

DOC 8B

MEMBERSHIP FEE PROPOSALS 2024-2026

May 2023



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38th WAGGGS World Conference



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



WAGGGS membership fee proposals for the 2024-26 triennium

Introduction

As shared in the World Board update to Member Organisations on 6 February 2023, the World Board has decided to bring an updated version of the current membership fee model to the 38th World Conference, rather than putting forward options for new membership fee models. This decision was taken in response to input from Member Organisations that we need to undertake a comprehensive review of WAGGGS's offer to Member Organisations, the resources needed to deliver it, and how it should be funded **before** reviewing the model for calculating membership fees.

As we work with Member Organisations to develop the next WAGGGS strategy (2024-2029), we are addressing the organisation's challenging financial situation – as detailed in the first and second drafts of the strategy. At the same time, we are looking to define what the right WAGGGS offer is for the Movement; and the size and shape of WAGGGS for it to be financially sustainable and able to serve and support Member Organisations and the Movement into the future. As part of this work, we are committed to reviewing the current membership fee model. That work will take place in the 2024-2026 triennium.

The [current model](#) for calculating membership fees dates back to 2014 and was first applied in the 2015-2017 triennium. This model was also applied in 2018-2020, 2021 (an exceptional interim policy due to postponement of World Conference) and 2022-2023. The only exception to the current model was during 2021, when discounts were offered to MOs in response to challenges as a result of the COVID-19 pandemic.

Since 2015, membership fee income has fallen by almost GBP 300,000 from GBP 1,756, 000 in 2015 to GBP 1,466,000 in 2023, as shown in the table below:

Table 1 – Income from membership fees, 2015-2023

Year	GBP	Comment	MOs (on 1 st Jan)	Total Census
2015	1,756,000	Amount received	146	8,711,838
2016	1,732,000	Amount received	146	8,824,085
2017	1,718,000	Amount received	146	9,274,346
2018	1,680,000	Amount received	150	9,273,157
2019	1,689,000	Amount received	150	9,656,489
2020	1,689,000	Amount received	150	10,212,469
2021	1,305,000	Amount received (without COVID-19 discount, the amount would have been GBP 1,615,595)	152	8,855,654
2022	1,521,444	Amount invoiced (amount received to be finalised once 2022 accounts have been audited)	152	8,228,480
2023	1,466,374	Amount invoiced	152	8,884,643

In the same nine-year period, costs have increased significantly. The drop of GBP 300,000 over this period is an even more significant drop in real terms, given an inflation rate of 26% over this period (2015-2023). Over the 2024-2026 triennium, inflation is anticipated to further increase by at least 6%¹.

As indicated in the February 2023 World Board update, at the 38th World Conference, Member Organisations will be asked to approve an updating of the current membership fee model for the 2024-2026 triennium. The three key updates being proposed by the World Board are:

- Use updated membership numbers for each Member Organisation;
- Use updated World Bank figures for each country's gross national income per capita (GNI-PC);
- Update fee calculations by taking account of inflationary increases since 2015.

The World Board recommends maintaining the current system of transitional relief and the current caps.

These five points are detailed in the next section of this paper.

¹ Bank of England - <https://www.bankofengland.co.uk/monetary-policy/inflation>



Proposed updates for the 2024-2026 triennium

1) Use updated MO membership numbers to calculate membership fees

- a. *It is proposed that membership numbers are updated in line with MOs' most recent census figures submitted to WAGGGS and that the lowest of the two most recent figures is used in the calculations.*

At the 34th World Conference in 2014, it was agreed there would be no increases in membership fee payment in the 2018-2020 triennium as a result of membership growth since the 2012 census. This was introduced to remove any financial disincentive for MOs to grow their membership and encourage them to provide accurate membership numbers. MOs experiencing a reduction in their membership would still have their membership fee reduced to reflect that reduction. As a result, in the 2018-2020 triennium calculations, either the 2012 or 2015 census figures were used, whichever was the lower.

