



**WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS**

Member Organisation Fee Working Group

Consultation Pack

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INTRODUCTION & CONTEXT

At the 38th WAGGGS World Conference in 2023, as per the written resolution (June 2021) validated by the Members Organisations (MOs) a new calculation method for WAGGGS' membership fees will be presented. To prepare this, the Membership Fee Working Group was established. **(see below)**.

This pack provides an overview of key elements to consider when reviewing Membership Fees.

Prior to the consultation sessions happening in November 2022 on this issue, we invite decision-makers in MOs or Component Associations (CAs) to:

- 1** Discuss this paper internally with individuals with relevant expertise
- 2** Give feedback to the working group, either via e-mail or by requesting a call
- 3** Prepare to listen, exchange and constructively challenge the paper during the consultation sessions

This preparation will ensure positive and fruitful interactions with peers across all WAGGGS regions. The inputs will support the MO Membership Fee Working Group in preparing models for consideration at the next World Conference.

Objectives

About the Member Organisation Membership Fee Working group

The Working Group has been tasked with the following objectives:

Undertake a scoping exercise of possible mechanisms / models for calculating MO membership fees, including appraising past and current methods of calculation, reviewing the underlying principles of the model currently in operation and incorporating learning from other international NGOs and/or membership organisations.

Set out a series of proposed options for future models of MO membership fee calculation and the principles underlying these models, for consultation with key stakeholders and with MOs during the five Regional Conferences taking place from July-September 2022.

Finalise a proposal for membership fee calculation for presentation to the 38th World Conference in 2023, including recommendations for changes to the WAGGGS membership policy, WAGGGS membership fee policy and any other associated policy or procedural documents in respect of membership fees, as required.

About the consultation

The Consultation aims to **understand the needs of Member Organisations**, the best interests of our world association and its Members.

The consultation is framed by the **terms of reference** of the working group and is **limited to the calculation method**.

This means that:

- The amount that is to be collected from MOs as their membership fees is to be at least equal to the previous figures or higher.
- The Working Group's scope focuses on how membership fees are calculated and not on how WAGGS spends the money it receives from them.

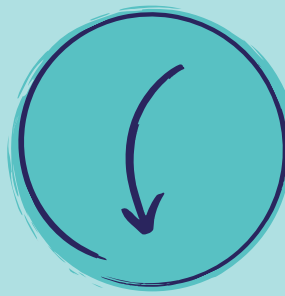
Bigger picture of WAGGGS' finances



Wide-ranging impacts of COVID-19



Economic uncertainty



Reduction in membership numbers in many MOs



Maximising WAGGGS's value and impact

WAGGGS faces various challenges globally

Budget in Million GBP



- Expenditure
- Income (donations, sponsorship, foundations)
- Income (membership fees)
- Income (donations)

Breakdown of income



Membership fees represent **20% of WAGGGS income** (or half of the unrestricted resources)

Unrestricted income can be used for **any purpose that supports WAGGGS Mission and Vision, directly or indirectly** (e.g. conferences, travel...). It is a flexible source of income for an agile organisation.



Corporate entities often **prefer to make restricted donations**. It can only be used for a stated purpose (e.g. Dove's gifts can only be used for the Free Being Me program)



Total incomes and expenditure of WAGGGS **cannot "simply" be considered together**.

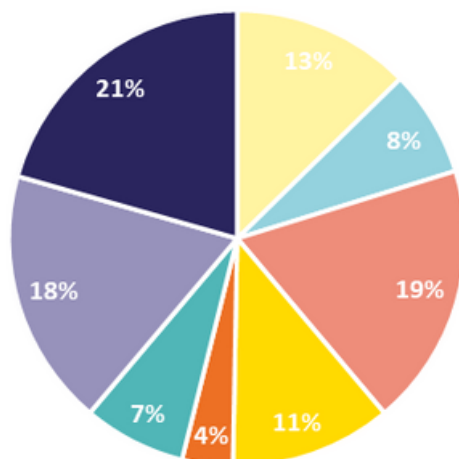
If restricted income and expenditure result in a surplus, it can only be used within a reasonable limit for other expenses. The rest of the fund will be unused. If unrestricted income and expenditure result in a deficit, WAGGGS' unrestricted reserves make up the difference.

