) has overall responsibility for the direction, strategy, governance and control of the organisation and is collectively accountable for compliance with relevant UK legislative and regulatory

requirements. The World Board's responsibilities are set out in Article 13 of the CIO constitution.

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

Member Organisations nominate candidates for election to the World Board and to Regional Committees. Prior to elections, Member Organisations are informed of the experience and specific expertise required of potential candidates in order to have an effective and skilled World Board. They also nominate skilled members to serve on other committees such as the Audit, Finance and Risk Committee and Working Groups of the World Board.

All World Board members are required to undertake an induction

programme which sets out their duties as trustees and provides a wide understanding of the strategic priorities as well as of the risks and opportunities facing WAGGGS. Throughout the year there is a rolling programme of training and development, keeping Board members up to date with new practices and other developments applicable to WAGGGS's work and the requirements of the charity sector within the United Kingdom. This is particularly important given the diverse background of the international World Board.

The Board provides strategic oversight of the implementation of the global strategic plan, regularly reviewing performance and monitoring progress towards the achievement of objectives and targets set out in the strategic plan that is approved by World Conference. Each year, an operational plan and budget is agreed by the World Board to set out how the organisation will deliver its strategy over the coming twelve months. The World Board also maintains an oversight of all aspects of the financial health of the organisation as well as compliance with all legal requirements.

The Board meets at least four times a year. The WAGGGS Treasurer, Chief Executive and Deputy Chief Executive attend meetings of the World Board without a vote. Other individuals are invited as required, also as non-voting attendees.

REGIONAL COMMITTEES

The five Regional Committees – for the Africa, Arab, Asia Pacific, Europe and Western Hemisphere Regions – are responsible for developing and implementing Regional Action Plans that support the delivery of global themes, strategies, and policies as approved by the World Board, and strengthen Member Organisations according to their needs, as identified through the Capacity Building Assessment process. The Regional Committees are responsible for implementing decisions made at the Regional Conferences and providing input based on their regional perspective to the World Board to inform its decision-making.

FUNCTIONAL COMMITTEES

WAGGGS's constitution sets out the World Board's authority to delegate certain responsibilities to different functional committees. The Board makes sure that its committees have suitable terms of reference and that these are reviewed regularly.

In 2021, the functional committees of the World Board were as follows:

Audit, Finance & Risk Committee

The Audit, Finance and Risk Committee is responsible for formulating and reviewing financial policy and plans and maintains financial oversight of WAGGGS. Each year the Committee advises the World Board on the appropriate level of free reserves

and the appropriate asset allocation for WAGGGS's investment portfolio. The Committee also recommends the appointment of WAGGGS's investment managers to the World Board and monitors the performance of the investment portfolio.

The Audit, Finance and Risk Committee recommends to the World Board the appointment of the external auditors and the formal approval of the Trustees' Annual Report and Financial Statements. The committee meets with the external auditors periodically to review the effectiveness of current processes and practice. The Committee is also responsible for overseeing WAGGGS's policies and processes for managing risk and recommending actions to the World Board.

Governance Committee

The Governance Committee is responsible for providing advice to the World Board on the ongoing improvement of WAGGGS's governance structures and practices. Through the Constitutions Coordinator it maintains oversight of all issues relating to Member Organisations' constitutions and byelaws.

Nominations Committee

The Nominations Committee is responsible for overseeing and ensuring a rigorous, fair and transparent nominations process of qualified individuals for election to the World Board and Regional Committees.

People Committee

The People Committee provides oversight and direction in relation to strategic priorities, policy and practice regarding the WAGGGS Global Team (both staff and volunteers) and assurance that

WAGGGS is meeting its legal and regulatory requirements and following best practice, both as an employer and as a charity offering volunteer opportunities.

WORKING GROUPS

Membership Fee Working Group

In December 2021, the World Board established a Membership Fee Working Group. The purpose of this Working Group is to undertake a scoping exercise of possible models for calculating membership fees. Consultation with Member Organisations will take place during 2022, with a final set of proposals being brought forward to the 38th World Conference in 2023.

OLAVE BADEN-POWELL SOCIETY

The Olave Baden-Powell Society (OB-PS) is an international group of donors who have committed to support the work of WAGGGS financially. OB-PS cooperates closely with the WAGGGS World Board and Individual Giving Team.

WAGGGS - WOSM CONSULTATIVE COMMITTEE

The WAGGGS - World Organisation of the Scout Movement (WOSM) Consultative Committee facilitates communication and collaboration between the two organisations. The members of the committee are two trustees from each organisation and the two chief executive officers. The Committee meets at least annually.

TRUSTEES, OFFICERS AND PROFESSIONAL ADVISORS

(who served during the financial year and/or in the period up to the approval of the report and accounts)

TRUSTEES, OFFICERS AND PROFESSIONAL ADVISORS

WORLD BOARD

Heidi Jokinen	Chair
Jayne Waithira Kabue	Vice Chair (from July 2021)
Candela Gonzalez	Vice Chair, elected July 2021
Tashia Batstone	Vice-Chair (up to July 2021)
Medhavi Chamathya Fernando	elected July 2021
Aikaterini (Katerina) Agorogianni	
Normala Baharudin	
Ntombizine Madyibi	
Debra Nakatomi	elected July 2021
Fiona Bradley	elected July 2021 (and Chair of the Governance Committee)
Christiane Rouhana	elected July 2021
Jessica Bond	elected July 2021 (and Chair of the People Committee)
Larissa Byll Catarina	(Chair, Africa Region) (up to August 2022)
Faniry Rakotoarivony	(Chair, Africa Region) (from August 2022)
Libya Ahmed Sbia	(Chair, Arab Region) (up to September 2022)
Sarah Hammoud	(Chair, Arab Region) (from September 2022)
Bronwyn Hughes	(Chair, Asia Pacific Region) (up to August 2022)
Chempaka Emalin Pahamin	(Chair, Asia Pacific Region) (from August 2022)
Eline Grøholt	(Chair, Europe Region) (up to July 2022)
Paula Neher	(Chair, Europe Region) (from July 2022)
Cindy-Ann Alexander	(Chair, Western Hemisphere Region) (up to July 2022)
Stefanie Argus	(Chair, Western Hemisphere Region) (from July 2022)

OTHERS

Fiona Bennett	WAGGGS Treasurer and Chair of the Audit, Finance and Risk Committee (up to October 2021)
Laura Davis	WAGGGS Treasurer and Chair of the Audit, Finance and Risk Committee (from January 2022)
Grace-Ann Crichlow	Chair of the Nominations Committee
Jillian van Turnhout	Approved Person (up to July 2021)
Catherine Irwin	Approved Person (up to July 2021)
Antonia Yip	Approved Person (from July 2021)
Gabriela Bonilla Rubi	Approved Person (from July 2021)

OLAVE BADEN-POWELL SOCIETY

Patron:	HRH Princess Benedikte of Denmark
President:	Susan Campbell

SENIOR MANAGEMENT TEAM (SMT) – STAFF

The day-to-day running of WAGGGS, its operational decisions, the implementation of approved strategy and the exercise of executive responsibility is delegated to the Chief Executive and her Senior Management Team (SMT):

Anna Segall	Chief Executive
Guy Holloway	Deputy Chief Executive
Paul Bigmore	Head of Global Programmes
Leslie Boodram	Head of Finance and Corporate Services (to March 2021)
Andrew Corti	Interim Head of Finance (April 2021 to September 2021)
Ibiye Dokobu	Head of Finance (December 2021 to August 2022)
Imogen Fitzpatrick	Head of Strategic Partnerships
Neil Harris	Interim Finance Director (from August 2022)
Nicola Lawrence	Head of Governance
Tamara Nelson	Head of Global Foundation Partnerships (to July 2022)
Inga Pikse	Head of Philanthropy and Individual Giving
Natalia Plou	Head of Membership and Regional Support
Magdalene Thomas	Head of International Operations
Andii Verhoeven	Head of Core Mission
Steve Webster	Interim Head of Finance (April 2021)

Details of the arrangements for setting the pay and remuneration of employees including key management personnel are included in note 8B.