The new triennium, with the interim Membership Fee Policy for 2021, saw a change in this clause. Membership numbers used in the calculation were the lowest of either those from the 2015 census, or the latest officially recorded membership number - in most cases 2018 or 2019. There were also a range of discounts offered as a result of the impact of the COVID-19 pandemic. The 2022-2023 Membership Fee Policy used a similar approach in deciding which membership numbers were used to calculate the membership fees - either the 2015 numbers or 2018, 2019 or 2020, whichever was the lower. This was done to continue to consider the impact of the COVID-19 pandemic on MOs and their finances.

It is proposed that the approach of using the lowest of the two most recent membership figures submitted to WAGGGS is again used in the membership fee calculations for 2024-2026. For most MOs this would mean using either their 2022 or 2023 submissions, whichever is the lower.

2) Update the current wealth measures

- a. *It is proposed that the figures for the country's Gross National Income Per Capita (GNI-PC), using the Atlas method, should be based on the latest World Bank data.²*

WAGGGS is still using World Bank GNI-PC values from 2015 to assign Member Organisations to different wealth bands. Given changes in world economies over the last seven years, it is proposed that the GNI-PC figures be updated, in line with the most recent data from the World Bank (July 2022).

- b. *It is proposed that the boundaries of all wealth bands should be based on the latest World Bank data.*

The current membership fee wealth band thresholds were set in 2014 and first used in the 2015-2017 triennium. Each MO is assigned to one of ten wealth bands (A to J) based on their country's GNI-PC (using the Atlas method). The level of discount/surcharge on the standard 'rate per member' that is applied to each wealth band, the number of wealth bands and the boundaries of each band are set by WAGGGS, based on the data from the World Bank.

It is proposed that the boundaries of all wealth bands be updated based on the most recent data available from the World Bank (July 2022), with the level of discount / surcharge assigned to each band remaining the same.

² World Bank Atlas - <https://data.worldbank.org/indicator/NY.GNP.PCAP.CD>



Table 2 - Proposed Wealth Band Thresholds for 2024-2026

2015-2017 Thresholds, currently in use			Proposed Thresholds for 2024-2026
Wealth Band	GNI-PC upper threshold (US\$)	Discount / Surcharge	GNI-PC upper threshold (US\$)
A	460	100.0%	683
B	700	92.5%	1,085
C	1,035	85.0%	2,470
D	4,085	75.0%	4,225
E	7,000	60.0%	10,358
F	12,615	45.0%	13,205
G	15,000	30.0%	15,714
H	35,000	15.0%	48,120
I	60,000	0.0%	76,030
J	100,000	-10.0%	N/A

These proposed changes would affect 60 MOs.

MOs moving down bands (leading to a higher discount level)

- Number of MOs moving down one band: 39
- Number of MOs moving down two bands: 3
- Number of MOs moving down three bands: 1

MO moving up bands (leading to lower discount level)

- Number of MOs moving up one band: 16
- Number of MOs moving up six bands: 1

3) Update fee calculations by taking account of inflationary increases since 2015

- a. *It is proposed that the standard rate-per-member should be increased from GBP 0.40 to GBP 0.52*

The current standard 'rate-per-member' (GBP 0.40) was set at the World Conference in 2014 and first used in the 2015-2017 triennium. This rate has not increased since.

The cumulative inflationary rate in the UK between 2015 and 2022 has been 22%³. Inflation in the UK is currently running at 10% for 2023 but is predicted to be 4% across the full year. Inflation in the UK across the period 2024 to 2026 is projected to be 2% annually. It should be noted that these are conservative predictions of inflation rates; inflation may well be higher.

This proposal brings the standard rate-per-member in line with the cumulative inflation rate, which would result in a rate-per-member of GBP 0.52 in 2024, GBP 0.53 in 2025 and GBP 0.54 in 2026.