In 2021 the unrestricted reserves went from 3.4M to 2.36M. According to the May reforecast by the end of 2022 the unrestricted reserves will go down to 1.76M (50% less in 2 years)



Breakdown of unrestricted expenditures

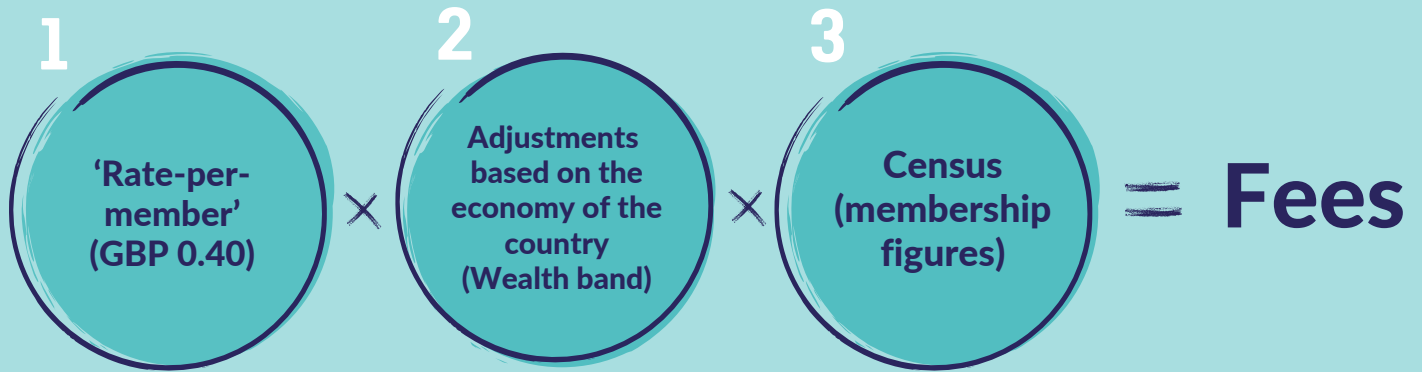
Services to the Movements and Organisational Management
3M GBP (1,5M fees + 1,5 various donations)



- Membership and Regional Support
- Governance and Events
- Core Mission
- International Operations and World Centres
- Global Programmes
- Executive Office
- Operations and management
- Fundraising

CURRENT MODEL

There are **three elements** taken into account when calculating the fees in the current fee model. It was approved by the World Conference in 2014:



There are **four additional rules** impacting the basic principles also agreed by MOs at World Conferences :

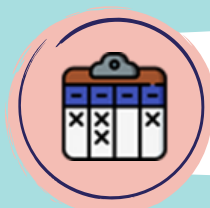
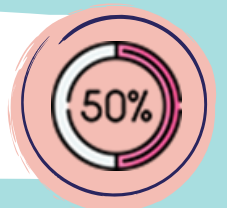


Minimum fee for Full Members is **130 GBP/ year**

1

2

Associate Members pay for **50%** of their membership numbers



Fees from wealth bands B-D are **capped at 500,000** members

3

4

No MO pays more than **55%** of the initial total amount



Observations & Facts

In its remit the working group has analysed the system used currently by WAGGGS. The observations and facts hereunder are the elements that stood out. The working group believe they are relevant to the scoping exercise occurring in preparation of the 2023 World Conference.

Calculation data : Outdated or unrepresentative

Census data inaccurately transmitted / Calculation elements are more than 7 years old / Wealth of the country and of the MO are not aligned.



Increasing uncertainty

Increase in requests for repayment plans and support funds. More MOs in arrears and fees paid by third parties.

Example: March 31, 2022

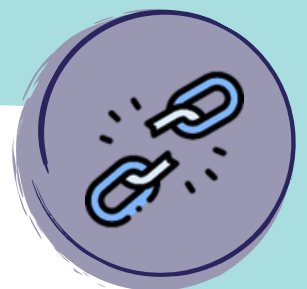
44.4% of total fees had been paid (deadline was January 31th)
84 MOs (out of 152) had yet to pay

Note: There was at the same moment an historical debt of approximatively GBP 171 734 (half of it prior to 2021)

Regulatory Principles with unequal impacts

The four additional rules strongly affect the relevancy of the three elements used in the calculation.