PROFESSIONAL ADVISORS

Bankers

National Westminster Bank Plc, 141 Ebury Street, London SW1W 9QP

Independent Auditor

RSM UK Audit LLP, The Pinnacle, 170 Midsummer Boulevard, Milton Keynes, Buckinghamshire MK9 1BP

Investment Managers

Quilter Cheviot Investment Management, One Kingsway, London WC2B 6AN

Legal Advisors

BDB Pitmans LLP, One Bartholomew Close, Barts Square, London EC1A 7BL
Bulfin & Co, 128 Manor Way, Ruislip, Middx, HA4 8HR

PRINCIPAL OFFICE

World Association of Girl Guides and Girl Scouts, World Bureau, Olave Centre, 12c Lyndhurst Road, London NW3 5PQ, UK

When we have the right heads in the room, MAGIC happens!!

WAGGGS Volunteer

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The World Board (as the Board of Trustees) is responsible for preparing the trustees' report and the financial statements in accordance with applicable law and regulations. Charity law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have agreed to prepare the financial statements in accordance with UK generally accepted accounting practice (UK Accounting Standards and applicable law). Under charity law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity as at the end of the financial year, and of its incoming resources and application of those resources, including income and expenditure for the year. In preparing the financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the Financial Statements on a going concern basis unless it is inappropriate to presume that the charity will continue its activities.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and that disclose, with reasonable accuracy at any time, the financial position of WAGGGS and enable them to ensure that the financial statements comply with the Charities Act 2011, the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) 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.

PUBLIC BENEFIT

The trustees have paid due regard to the Charity Commission's guidance on providing public benefit while reviewing the charity's aims and objectives, deciding what activities the charity should undertake, and assessing how donations received will help the charity meet its objectives.

This report has set out in some detail the activities undertaken in line with the operational plan and budget to further the goals set out in WAGGGS's 2021 strategic plan, as well as the types of programmes WAGGGS makes available. Wherever possible, the views and opinions of girls and young women are sought in the design and implementation of programmes. This approach helps to ensure that programmes are targeted to the needs of girls and young women in each of our five regions, and the success of each can be evaluated and assessed.

Approved and authorised for issue by the Board of Trustees on 31 October 2022.

Heidi Jokinen

Heidi Jokinen
WAGGGS World Board Chair

Laura Davis

Laura Davis
Chair of Audit, Finance & Risk Committee





INDEPENDENT AUDITORS REPORT

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INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE WORLD ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS

Opinion

We have audited the financial statements of the World Association of Girl Guides and Girl Scouts (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and charity's affairs as at 31 December 2021 and of their incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We have been appointed as auditors under section 151 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

- the information given in the financial statements is inconsistent in any material respect with the Trustees' Report; or
- sufficient accounting records have not been kept by the parent charity; or
- the parent charity 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.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 44, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



The extent to which the audit was considered capable of detecting irregularities, including fraud.

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team and component auditors:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks, that the group and parent charity operates in and how the group and parent charity are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Charities Act 2011, the parent charity's governing document and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Health and Safety. We performed audit procedures to inquire of management whether the group is in compliance with these law and regulations.

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates.

All relevant laws and regulations identified at a Group level and areas susceptible to fraud that could have a material effect on the financial statements were communicated to component auditors. Any instances of non-compliance with laws and regulations identified and communicated by a component auditor were considered in our audit approach.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

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

RSM UK Audit LLP

RSM UK Audit LLP
Statutory Auditor
Chartered Accountants
The Pinnacle
170 Midsummer Boulevard
Milton Keynes
MK9 1BP
Date

RSM UK Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.



CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
for the year ended 31 December 2021

	NOTES	UNRESTRICTED FUNDS	RESTRICTED FUNDS	ENDOWMENT FUNDS	TOTAL YEAR TO 31/12/21	TOTAL YEAR TO 31/12/20
		£'000	£'000	£'000	£'000	£'000
INCOME & ENDOWMENTS						
Donations, Legacies and Endowments	4	646	1,093	-	1,739	3,174
Income from charitable activities	5	1,785	1,036	-	2,821	4,332
Income from other trading activities		114	-	-	114	137
Investment income	6	86	-	30	116	150
Other income		-	-	-	-	208
Total Income		2,631	2,129	30	4,790	8,001
EXPENDITURE						
Raising funds	7	448	53	-	501	540
Charitable activities	7	2,606	2,736	2	5,344	5,969
Total Expenditure		3,054	2,789	2	5,845	6,509
Net (expenditure) / income before gains / (losses) on investments		(423)	(660)	28	(1,055)	1,492
Net gains / (losses) on investments		276	-	107	383	(112)
NET (EXPENDITURE) / INCOME FOR THE YEAR		(147)	(660)	135	(672)	1,380
Other gains / (losses)	9	31	(25)	1	7	(76)
NET MOVEMENT IN FUNDS		(116)	(685)	136	(665)	1,304
Total Funds at 1 January		3,399	7,570	1,005	11,974	10,670
Total Funds at 31 December		3,283	6,885	1,141	11,309	11,974

The notes on pages 55 to 77 form an integral part of these financial statements.

CONSOLIDATED AND CHARITY BALANCE SHEETS
as at 31 December 2021
CIO number: 1159255

	NOTES	GROUP 2021 £'000	GROUP 2020 £'000	CHARITY 2021 £'000	CHARITY 2020 £'000
FIXED ASSETS					
Intangible Assets	10	3	17	3	17
Tangible Assets	11	3,756	3,870	3,413	3,485
Investments	12	4,935	4,291	4,909	4,251
		8,694	8,178	8,325	7,753
CURRENT ASSETS					
Stocks	14	250	239	29	28
Debtors	15	1,219	1,087	1,977	1,759
Short Term Investments	16	1,681	2,013	731	730
Cash at Bank and In Hand		600	1,969	368	1,725
		3,750	5,308	3,105	4,242
CURRENT LIABILITIES					
CREDITORS - amounts falling due within one year	17	(927)	(1,301)	(1,319)	(1,284)
NET CURRENT ASSETS		2,823	4,007	1,786	2,958
LONG-TERM CREDITORS	18	(208)	(211)	(24)	(19)
NET ASSETS		11,309	11,974	10,087	10,692
FUNDS of the Group and Charity					
ENDOWMENT FUND	19	1,141	1,005	1,078	971
RESTRICTED FUNDS					
Restricted Property	19	3,291	3,327	3,203	3,236
Restricted Funds	19	3,594	4,243	2,968	3,647
Total Restricted		6,885	7,570	6,171	6,883
UNRESTRICTED FUNDS					
General Funds	19	3,283	3,399	2,838	2,838
Total Unrestricted		3,283	3,399	2,838	2,838
TOTAL FUNDS		11,309	11,974	10,087	10,692