- b. *It is proposed that the minimum fee payable by Full and Associate Members should be increased taking account of inflation to GBP 170 and GBP 85 respectively.*

The current minimum fee payable by Full Members (GBP 130) and Associate Members (GBP 65) was set at the 34th World Conference in 2011 for use in the 2012-2014 triennium and has not increased since. It is proposed that the same level of inflationary increase be applied to both fees for the 2024-2026 triennium, increasing

³ Bank of England - <https://www.bankofengland.co.uk/monetary-policy/inflation>



from the Full Member minimum fee from GBP 130 to GBP 170 and the Associate Member minimum fee from GBP 65 to GBP 85. This would affect 42 Full Members and 8 Associate Members.

4) Maintain transitional relief

- a. *It is proposed that the 'transitional relief' process should continue to be applied, to phase any possible increases or reductions in the fees of 33% or more.*

The current membership fee policy includes a transitional relief process by which adjustments are made to 'phase' large increases or reductions in membership fees for any individual MO (of 33% or more). The phasing is applied by adding or subtracting a third of the increase or reduction to the fees paid by the MO in each year of the triennium. The full new fee amount is therefore reached in the third year of the triennium. This would affect 61 MOs, of which 49 would be positively impacted, whereas 12 MOs would only see the full drop in their fees payable in the last year of the triennium.

5) Retain current caps

- a. *It is proposed that the cap on the number of members used to calculate the membership fee for MOs in Wealth Bands B-D be retained.*

The current membership fee policy sets a cap of 500,000 for the number of members used in the calculation of the membership fee of any MO in Wealth Bands B-D. This cap was first established in 2014 for use in the 2015-2017 triennium. For the 2024-2026 triennium, this would only apply to one Member Organisation.

- b. *It is proposed that the maximum amount of the total income from membership fees that should be paid by any individual MO be retained at no more than 55%.*

The current membership fee policy limits or caps the maximum amount of the total membership fee income that should be paid by any individual MO at 55%. This cap was first established in 2014 for use in the 2015-2017 triennium. For the 2024-26 triennium, this will not apply to any Member Organisation in the 2024-2026 triennium.

Total membership fee income for 2024-2026 based on total amount invoiced

Based on the proposals outlined above, the total membership fee amount to be invoiced for the 2024-2026 triennium would be GBP 4,977,330, compared to GBP 5,206,000 which was received in the 2015-2017 triennium. The WAGGGS 2024-2026 budget, that forms part of the 2024-2029 strategy, is premised on membership fee income of GBP 4,977,330.

If these proposals are not approved at the 38th World Conference, the current membership fee model will remain in place. This would mean WAGGGS would invoice a total of GBP 4,169,832 in membership fees across the triennium. A reduction of this scale – of approximately GBP 807,000 across the triennium – would require a significant reduction in services and support offered by WAGGGS to Member Organisations and the Movement. It would also limit the current and future sustainability of the organisation.

Further details of the proposed membership fee calculation and the amount payable by each Member Organisation are set out in the appendix.

PROPOSED MEMBERSHIP FEE 2024-2026, WEALTH BANDS

This table shows the proposed change in Wealth Bands and the impact the change will have on MOs

Member Organisations Country

2018-20 and 2021-23 wealth bands		Proposed 2024-26 band			
Band	Discount	Band	Discount	Change in band	Difference

AFRICA REGION

BENIN
BOTSWANA
BURKINA FASO
BURUNDI
CAMEROON
CENTRAL AFRICAN REPUBLIC
CHAD
CONGO BRAZZAVILLE
CONGO (DEMOCRATIC REPUBLIC)
COTE D'IVOIRE
ESWATINI
GAMBIA
GHANA
GUINEA
KENYA
LESOTHO
LIBERIA
MADAGASCAR
MALAWI
MAURITIUS
MOZAMBIQUE
NAMIBIA
NIGER
NIGERIA
RWANDA
SENEGAL
SIERRA LEONE
SOUTH AFRICA
SOUTH SUDAN
TANZANIA
TOGO
UGANDA
ZAMBIA
ZIMBABWE