Example: Although the standard rate-per-member is GBP 0.4 the effective cost from MOs ranges from GBP 0.01 to more than GBP 15.00





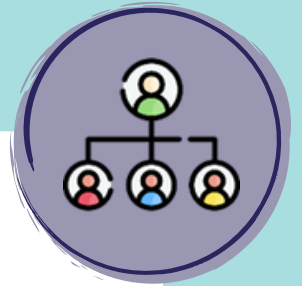
152 Member Organisations.

Ranging from 5 members to 2millions+

There are many realities to accommodate into the ideal model

Numerous organisational models and maturity levels

Example: WAGGGS-only, SAGNO... / School-based, Community-based... / Well oiled governance / Age pyramid in the association....

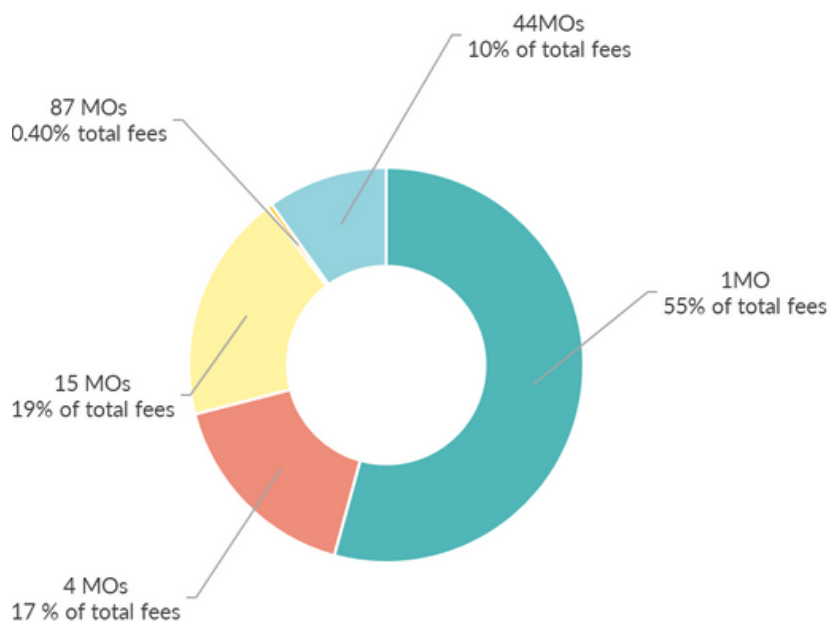


Different resources, needs, challenges

Government funded / Absolute amount vs. amount per member / various geo-economic or socio-political environment

Contribution by MOs towards Membership Fees

1 MO pays 55% (cap), 4 MOs pay 17% in other words 5 MOs pay 72% of the fees. 87 MOs (more than half of MOs) pay less than 1 percent of the fees



QUESTIONS AND REFLECTION ITEMS

Below are questions that might be discussed during the consultation sessions. We hope it will allow some time for you and the financial experts of your Member Organisation or CA to think them through.

About the model



- Do you know of a Member Organisation that uses a different model to calculate their fees? Could that model be applied to WAGGGS? What are the main component?
- What principles should be considered when creating a new membership fee model?
- What factors are important to your MO when a new membership fee model is designed?
- Does your MO find challenges with the current fee model? If yes, what are they?
- What could be a solution to these?
- Which WAGGGS services does your MO use or need? Please rank in order of importance.
- Under what circumstances would/could your MO pay more than currently? What are absolute restrictions?



About Member Organisation profiles



- Does your MO prepare accounts each year showing how much income has been received?
- How would you measure the wealth of a MO?
- How does your MO calculate membership fees?
- Which income sources does your MO have from which to operate?
- The fee your MO collects expressed in [Big Mac index]
- Where do your funds (financial resources) come from?
- What do you finance with the fees your MO collects from members?



Regional Conferences - Trends

During the 2022 Regional Conferences under the theme “**Together We Thrive**” we asked participants to give their opinion. The working group identified the following trends from participants' responses.