Approved and authorised for issue by the Board of Trustees on 31 October 2022 and signed on its behalf by:

Heidi Jokinen

Heidi Jokinen
WAGGGS World Board Chair

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2021

	NOTES	YEAR TO 31/12/2021 £'000	YEAR TO 31/12/2020 £'000
OPERATING ACTIVITIES			
Cash used in operations	21	(1,586)	(464)
NET CASH USED IN OPERATING ACTIVITIES		(1,586)	(464)
INVESTING ACTIVITIES			
Purchase of tangible fixed assets		-	(9)
Purchase of investments		(427)	-
Proceeds from sale of investments		166	897
Dividends received		111	128
Interest received		5	22
NET CASH (USED IN) / FROM INVESTING ACTIVITIES		(145)	1,038
FINANCING ACTIVITIES			
Proceeds from Covid-19 loan		-	83
NET CASH FROM FINANCING ACTIVITIES		-	83
NET (DECREASE) / INCREASE IN CASH AND CASH EQUIVALENTS		(1,731)	657
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR		3,982	3,388
Effect of foreign exchange rate changes		30	(63)
CASH AND CASH EQUIVALENTS AT END OF YEAR		2,281	3,982
REPRESENTED BY:			
Cash at bank and in hand		600	1,969
Short term investments		1,681	2,013
		2,281	3,982

NOTES TO THE ACCOUNTS

for the year ended 31 December 2021

1. ACCOUNTING POLICIES

1.1 Charity information

World Association of Girl Guides and Girl Scouts (WAGGGS) is a Charitable Incorporated Organisation (CIO) registered with the Charity Commission for England and Wales (no. 1159255). Details of the registered office are included in the Trustees' Report that accompanies these financial statements. The Charity's operations and principal activities are described in the Trustees' Report.

1.2 Basis of accounting and consolidation

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of listed investments, and are drawn up in accordance with the Charities Act 2011 and the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition (effective 1 January 2019). The Charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in (£) Sterling which is also the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £1,000.

The consolidated financial statements incorporate those of WAGGGS and all its subsidiaries (i.e. entities that the Group controls through its power to govern the financial and operating policies in order to obtain benefits from its activities).

All financial statements of the Group are made up to 31 December 2021. All intra-group transactions, balances and unrealised gains on transactions between group entities are eliminated on consolidation.

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

- World Association of Girl Guides and Girl Scouts (Charity registered with the Charity Commission of England and Wales, number 1159255)
- WAGGGS Trading Limited (company registered in England and Wales, number 07533080)
- Our Chalet Association (founded 15 December 1930 under Article 60ff of the Code Civil Suisse)
- Foundation for Girl Guides and Girl Scouts International Centre, Our Chalet Adelboden (registered as a foundation – "stiftung" – in Switzerland)
- Nuestra Cabaña, A.C. (Asociación Civil) (non-profit association registered in Mexico, Tax Identification number NCA880620IF4)
- The Cabaña, S.A. DE C.V. (Sociedad Anónima de Capital Variable) (company registered in Mexico, Tax Identification Number CAB5407071W6)
- Sangam World Centre of the World Association of Girl Guides and Girl Scouts (charitable public trust registered in India, registration number E-35498 (M)).
- World Association of Girl Guides and Girl Scouts (Europe Region) (registered in Belgium, company number BE 0457.323.425)

Please see note 13 for further details.

WAGGGS has control of a dormant company, WAGGGSMEEX Limited (share capital £3), incorporated in Great Britain (company registered in England and Wales, number 01650327). The entity has not traded in the year.



1.3 Reduced disclosures

The Charity has taken advantage of the exemption from disclosing the following information in its Charity only accounts, as permitted by the reduced disclosure regime within FRS 102:

- Section 7 'Statement of Cash Flows' – Presentation of a Statement of Cash Flows and related notes and disclosures
- Section 11 'Basic Financial Instruments' – Carrying amounts, interest income/expense and net gains/losses for each category of financial instrument

1.4 Going concern

The Trustees have assessed whether the Charity and Group are a going concern by preparing income and expenditure budgets and cashflow forecasts for various periods. Those included forecasts aligned with the strategic plan – Global Strategy 2022-23, which indicated declining overall deficits and declining deficits on unrestricted funds over the period 2021 through 2023. The outturn for 2021 was a lower overall deficit and a lower unrestricted fund deficit than had been included in the Global Strategy 2022-23. A reforecast undertaken early in 2022 indicated the expected overall deficit and the deficit on unrestricted funds for 2022 would also be lower than forecast in the strategic plan. Subsequent management accounts indicate that the overall deficit during 2022 is lower than the earlier reforecast, while the deficit on unrestricted funds is in line with that reforecast.

Although a deficit on unrestricted funds is still anticipated for 2023, it is likely to be lower than that in the Global Strategy 2022-23. This reflects management's success to date in reducing the cost base of the Charity and Group. Management continues to monitor the deficit and is committed to ongoing action towards aligning the ongoing cost base of the Group and Charity with likely sustainable income, while exploring opportunities to grow income, in particular unrestricted income.

As at the date of signing these financial statements, the Group and the Charity have adequate unrestricted cash and investment resources to absorb forecast deficits. Therefore, the Trustees believe that the Group and Charity have sufficient resources to continue to operate for at least 12 months from the date of approval of these financial statements and therefore continue to adopt the going concern basis of accounting in preparing the financial statements.

1.5 Fund Accounting

Restricted funds – are those funds given to the Charity by an external donor, which must be applied in accordance with the donor's intentions. The purposes and uses of these funds are set out in note 26 to the accounts.

Endowment funds – are those funds given to the Charity by an external donor, which must be applied in accordance with the donor's intentions and where one of those intentions is the preservation of the original capital given. The purposes and uses of these funds are set out in note 26 to the accounts.

General unrestricted funds - are the remaining unrestricted funds of the Charity (including its subsidiaries) that are freely available to spend in furtherance of the objects of WAGGGS, and which have not been designated by the World Board.

1.6 Income

All income is included in the accounts when the Charity is legally entitled to the income, the amount can be quantified with reasonable accuracy and the receipt of income is probable. The following specific policies apply to categories of income:

- Membership fee income relates to the annual fee payable by Membership Organisations as a condition of membership. This is accounted for on a receivable basis, net of provisions.
- Legacies are credited to the Statement of Financial Activities on a case by case basis in accordance with the requirements of the SORP (being probability, entitlement and measurement). Entitlement is taken as the earlier date on which either:
 - the Charity receives a distribution from the estate or
 - the Charity has received notification in writing from the estate executors of the amount to be received by the Charity from the estate.
- Donations are accounted for where there is adequate probability 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 and as such the Charity is not entitled to the income by the balance sheet date. Such grants are included in creditors as deferred income.
- Investment income, primarily from dividends and interest, is included gross and accounted for when receivable.
- Income from other trading activities represents sale of materials and goods including publications, uniform and other items purely for charitable purposes. These are accounted for at the point of sale.
- World Centres Operating Income consists primarily of receipts for board, lodging and event costs. This is accounted for on a receivable basis.
- Other income represents amounts received under the UK government Coronavirus Job Retention Scheme (CJRS).