C	85.0%	C	85.0%	No	No Change
E	60.0%	E	60.0%	No	No Change
B	92.5%	B	92.5%	No	No Change
A	100.0%	A	100.0%	No	No Change
D	75.0%	C	85.0%	Yes	Down 1
A	100.0%	A	100.0%	No	No Change
C	85.0%	A	100.0%	Yes	Down 2
D	75.0%	C	85.0%	Yes	Down 1
A	100.0%	A	100.0%	No	No Change
D	75.0%	C	85.0%	Yes	Down 1
D	75.0%	D	75.0%	No	No Change
A	100.0%	B	92.5%	Yes	Up 1
D	75.0%	C	85.0%	Yes	Down 1
B	92.5%	B	92.5%	No	No Change
D	75.0%	C	85.0%	Yes	Down 1
D	75.0%	C	85.0%	Yes	Down 1
A	100.0%	A	100.0%	No	No Change
A	100.0%	A	100.0%	No	No Change
A	100.0%	A	100.0%	No	No Change
F	45.0%	E	60.0%	Yes	Down 1
A	100.0%	A	100.0%	No	No Change
E	60.0%	E	60.0%	No	No Change
A	100.0%	A	100.0%	No	No Change
D	75.0%	C	85.0%	Yes	Down 1
B	92.5%	B	92.5%	No	No Change
C	85.0%	C	85.0%	No	No Change
B	92.5%	A	100.0%	Yes	Down 1
E	60.0%	E	60.0%	No	No Change
C	85.0%	B	92.5%	Yes	Down 1
C	85.0%	C	85.0%	No	No Change
B	92.5%	B	92.5%	No	No Change
B	92.5%	B	92.5%	No	No Change
D	75.0%	B	92.5%	Yes	Down 2
C	85.0%	C	85.0%	No	No Change

ARAB REGION

ALGERIA
BAHRAIN
EGYPT
JORDAN
KUWAIT
LEBANON
LIBYA
MAURITANIA
OMAN
PALESTINE
QATAR
SUDAN
SYRIAN ARAB REPUBLIC
TUNISIA
UNITED ARAB EMIRATES
YEMEN

N/A	0.0%	D	75.0%	No	No Change
H	15.0%	H	15.0%	No	No Change
D	75.0%	D	75.0%	No	No Change
E	60.0%	D	75.0%	Yes	Down 1
I	0.0%	H	15.0%	Yes	Down 1
F	45.0%	E	60.0%	Yes	Down 1
F	45.0%	E	60.0%	Yes	Down 1
D	75.0%	C	85.0%	Yes	Down 1
H	15.0%	H	15.0%	No	No Change
C	85.0%	D	75.0%	Yes	Up 1
J	-10.0%	I	0.0%	Yes	Up 1
D	75.0%	A	100.0%	Yes	Down 3
D	75.0%	B	92.5%	Yes	Down 2
D	75.0%	D	75.0%	No	No Change
I	0.0%	H	15.0%	Yes	Down 1
D	75.0%	B	92.5%	Yes	Down 1

Member Organisations Country	2018-20 and 2021-23 wealth bands		Proposed 2024-26 band			
	Band	Discount	Band	Discount	Change in band	Difference