A majority agrees that membership fees should accommodate **solidarity**.



Solidarity: It is a matter of finding a fair balance between moral duty to help others selflessly (mutuality) and an instrumental commitment (reciprocity) to give in order to receive.

Most of the respondents indicated that their MO is “**not willing to pay more**”.



According to a poll the best voting-right option voting system is “**1 member Organisation = 1 vote**”

Services available for MOs

The World Association of Girl Guides and Girl Scouts was formed with the purpose to **further the aims of the Girl Guide/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.

WAGGGS's role in support of its 152 Members Organisations, is to bridge the diversity of our Movement by bringing out the best of each to benefit all. For nearly 100 years WAGGGS has been achieving this by offering accessible and useful resources, supporting members to learn and share with one another and collectively driving the Movement forward for girls and young women.

These ideals which brought the Movement together are still relevant today. On a triennial basis the Movement collectively agree on the organisation's strategic priorities for global initiatives and ensures that the resources are available to deliver them.

WAGGGS undertakes this work with the financial support of Member Organisations. Through the annual Membership Fees, WAGGGS is able to mobilise its staff and volunteers to deliver these services:

Creating and delivering capacity development resources and training to Member Organisations with the support of our 900 volunteers. This is driven through the Capacity Assessment Tool which allows Member Organisations to evaluate and identify areas for improvement.

Up-skilling and training leaders to deliver high-quality Girl Guiding and Girl Scouting experiences through relevant resources

Through a team of dedicated staff and regional committees bringing Member Organisations together, to learn and grow

Provide direct assistance to new and developing Member Organisations to thrive

Creating, training, and rolling out resources in non-formal education, leadership, girl-led advocacy, and safeguarding

Delivering a collection of global initiatives by young women for young women with the support of their Member Organisations across the globe

Providing opportunities to fund opportunities for national associations, local units, and individual members to undertake services or programmes, (e.g. Global Youth Mobilization and/or MO grant funds for programmes).

Running and governing the organisation at both a regional and global level

Through a team of dedicated staff and regional committees bringing Member Organisations together, to learn and grow.

Resources dedicated to delivering our core mission of empowering girl and young women to achieve their fullest potential and improve their lives and communities

Opportunities and funding available to Member Organisations to attend events. (e.g., grants to attend regional conferences, scholarships for international events).

Development and delivery of key events and celebrations including activity packs (e.g., World Thinking Day, International Women's Day, International Day of the Girl, 16 Days of Activism).

Development and delivery of our education and leadership programmes (e.g., Free Being Me, Surf Smart and Leadership Model).

Opportunity to attend the World Centers and participate in their programmatic activities

Opportunities for building global leadership competencies to help grow young women's leadership and the future leadership of the Movement (e.g., Juliette Low Seminar, Helen Storrow Seminar, YESS Girls Movement).

Invitations for youth members to attend global events and participate in global platforms such as the UN Women Commission on the Status of Women, UNFCCC COP conferences and Women Deliver

Consultation Session

As membership fees support our global structure, and indirectly our mission, these consultation sessions seek information to assist the Membership Fee Working group in **developing a sustainable way to match our ambitions with our resources.**

Collectively discussing our challenges and proposing inclusive and alternative ways of thinking will hopefully allow the Membership Fee Working Group to present a model that fits the needs and interests of the World Association of Girl Guides and Girl Scouts and its members.

The working group has planned sessions held in single language setting to make sure we lose nothing in translation. We fixed the sessions in regard to time zones and WAGGGS languages on geographical repartition. **You can attend whichever proposed session works** best for you, it would be a delight to have every discussion reflecting the diversity of WAGGGS.

Click below to register

- Arabic Only @ 1400 UTC. 5th November (2h)
- English Only 1 @ 0700 UTC 5th November (2h)
- English Only 2 @ 1300 UTC. 13th November (2h)
- French Only @ 1000 UTC. 12th November (2h)
- Spanish Only @ 1800 UTC. 6th November (2h)

FEEDBACK AND QUESTIONS

Need a safe space for information or feedback?

If you have questions or feedback about this consultation, or would like to request a conversation with members of the working group, please send an email to:

MembershipFeeWorkingGroup@waggs.org