1.7 Expenditure

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.

Expenditure on raising funds includes those expenses which are directly attributable to the generation of funds. These include Investment Fund Manager fees and the salaries and overheads of the staff that directly undertake fundraising activities plus allocated support costs.

Charitable Activities expenditure is allocated against global outcomes and activities on the basis noted above.

Support Services represent the central costs not directly attributable to WAGGGS' global outcomes but are in support of WAGGGS' charitable activities.

Governance costs include the direct costs of the administration of WAGGGS 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 and the governance element of the World Conference.

The allocation of staff salaries, other benefits 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 WAGGGS' global outcomes.

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



1.8 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The expected cost of holiday entitlement is recognised in expenditure in the period in which the employee's services are received. Any unused entitlement is recognised as a liability.

The best estimate of the expenditure required to settle an obligation for termination benefits is recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.9 Foreign Currencies

Transactions in foreign currencies other than the functional currency are recorded at the rate ruling at the date of the transaction. All translation differences are taken to the statement of financial activities.

Assets and liabilities of overseas operations are translated into the Charity's presentation currency at the rate ruling at the reporting date. Income and expenses of overseas operations are translated at the average rate for the year. Translation differences are recognised in other gains and losses.

1.10 Financial instruments

The Charity has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial Instruments Issues" of FRS 102, in full, to all of its financial instruments.

Financial instruments are classified and accounted for according to the substance of the contractual arrangement.

Financial assets

Basic financial assets, which include other debtors, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost, being transaction price less amounts settled and less any impairment losses.

Investments are a basic financial instrument and are included in the balance sheet initially at transaction value and subsequently recognised at their fair value at the end of the financial period, which is the bid price quoted on a recognised stock exchange. Realised and unrealised gains and losses are credited or debited to the Statement of Financial Activities in the year in which they arise.

Financial liabilities

Basic financial liabilities, which include trade creditors, employees' salaries provision and other creditors, are initially measured at transaction price and subsequently measured at amortised cost, being transaction price less amounts settled.

1.11 Intangible Fixed Assets

Purchased intangible assets are recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Intangible assets are amortised to Statement of Financial Activities on a straight-line basis over their useful lives, as follows:

Purchased computer software 3 – 5 years

1.12 Tangible Fixed Assets and Depreciation

Tangible fixed assets are stated initially measured at cost, and subsequently measured at cost, net of depreciation and any impairment losses. Freehold land is not depreciated.

Impairment of Tangible Fixed Assets

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such indicators exist, the Charity estimates the recoverable amount of the asset.

Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of fair value less costs to sell and value in use, are recognised as impairment losses.

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 - 3 years

All tangible fixed assets are capitalised subject to a cost threshold of £1,000.

1.13 Stocks

Stocks are valued at the lower of cost and net realisable value.

1.14 Taxation

WAGGGS is a registered Charity and as such its income and gains falling within sections 471 to 489 of the Corporation Tax Act 2010 or section 256 of the Taxable and Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable activities.

1.15 Short Term Investments

Short term investments include short term highly liquid investments with a short maturity of three months or less from the date of acquisition of the deposit or similar account amounts held in short term deposit accounts at the bank or with the investment managers.

1.16 Cash at bank and in hand

Cash at bank and in hand includes cash held in instant access accounts.

2. JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised.

The Trustees do not consider that there are any critical estimates or areas of judgement that need to be brought to the attention of the readers of the financial statements.

3. STATEMENT OF FINANCIAL ACTIVITIES – COMPARATIVE INFORMATION FOR 2020

	UNRESTRICTED FUNDS £'000	RESTRICTED FUNDS £'000	ENDOWMENT FUNDS £'000	TOTAL YEAR TO 31/12/20 £'000
INCOME & ENDOWMENTS				
Donations & Legacies	1,111	2,063	-	3,174
Income from charitable activities	1,889	2,443	-	4,332
Income from other trading activities	137	-	-	137
Investment income	116	-	34	150
Other income	208	-	-	208
Total Income	3,461	4,506	34	8,001
EXPENDITURE				
Raising funds	447	93	-	540
Charitable activities	3,231	2,733	5	5,969
Total Expenditure	3,678	2,826	5	6,509
Net (expenditure) / income before (losses) / gains on investments	(217)	1,680	29	1,492
Net (losses) / gains on investments	(115)	-	3	(112)
NET (EXPENDITURE) / INCOME	(332)	1,680	32	1,380
Other losses	(4)	(72)	-	(76)
NET MOVEMENT IN FUNDS	(336)	1,608	32	1,304
Total Funds at 1 January	3,735	5,962	973	10,670
Total Funds at 31 December	3,399	7,570	1,005	11,974

4. INCOME FROM DONATIONS, LEGACIES AND ENDOWMENTS

	UNRESTRICTED FUNDS £'000	RESTRICTED FUNDS £'000	ENDOWMENT FUNDS £'000	TOTAL 2021 £'000	TOTAL 2020 £'000
Donations	65	651	-	716	2,313
World Thinking Day	45	-	-	45	51
Olave Baden-Powell Society	386	255	-	641	327
Regions	-	-	-	-	259
World Centres	150	187	-	337	224
	646	1,093	-	1,739	3,174

5. INCOME FROM CHARITABLE ACTIVITIES

	UNRESTRICTED FUNDS £'000	RESTRICTED FUNDS £'000	ENDOWMENT FUNDS £'000	TOTAL 2021 £'000	TOTAL 2020 £'000
Membership fees	1,305	-	-	1,305	1,689
World Centres Operating Income	38	-	-	38	147
Grants for specific programmes	367	1,036	-	1,403	2,443
Conference, Event fees and other	75	-	-	75	53
Total income from charitable activities	1,785	1,036	-	2,821	4,332

6. INVESTMENT INCOME

	UNRESTRICTED FUNDS £'000	RESTRICTED FUNDS £'000	ENDOWMENT FUNDS £'000	TOTAL 2021 £'000	TOTAL 2020 £'000
Dividend income	81	-	30	111	128
Interest income	5	-	-	5	22
Total investment income	86	-	30	116	150

7A. ANALYSIS OF EXPENDITURE BY CATEGORY

	GRANTS PAID £'000	OTHER DIRECT COSTS £'000	DIRECT STAFF COSTS £'000	SUPPORT COSTS £'000	TOTAL 2021 £'000	TOTAL 2020 £'000
Expenditure on raising funds	-	134	131	236	501	540
Strategic Theme 1 - More Opportunities for More Girls	513	745	749	382	2,389	2,650
Strategic Theme 2 - Greater Global Influence	191	248	278	334	1,051	1,269
Strategic Theme 3 - Strong & Vibrant Movement	313	507	637	447	1,904	2,050
Total Expenditure	1,017	1,634	1,795	1,399	5,845	6,509

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

Total grant payments made during 2021 were £1,017k (2020: £587k). Grants paid to Member Organisations amounted to £1,012k (2020: £577k) and were predominantly project grants. The remainder are smaller grants to individuals who receive support to attend WAGGGS events and to carry out other activities in line with our charitable objects.