ASIA PACIFIC REGION

AUSTRALIA	J	-10.0%	I	0.0%	Yes	Down 1
BANGLADESH	D	75.0%	D	75.0%	No	No Change
BRUNEI DARUSSALAM	I	0.0%	H	15.0%	Yes	Down 1
CAMBODIA	D	75.0%	C	85.0%	Yes	Down 1
COOK ISLANDS	A	100.0%	G	30.0%	Yes	Up 6
FIJI	E	60.0%	E	60.0%	No	No Change
HONG KONG	I	0.0%	I	0.0%	No	No Change
INDIA*	D	75.0%	C	85.0%	Yes	Down 1
JAPAN	I	0.0%	H	15.0%	Yes	Down 1
KIRIBATI	D	75.0%	D	75.0%	No	No Change
KOREA	H	15.0%	H	15.0%	No	No Change
MALAYSIA	F	45.0%	F	45.0%	No	No Change
MALDIVES	E	60.0%	E	60.0%	No	No Change
MONGOLIA	D	75.0%	D	75.0%	No	No Change
MYANMAR	D	75.0%	C	85.0%	Yes	Down 1
NEPAL	C	85.0%	C	85.0%	No	No Change
NEW ZEALAND	I	0.0%	H	15.0%	Yes	Down 1
PAKISTAN	D	75.0%	C	85.0%	Yes	Down 1
PAPUA NEW GUINEA	D	75.0%	C	85.0%	Yes	Down 1
PHILIPPINES	D	75.0%	D	75.0%	No	No Change
SINGAPORE	I	0.0%	I	0.0%	No	No Change
SOLOMON ISLANDS	D	75.0%	C	85.0%	Yes	Down 1
SRI LANKA	D	75.0%	D	75.0%	No	No Change
TAIWAN	H	15.0%	H	15.0%	No	No Change
THAILAND	E	60.0%	E	60.0%	No	No Change
TONGA	E	60.0%	E	60.0%	No	No Change

EUROPE REGION

ALBANIA	E	60.0%	E	60.0%	No	No Change
ARMENIA	D	75.0%	E	60.0%	Yes	Up 1
AUSTRIA	I	0.0%	I	0.0%	No	No Change
AZERBAIJAN	D	75.0%	E	60.0%	Yes	Up 1
BELARUS	E	60.0%	E	60.0%	No	No Change
BELGIUM	I	0.0%	I	0.0%	No	No Change
CYPRUS	H	15.0%	H	15.0%	No	No Change
CZECH REPUBLIC	H	15.0%	H	15.0%	No	No Change
DENMARK	I	0.0%	I	0.0%	No	No Change
ESTONIA	H	15.0%	H	15.0%	No	No Change
FINLAND	I	0.0%	I	0.0%	No	No Change
FRANCE	I	0.0%	H	15.0%	Yes	Down 1
GEORGIA	E	60.0%	E	60.0%	No	No Change
GERMANY	I	0.0%	I	0.0%	No	No Change
GREECE	H	15.0%	H	15.0%	No	No Change
HUNGARY	G	30.0%	H	15.0%	Yes	Up 1
ICELAND	I	0.0%	I	0.0%	No	No Change
IRELAND	I	0.0%	J	-10.0%	Yes	Up 1
ISRAEL	I	0.0%	I	0.0%	No	No Change
ITALY	H	15.0%	H	15.0%	No	No Change
LATVIA	G	30.0%	H	15.0%	Yes	Up 1
LIECHTENSTEIN	J	-10.0%	J	-10.0%	No	No Change
LUXEMBOURG	J	-10.0%	J	-10.0%	No	No Change
MALTA	H	15.0%	H	15.0%	No	No Change
MONACO	J	-10.0%	J	-10.0%	No	No Change
MONTENEGRO	E	60.0%	E	60.0%	No	No Change
NETHERLANDS	I	0.0%	I	0.0%	No	No Change
NORWAY	J	-10.0%	J	-10.0%	No	No Change

Member Organisations Country

POLAND
PORTUGAL
ROMANIA
RUSSIA
SAN MARINO
SLOVAK REPUBLIC
SLOVENIA
SPAIN
SWEDEN
SWITZERLAND
TURKEY
UKRAINE
UNITED KINGDOM

2018-20 and 2021-23 wealth bands		Proposed 2024-26 band			
Band	Discount	Band	Discount	Change in band	Difference
G	30.0%	H	15.0%	Yes	Up 1
H	15.0%	H	15.0%	No	No Change
F	45.0%	G	30.0%	Yes	Up 1
F	45.0%	F	45.0%	No	No Change
I	0.0%	H	15.0%	Yes	Down 1
H	15.0%	H	15.0%	No	No Change
H	15.0%	H	15.0%	No	No Change
H	15.0%	H	15.0%	No	No Change
I	0.0%	I	0.0%	No	No Change
J	-10.0%	J	-10.0%	No	No Change
F	45.0%	E	60.0%	Yes	Down 1
D	75.0%	D	75.0%	No	No Change
I	0.0%	H	15.0%	Yes	Down 1

WESTERN HEMISPHERE REGION

ANTIGUA AND BARBUDA
ARGENTINA
ARUBA
BAHAMAS
BARBADOS
BELIZE
BOLIVIA
BRAZIL
CANADA
CHILE
COLOMBIA
COSTA RICA
CURAÇAO
DOMINICA
DOMINICAN REPUBLIC
ECUADOR
EL SALVADOR
GRENADA
GUATEMALA
GUYANA
HAITI
HONDURAS
JAMAICA
MEXICO
NICARAGUA
PANAMA
PARAGUAY
PERU
ST. KITTS AND NEVIS
ST. LUCIA
ST. VINCENT & THE GRENADINES
SURINAME
TRINIDAD AND TOBAGO
UNITED STATES OF AMERICA
VENEZUELA

G	30.0%	G	30.0%	No	No Change
F	45.0%	E	60.0%	Yes	Down 1
G	30.0%	H	15.0%	Yes	Up 1
H	15.0%	H	15.0%	No	No Change
G	30.0%	H	15.0%	Yes	Up 1
E	60.0%	E	60.0%	No	No Change
D	75.0%	D	75.0%	No	No Change
F	45.0%	E	60.0%	Yes	Down 1
I	0.0%	I	0.0%	No	No Change
G	30.0%	G	30.0%	No	No Change
F	60.0%	E	60.0%	No	No Change
F	45.0%	F	45.0%	No	No Change
G	30.0%	H	15.0%	Yes	Up 1
E	60.0%	E	60.0%	No	No Change
E	60.0%	E	60.0%	No	No Change
D	75.0%	E	60.0%	Yes	Up 1
F	45.0%	E	60.0%	Yes	Down 1
D	75.0%	E	60.0%	Yes	Up 1
E	60.0%	E	60.0%	No	No Change
C	85.0%	C	85.0%	No	No Change
D	75.0%	D	75.0%	No	No Change
E	60.0%	E	60.0%	No	No Change
F	45.0%	E	60.0%	Yes	Down 1
D	75.0%	C	85.0%	Yes	Down 1
F	45.0%	G	30.0%	Yes	Up 1
E	60.0%	E	60.0%	No	No Change
E	60.0%	E	60.0%	No	No Change
H	15.0%	H	15.0%	No	No Change
F	45.0%	E	60.0%	Yes	Down 1
E	60.0%	E	60.0%	No	No Change
F	45.0%	E	60.0%	Yes	Down 1
H	15.0%	G	30.0%	Yes	Down 1
I	0.0%	I	0.0%	No	No Change
F	45.0%	F	45.0%	No	No Change

CHANGE IN WEALTH BANDS
AFRICA REGION
ARAP REGION
ASIA PACIFIC REGION
EUROPE REGION
WESTERN HEMISPHERE REGION
TOTAL

No Change	Down 1	Down 2	Down 3	Up 1	Up 2	Up 6
21	10	2	0	1	0	0
5	7	1	1	2	0	0
15	10	0	0	0	0	1
30	4	0	0	7	0	0
21	8	0	0	6	0	0
92	39	3	1	16	0	1



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