LIST OF GRANTS PAID	NUMBER OF GRANTS	VALUE £'000
Delegates & Individuals	34	5
Member Organisations	243	1,012
Total Grants Paid	277	1,017

DETAILED ANALYSIS OF GRANTS	2021 NUMBER OF GRANTS	DELEGATES & INDIVIDUALS £'000	MEMBER ORGANISATIONS £'000	TOTAL 2021 £'000
JLS project	23	-	82	82
Asia Pacific projects	6	-	8	8
UPS project	25	-	300	300
Tide Turner project	14	-	15	15
Avon Foundation	1	-	1	1
GG Canada	1	-	1	1
CAF Canada	1	-	13	13
AKO Foundation	10	-	130	130
Dove Project	4	-	2	2
FK Norway project	93	5	233	238
Stop the Violence – Individual donations	1	-	1	1
Nutrition International	48	-	27	27
Postcode Global Trust's Global Challenge	3	-	87	87
Symantec 2019 – 2021 Surf Smart	16	-	55	55
COSARAF	1	-	6	6
WASH project	2	-	5	5
Allen and Nesta Ferguson	4	-	10	10
World Foundation projects	20	-	36	36
Unrestricted Funds	4	-	-	-
	277	5	1,012	1,017

7B. ANALYSIS OF SUPPORT COSTS BY FUNCTIONAL EXPENDITURE

The support costs shown below are comprised of governance costs and the cost of finance and management time in overseeing charitable activities, office costs covering the cost of running the World Bureau, HR costs including staff training and other central staff related expenses and IT costs including all general IT support costs.

	FINANCE & MANAGEMENT COSTS £'000	OFFICE COSTS £'000	HR COSTS £'000	IT COSTS £'000	GOVERNANCE COSTS £'000	TOTAL SUPPORT COSTS 2021 £'000	TOTAL SUPPORT COSTS 2020 £'000
Expenditure on raising funds	27	4	8	6	191	236	245
Strategic Theme 1 - More Opportunities for More Girls	144	19	40	37	142	382	475
Strategic Theme 2 - Greater Global Influence	139	19	39	36	101	334	422
Strategic Theme 3 - Strong & Vibrant Movement	142	19	40	37	209	447	537
Total Expenditure	452	61	127	116	643	1,399	1,679

7C. ANALYSIS OF TOTAL EXPENDITURE BY FUND

	UNRESTRICTED FUNDS £'000	RESTRICTED FUNDS £'000	ENDOWMENT FUNDS £'000	TOTAL 2021 £'000	TOTAL 2020 £'000
Expenditure on raising funds	448	53	-	501	540
Strategic Theme 1 - More Opportunities for More Girls	1,069	1,318	2	2,389	2,650
Strategic Theme 2 - Greater Global Influence	524	527	-	1,051	1,269
Strategic Theme 3 - Strong & Vibrant Movement	1,013	891	-	1,904	2,050
Total Expenditure	3,054	2,789	2	5,845	6,509

8A. EMPLOYEES

AVERAGE EMPLOYEE NUMBERS	GROUP 2021 No.	GROUP 2020 No.	CHARITY 2021 No.	CHARITY 2020 No.
Charitable activities	74	77	45	48
Fundraising	8	10	8	10
Support services	14	16	14	16
Total	96	103	67	74

TOTAL STAFF COSTS	GROUP 2021 £'000	GROUP 2020 £'000	CHARITY 2021 £'000	CHARITY 2020 £'000
Wages and salaries	2,072	2,687	1,722	2,151
Social security costs	246	261	177	175
Pension costs	107	128	79	101
Total	2,425	3,076	1,978	2,427

The Group incurred the following in relation to redundancy and termination payments in the year:

TOTAL STAFF COSTS	GROUP 2021 £'000	GROUP 2020 £'000
Statutory redundancy	7	13
Payment in lieu of notice	6	32
Total	13	45

Remuneration policy and benefits

The Charity bases its reward policies and strategies on the needs of the organisation. Salaries are benchmarked against other comparable organisations to ensure that WAGGGS pays a suitable rate of pay to all the staff in relation to the environment in which they work. The Charity has a separate group personal pension plan set up in 1998 with Aviva Life Services UK Limited, a contributory money purchase scheme, to which most staff belong. The assets of the scheme are in an independently administered fund. Where appropriate the World Centres contribute to local pension arrangements. Contributions totalling £25k (2020: £56k) were payable at the year end and are included in other creditors.

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

	2021 Number	2020 Number
£60,001 - £70,000	1	3
£90,001 - £100,000	1	-

Pension contributions of £8k were paid in 2021 (2020: £8k) to the two (2020: 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, Nil (2020: 7) Trustees were reimbursed for travelling and accommodation expenses incurred on the Association's business, which amounted to £Nil (2020: £4k).

Key management personnel

The key management personnel of the Group and the Charity comprise of the Trustees and the Senior Management Team (SMT) (see page 43).

The total employee benefits of the key management personnel of the Charity during the year, which comprised salary, pension benefits, benefits in kind and employer's National Insurance were £681k (2020: £757k).

8B. AUDITOR'S REMUNERATION

Audit fees payable for the year ended 31 December 2021 were £62k in total (2020: £81k). Additional fees of £15k (2020: £22k) were paid for other services. A breakdown of audit fees by entity is included below:

Entity	2021 £'000	2020 £'000
Charity – current year audit	36	30
Charity – prior year audit	8	14
WAGGGS Europe AISBL	8	11
Our Chalet Association	7	12
WAGGGS Trading – current year audit	3	6
WAGGGS Trading – prior year audit	-	3
Nuestra Cabana and The Cabana	-	5
Total	62	81

9. OTHER GAINS / (LOSSES)

	UNRESTRICTED FUNDS £'000	RESTRICTED FUNDS £'000	ENDOWMENT FUNDS £'000	TOTAL 2021 £'000	TOTAL 2020 £'000
Exchange and revaluation movements	31	(25)	1	7	(76)
Total other gains / (losses)	31	(25)	1	7	(76)

10. INTANGIBLE ASSETS

	GROUP PURCHASED COMPUTER SOFTWARE & TRADEMARKS £'000	CHARITY PURCHASED COMPUTER SOFTWARE & TRADEMARKS £'000
Cost		
Brought forward 1 January 2021	158	153
Carried forward 31 December 2021	158	153
Amortisation		
Brought forward 1 January 2021	141	136
Charge for year	14	14
Carried forward 31 December 2021	155	150
Net Book Value		
31 December 2021	3	3
31 December 2020	17	17

Amortisation has been included within expenditure on charitable activities in the Statement of Financial Activities.

11. TANGIBLE ASSETS

GROUP	FREEHOLD LAND & BUILDINGS	LEASEHOLD LAND & BUILDINGS	FURNITURE & EQUIPMENT	TOTAL
Cost	£'000	£'000	£'000	£'000
Brought forward 1 January 2021	2,096	4,495	546	7,137
Exchange difference	(52)	-	(1)	(53)
Carried forward 31 December 2021	2,044	4,495	545	7,084
Accumulated Depreciation				
Brought forward 1 January 2021	1,764	1,057	446	3,267
Charge for year	8	53	28	89
Exchange difference	(41)	-	13	(28)
Carried forward 31 December 2021	1,731	1,110	487	3,328
Net Book Value				
31 December 2021	313	3,385	58	3,756
31 December 2020	332	3,438	100	3,870
CHARITY		LEASEHOLD LAND & BUILDINGS	FURNITURE & EQUIPMENT	TOTAL
Cost		£'000	£'000	£'000
Brought forward 1 January 2021		4,495	284	4,779
Carried forward 31 December 2021		4,495	284	4,779
Accumulated Depreciation				
Brought forward 1 January 2021		1,053	241	1,294
Charge for year		57	15	72
Carried forward 31 December 2021		1,110	256	1,366
Net Book Value				
31 December 2021		3,385	28	3,413
31 December 2020		3,442	43	3,485

The total value of land in the Group that is not depreciated is £153k (2020: £153k).

12. INVESTMENTS

GROUP	TOTAL 2021 £'000	TOTAL 2020 £'000
Market value at 1 January	4,291	5,300
Purchases at cost	422	2,399
Disposals at cost	(166)	(3,623)
Net gain on revaluation	388	215
Market value as at 31 December	4,935	4,291
At the balance sheet date, the portfolio was invested as follows		
UK Equity shares	673	653
UK Fixed Interest Bonds and Deposits	878	927
Property Unit Trusts	1,239	961
Overseas Mutual Funds	1,969	1,553
Overseas Fixed Interest Bonds and Deposits	176	197
Market value as at 31 December	4,935	4,291
CHARITY	TOTAL 2021 £'000	TOTAL 2020 £'000
Market value at 1 January	4,251	5,219
Purchases at cost	449	2,399
Disposals at book value	(179)	(3,582)
Net unrealised gain on revaluation	388	215
Market value as at 31 December	4,909	4,251
At the balance sheet date, the portfolio was invested as follows		
UK Equity shares	673	653
UK Fixed Interest Bonds and Deposits	878	927
Property Unit Trusts	1,239	961
Overseas Equities and Mutual Funds	1,969	1,553
Overseas Fixed Interest Bonds and Deposits	150	157
Market value as at 31 December	4,909	4,251

In both the Group and Charity, there are no restrictions on the realisation of any of the investments.

13. SUBSIDIARY UNDERTAKINGS

The financial performance and position of the Charity's subsidiary undertakings for the year ended 31 December 2021 were as follows:

	Percentage Control	Net assets / (liabilities) £'000	Total Income £'000	Total Expenditure £'000	Net income/ (expenditure) £'000
WAGGGS Trading Limited	100%	-	380	(254)	126
AISBL (WAGGGS - Europe Region)	100%	243	313	(248)	65
Nuestra Cabaña	100%	(46)	1	(38)	(37)
The Cabana S.A. De C.V.	100%	(51)	-	(27)	(27)
Our Chalet Association	100%	777	127	(297)	(170)
Foundation for Girl Guides and Girl Scouts International Centre, Our Chalet Adelboden	100%	263	198	(302)	(104)
Sangam WAGGGS	100%	(47)	48	(62)	(14)
WAGGGSMEX Limited	100%	-	-	-	-

WAGGGS Trading Limited has entered into a deed of covenant with the Charity agreeing that any surpluses are payable to the Charity annually.

14. STOCKS

	GROUP 2021 £'000	GROUP 2020 £'000	CHARITY 2021 £'000	CHARITY 2020 £'000
Uniforms, publications, badges and souvenirs	249	237	29	28
Other	1	2	-	-
Total Stocks	250	239	29	28

15. DEBTORS

	GROUP 2021 £'000	GROUP 2020 £'000	CHARITY 2021 £'000	CHARITY 2020 £'000
Trade debtors	170	226	145	117
Accrued income	861	754	757	719
Other debtors	107	45	29	39
Prepayments	81	62	59	52
Amounts owed by group undertakings	-	-	987	832
Total Debtors	1,219	1,087	1,977	1,759

16. SHORT TERM INVESTMENTS

	GROUP 2021 £'000	GROUP 2020 £'000	CHARITY 2021 £'000	CHARITY 2020 £'000
Unlisted investments	1,681	2,013	731	730
Balance as at 31 December	1,681	2,013	731	730

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	GROUP 2021 £'000	GROUP 2020 £'000	CHARITY 2021 £'000	CHARITY 2020 £'000
Trade creditors	60	322	7	103
Covid-19 Loan	11	-	-	-
Other creditors	82	101	42	33
Tax and social security	52	62	40	23
Accruals & Deferred Income	722	816	304	270
Amounts owed to group undertakings	-	-	926	855
Total Creditors	927	1,301	1,319	1,284

CREDITORS: DEFERRED INCOME

	GROUP 2021 £'000	GROUP 2020 £'000	CHARITY 2021 £'000	CHARITY 2020 £'000
Balance as at 1 January	289	1,387	31	1,117
Amounts released to income in year	(289)	(1,387)	(31)	(1,117)
Amounts deferred in year	186	289	41	31
Balance as at 31 December	186	289	41	31

Deferred income as at 31 December 2021 relates to member organisation fees paid in advance.

18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	GROUP 2021 £'000	GROUP 2020 £'000	CHARITY 2021 £'000	CHARITY 2020 £'000
Covid-19 Loan	70	83	-	-
Other creditors	138	128	24	19
Total Creditors	208	211	24	19

The loan is a Swiss government fixed interest Covid-19 loan granted to Our Chalet Association for the sum of CHF100,000 through Berner Kantonalbank AG. It is repayable in equal instalments from March 2022 to September 2027.

Other creditors comprise deposits received to secure accommodation booked for 2023 onwards.

19. ANALYSIS OF MOVEMENTS OF FUNDS

GROUP	BALANCE 1/1/21	INCOME	EXPENDI- TURE	TRANS- FERS	GAINS AND LOSSES	BALANCE 31/12/21
	£'000	£'000	£'000	£'000	£'000	£'000
Endowment Fund	1,005	30	(2)	-	108	1,141
RESTRICTED FUNDS						
Restricted Property						
World Bureau	1,560	-	(14)	-	-	1,546
Pax Lodge	1,676	-	(19)	-	-	1,657
Our Cabana	91	-	-	-	(3)	88
Total Restricted Property Funds	3,327	-	(33)	-	(3)	3,291
World Bureau						
A Bartlow legacy	228	-	(19)	-	-	209
Advocacy	-	261	(155)	-	-	106
Climate	729	264	(393)	-	-	600
Gender Based Violence	18	47	(18)	-	-	47
International Experience	288	413	(298)	-	-	403
Leadership	279	458	(391)	-	-	346
Membership	263	152	(65)	-	-	350
Nutrition	56	98	(150)	-	-	4
Other donations	687	14	(522)	-	-	179
UPS	922	-	(542)	-	-	380
World Conference and other travel grants	49	190	(100)	-	-	139
	3,519	1,897	(2,653)	-	-	2,763
World Centres & Europe						
Kusafiri	-	1	(1)	-	-	-
Our Cabaña - others	24	-	-	-	-	24
Our Chalet Foundation	59	-	-	-	6	65
Our Chalet	336	50	(43)	-	(11)	332
Pax Lodge - others	58	37	(37)	-	-	58
Sangam	110	101	(20)	-	(2)	189
Europe	137	43	(2)	-	(15)	163
	724	232	(103)	-	(22)	831
Other Restricted Funds	4,243	2,129	(2,756)	-	(22)	3,594
Total Restricted Funds	7,570	2,129	(2,789)	-	(25)	6,885
UNRESTRICTED FUNDS						
General	3,399	2,631	(3,054)	-	307	3,283
Total Funds	11,974	4,790	(5,845)	-	390	11,309

CHARITY	BALANCE 1/1/21	INCOME	EXPENDI- TURE	TRANS- FERS	GAINS AND LOSSES	BALANCE 31/12/21
	£'000	£'000	£'000	£'000	£'000	£'000
Endowments Fund	971	-	-	-	107	1,078
RESTRICTED FUNDS						
Restricted Property						
World Bureau - Property	1,560	-	(14)	-	-	1,546
Pax Lodge - Property	1,676	-	(19)	-	-	1,657
Total Restricted Property Funds	3,236	-	(33)	-	-	3,203
World Bureau						
A Bartlow legacy	228	-	(19)	-	-	209
Advocacy	-	261	(155)	-	-	106
Climate	729	264	(393)	-	-	600
Gender Based Violence	18	47	(18)	-	-	47
International Experience	288	413	(298)	-	-	403
Leadership	278	302	(234)	-	-	346
Membership	263	152	(65)	-	-	350
Nutrition	56	98	(150)	-	-	4
Other donations	687	14	(521)	-	(1)	179
UPS	922	-	(542)	-	-	380
World Conference and other travel grants	50	190	(101)	-	1	140
	3,519	1,741	(2,496)	-	-	2,764
World Centres						
Kusafiri	-	1	(1)	-	-	-
Our Cabaña - others	8	-	-	-	-	8
Pax Lodge - others	58	36	(37)	-	-	57
Sangam	62	86	(9)	-	-	139
	128	122	(46)	-	-	204
Other Restricted Funds	3,647	1,864	(2,543)	-	-	2,968
Total Restricted Funds	6,883	1,864	(2,576)	-	-	6,171
UNRESTRICTED FUNDS						
General	2,838	2,009	(2,282)	-	273	2,838
Total Funds	10,692	3,873	(4,858)	-	380	10,087

For a description of the purpose of the endowment, restricted and designated funds, refer to note 26.

ANALYSIS OF MOVEMENTS OF FUNDS – Comparative figures for 2020

GROUP	BALANCE 1/1/20	INCOME	EXPENDI- TURE	TRANS- FERS	GAINS AND LOSSES	BALANCE 31/12/20
	£'000	£'000	£'000	£'000	£'000	£'000
Endowment Fund	973	34	(5)	-	3	1,005
RESTRICTED FUNDS						
Restricted Property						
World Bureau	1,574	-	(14)	-	-	1,560
Pax Lodge	1,690	-	(14)	-	-	1,676
Our Cabana	97	-	-	2	(8)	91
Total Restricted Property Funds	3,361	-	(28)	2	(8)	3,327
World Bureau						
A Bartlow legacy	279	-	(49)	(2)	-	228
Advocacy	-	13	(13)	-	-	-
Climate	-	798	(69)	-	-	729
Gender Based Violence	-	18	-	-	-	18
International Experience	32	534	(279)	1	-	288
Leadership	308	570	(495)	(104)	-	279
Membership	234	85	(59)	3	-	263
Nutrition	110	299	(349)	(4)	-	56
Other donations	727	776	(931)	115	-	687
UPS	146	1,065	(284)	(5)	-	922
World Conference and other travel grants	62	1	(13)	(1)	-	49
	1,898	4,159	(2,541)	3	-	3,519
World Centres & Europe						
Kusafiri	-	-	(2)	2	-	-
Our Cabaña - others	25	-	-	1	(2)	24
Our Chalet Foundation	54	-	-	2	3	59
Our Chalet	332	26	(20)	(22)	20	336
Pax Lodge - others	76	1	(10)	(9)	-	58
Sangam	123	48	(2)	(54)	(5)	110
Europe	93	272	(223)	(12)	7	137
	703	347	(257)	(92)	23	724
Other Restricted Funds	2,601	4,506	(2,798)	(89)	23	4,243
Total Restricted Funds	5,962	4,506	(2,826)	(87)	15	7,570
UNRESTRICTED FUNDS						
General	(32)	3,382	(3,324)	3,457	(84)	3,399

	BALANCE 1/1/20	INCOME	EXPENDI- TURE	TRANS- FERS	GAINS AND LOSSES	BALANCE 31/12/20
Designated Funds						
Regional Funds	25	-	(78)	50	3	-
Finance Systems Investment Case	217	-	(70)	(147)	-	-
Fund Development Investment Case	187	-	(87)	(100)	-	-
Strategic Investment	388	79	(157)	(223)	(87)	-
Risk Based Reserve	2,950	-	-	(2,950)	-	-
Total Designated Funds	3,767	79	(392)	(3,370)	(84)	-
Total Unrestricted Funds	3,735	3,461	(3,716)	87	(168)	3,399
Total Funds	10,670	8,001	(6,547)	-	(150)	11,974

A decision to release designated funds back into general unrestricted funds was taken by the World Board in 2020. This is shown as a transfer out of designated and into general unrestricted funds.

CHARITY	BALANCE 1/1/20	INCOME	EXPENDI- TURE	TRANS- FERS	GAINS AND LOSSES	BALANCE 31/12/20
	£'000	£'000	£'000	£'000	£'000	£'000
Endowments Fund	968	-	-	-	3	971
RESTRICTED FUNDS						
Restricted Property						
World Bureau - Property	1,574	-	(14)	-	-	1,560
Pax Lodge - Property	1,690	-	(14)	-	-	1,676
Total Restricted Property Funds	3,264	-	(28)	-	-	3,236
World Bureau						
A Bartlow legacy	279	-	(49)	(2)	-	228
Advocacy	-	13	(13)	-	-	-
Climate	-	798	(69)	-	-	729
Gender Based Violence	-	18	-	-	-	18
International Experience	33	534	(279)	-	-	288
Leadership	332	229	(155)	(128)	-	278
Membership	234	85	(59)	3	-	263
Nutrition	110	299	(349)	(4)	-	56
Other donations	727	776	(931)	116	(1)	687
UPS	146	1,065	(284)	(5)	-	922
World Conference and other travel grants	62	-	(12)	5	(5)	50
	1,923	3,817	(2,200)	(15)	(6)	3,519
World Centres						
Kusafiri	-	-	(2)	2	-	-
Our Cabaña - others	-	-	-	-	8	8
Pax Lodge - others	68	1	(10)	(1)	-	58
Sangam	-	48	(1)	-	15	62
	68	49	(13)	1	23	128
Other Restricted Funds	1,991	3,866	(2,213)	(14)	17	3,647
Total Restricted Funds	5,255	3,866	(2,241)	(14)	17	6,883
UNRESTRICTED FUNDS						
General						
	(1,102)	2,998	(2,453)	3,442	(47)	2,838
Designated Funds						
Regional Funds	(25)	-	(2)	27	-	-
Finance Systems Investment Case	218	-	(70)	(148)	-	-
Fund Development Investment Case	187	-	(87)	(100)	-	-
Strategic Investment	388	79	(123)	(257)	(87)	-
Risk Based Reserve	2,950	-	-	(2,950)	-	-
Total Designated Funds	3,718	79	(282)	(3,428)	(87)	-
Total Unrestricted Funds	2,616	3,077	(2,735)	14	(134)	2,838
Total Funds	8,839	6,943	(4,976)	-	(114)	10,692

A decision to release designated funds back into general unrestricted funds was taken by the World Board in 2020. This is shown as a transfer out of designated and into general unrestricted funds.

20. FINANCIAL INSTRUMENTS AT FAIR VALUE

The carrying amount of the Group and Charity's financial instruments measured at fair value at 31 December were:

	GROUP 2021 £'000	GROUP 2020 £'000	CHARITY 2021 £'000	CHARITY 2020 £'000
<i>Financial assets:</i>				
Measured at fair value through SOFA	4,935	4,291	4,909	4,251

21. RECONCILIATION OF NET INCOME TO NET CASH USED IN OPERATIONS

	2021 £'000	2020 £'000
Net movement in funds during the year	(665)	1,304
Adjustments for:		
Depreciation of tangible fixed assets	89	89
Amortisation of intangible assets	14	31
Fair value (gains) / losses on financial instruments	(383)	112
Foreign exchange (gains) / losses	(7)	76
Less Investment income	(116)	(150)
Operating cash flows before movement in working capital	(1,068)	1,462
(Increase) / decrease in stock	(11)	28
Increase in debtors	(132)	(690)
Decrease in creditors	(375)	(1,264)
Cash used in operations	(1,586)	(464)

22. RECONCILIATION OF GROUP CHANGES IN NET FUNDS

	1/1/21 £'000	CASH FLOWS £'000	EXCHANGE RATE MOVEMENTS £'000	31/12/21 £'000
Cash at bank and in hand and short term investments	3,982	(1,669)	(32)	2,281
Borrowings excluding overdrafts	(83)	-	2	(81)
	3,899	(1,669)	(30)	2,200

23. ANALYSIS OF NET ASSETS BETWEEN FUNDS

GROUP	ENDOWMENT FUNDS £'000	RESTRICTED FUNDS £'000	GENERAL FUNDS £'000	TOTAL 2021 £'000
Tangible Fixed Assets	-	3,291	465	3,756
Intangible Assets	-	-	3	3
Investments	1,152	-	3,783	4,935
Long-Term Liabilities	-	-	(208)	(208)
Net (Liabilities) / Assets	(11)	3,594	(760)	2,823
Total	1,141	6,885	3,283	11,309

CHARITY	ENDOWMENT FUNDS £'000	RESTRICTED FUNDS £'000	GENERAL FUNDS £'000	TOTAL 2021 £'000
Tangible Fixed Assets	-	3,203	210	3,413
Intangible Assets	-	-	3	3
Investments	1,126	-	3,783	4,909
Long-Term Liabilities	-	-	(24)	(24)
Net (Liabilities) / Assets	(48)	2,968	(1,134)	1,786
Total	1,078	6,171	2,838	10,087

ANALYSIS OF NET ASSETS BETWEEN FUNDS – Comparative figures 2020

GROUP	ENDOWMENT FUNDS £'000	RESTRICTED FUNDS £'000	GENERAL FUNDS £'000	TOTAL 2020 £'000
Tangible Fixed Assets	-	3,327	543	3,870
Intangible Assets	-	-	17	17
Investments	981	-	3,310	4,291
Long-Term Liabilities	-	-	(211)	(211)
Net Assets / (Liabilities)	24	4,243	(260)	4,007
Total	1,005	7,570	3,399	11,974

CHARITY	ENDOWMENT FUNDS £'000	RESTRICTED FUNDS £'000	GENERAL FUNDS £'000	TOTAL 2020 £'000
Tangible Fixed Assets	-	3,236	249	3,485
Intangible Assets	-	-	17	17
Investments	981	-	3,270	4,251
Long-Term Liabilities	-	-	(19)	(19)
Net (Liabilities) / Assets	(10)	3,647	(679)	2,958
Total	971	6,883	2,838	10,692

24. FINANCIAL PERFORMANCE OF THE CHARITY

The consolidated statement of financial activities includes the results of the Charity's wholly owned subsidiaries as listed in note 13. The net expenditure for the year for the Charity only was £985k (2020: net income of £1,971k) and the net decrease in funds held at year end was £605k (2020: net increase of £1,857k).

25. RELATED PARTY TRANSACTIONS

During the year the Charity had the following transactions and balances with the subsidiaries listed in note 13 and other related parties.

	2021 £'000	2020 £'000
Income received from subsidiaries	26	90
Distribution of surplus from subsidiaries	126	63
Amounts owed by / (to) subsidiaries	61	(23)
Donation from Bronwyn Hughes, World Board member	-	5

26. PURPOSE OF ENDOWMENT, RESTRICTED AND DESIGNATED FUNDS

The prime purpose of the restricted funds and the estimated timeframe in which these funds are expected to be utilised are shown below:

Endowment Fund	Purpose	Period to be used
Cheryl Watkins	To support leaders within the Guiding movement over the age of 60 to attend Our Chalet for capacity development and training	Indefinite
Restricted Funds	Purpose	Period to be used
World Bureau - Property	To be used for the upkeep and depreciation of the World Bureau.	Over the period of the remaining lease
Arlene Bartlow Development Fund	Primarily to support guiding activities in African Member Organisations.	Within 1 to 5 years
Advocacy	Primarily to support the delivery of advocacy campaigns	Within 1 to 2 years
Climate	Global environment projects to be executed by girls and young women.	Within 1 to 2 years
Gender Based Violence	Primarily to support campaigns in Member Organisations to combat gender based violence.	Within 1 to 2 years
Leadership	Primarily for workshops, seminars and training.	Within 1 to 2 years
Membership	Primarily to support guiding activities in Member Organisations.	Within 1 to 2 years
Nutrition	Primarily to support nutritional campaigns in Member Organisations.	Within 1 to 2 years
Other Donations	Other strategic related issues not specifically in relation to leadership, membership and advocacy.	Within 1 to 2 years
UPS	Major project on volunteering.	Within 1 to 2 years
World Conference & other travel grants	Primarily for the provision of travel grants to girls and young women.	Within 1 to 2 years
International Experience	Leadership exchange programme to girls and young women.	Within 1 to 2 years
World Centres		
Pax Lodge & Our Cabaña - Property	To be used for the upkeep and depreciation of the World Centres.	Over the period of the remaining lease or life of the property
World Centres other restricted funds	Primarily for the provision of scholarships and support for training events held at the World Centres and building improvements.	Between 1 and 3 years



Our Mission and Vision are at the heart of every decision and action, placing girls and young women at the centre of all our work...

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Girl Guiding and Girl Scouting is the world's only movement for every girl and any girl. The Girl Guide and Girl Scout Movement is the largest voluntary movement dedicated to empowering girls and young women in the world.



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