



World Association
of Girl Guides
and Girl Scouts

Association mondiale
des Guides et des
Eclaireuses

Asociación
Mundial de las
Guías Scouts

Membership Development Strategy

Delivering Vision 2020

World Conference Document No 6



**imagine
more**

connect . grow . impact

Executive summary

WAGGGS is currently reaching less than one per cent of girls worldwide. There are 900 million girls under 15 years old living in the world and our current membership is 6.5 million girls under 15 years old (2013 Census data)¹. Vision 2020 commits WAGGGS to finding ways to ensure that all girls and young women are valued and take action to change the world. This means we need to reach more girls and young women. One avenue to do this is through **membership growth**.

Individuals are members of Girl Guiding/Girl Scouting (GG/GS) through their national Member Organization (MO). MOs deliver GG/GS in two ways: as part of the school curriculum or via community-based delivery, which in some cases is in a faith-based environment.

WAGGGS supports its MOs in a number of different ways, from providing global resources and international opportunities, to targeted support often delivered by partnership visits in country. Every three years WAGGGS conducts a Performance Assessment to assess the quality and quantity of GG/GS in MOs.

This Strategy proposes that WAGGGS focus on three strands of work to deliver membership growth:-

- 1 Building the capacity of Member Organizations (MOs) through the Regional structure, including the advancement of volunteerism, to ensure that we deliver a target of 12 million members by 2020.
- 2 Reviewing pathways to organizational membership to increase the number of Member Organizations from 145 to 157 (increasing our reach of countries recognised by the United Nations from 75 per cent to 81 per cent, based on the UN's list of 193 countries) by 2020.
- 3 Exploring new pathways of membership for girls and young women to understand if this would be of benefit to membership growth.

It is essential to recognize the interrelationship between each strand and various operational interdependencies. For example, strategies related to growth in girl members rely on robust volunteer recruitment and development strategies.

Vision 2020 seeks to reach all girls and young women. This does not mean that all girls and young women necessarily become members of GG/GS. For example, WAGGGS can reach girls and young women through global advocacy campaigns and World Centres, and have a positive impact on their lives and communities without them actually being members. However the focus of this Membership Development Strategy is growth in membership – in its existing Member Organizations, new countries and possible new forms – as opposed to looking at all wider influencing opportunities.



¹ Aruba, Cook Islands, Hong Kong, Taiwan and Curacao are WAGGGS MOs not included in the UN's list of 193 'recognized countries'.

Contents

Executive summary	02
Contents	03
Introduction	04
Current membership structure	05
Membership development strategy	09
1. Building the capacity of existing Member Organizations (MOs) through the Regional structure, including the advancement of volunteerism	09
2. Reviewing and improving pathways to organizational membership	10
3. Exploring new pathways of membership for girls and young women	11
Conclusion	11
Appendix I: Regional membership overview	12
Appendix II: Regions and membership	13
Appendix III: Performance assessment 2012	18
Appendix IV: Current membership scope	19
Appendix V: WAGGGS' support to MOs in the six core areas	20
Appendix VI: Market reach - Female population figures compared with WAGGGS membership	24
Appendix VII: Glossary of Terminology	33



Introduction

There are 900 million girls aged under 15 years living in the world and with a current membership of 6.5 million girls under 15 years (2013 Census data)², we have directly reached less than one per cent of these girls. Moreover, with a total of 3.4 billion women and girls³ and a total membership of 8.5 million (2013 census data), we are only reaching 0.25 per cent of our potential members.

Vision 2020 commits WAGGGS to finding ways to ensure that **all** girls and young women are valued and take action to change the world. This means we need to reach more girls and young women. One avenue to do this is through membership growth.

The need for a Membership Development Strategy, to focus on driving both growth and quality of membership, was first identified by the World Board in 2010. The Membership Development Strategy Working Group (MDSWG) was formed in 2011 to create this long-term plan for the organization.

This Membership Development Strategy allows WAGGGS to achieve its:



This Strategy is a result of a number of discussions and meetings since the Membership Development Strategy Working Group (MDSWG) was created in 2011 (including face to face meetings in June and September 2012 and September 2013). It builds on the World Board paper of July 2011, and creates the framework to deliver growth in WAGGGS' membership.

² All membership figures in this paper are based on total WAGGGS membership as per membership figures used to calculate quota, unless specified otherwise.

³ Source: *The World's Women and Girls 2011 data sheet*, Population Reference Bureau.

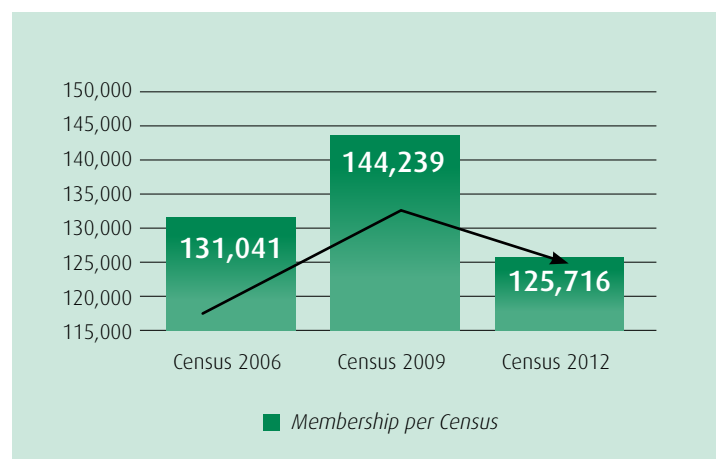
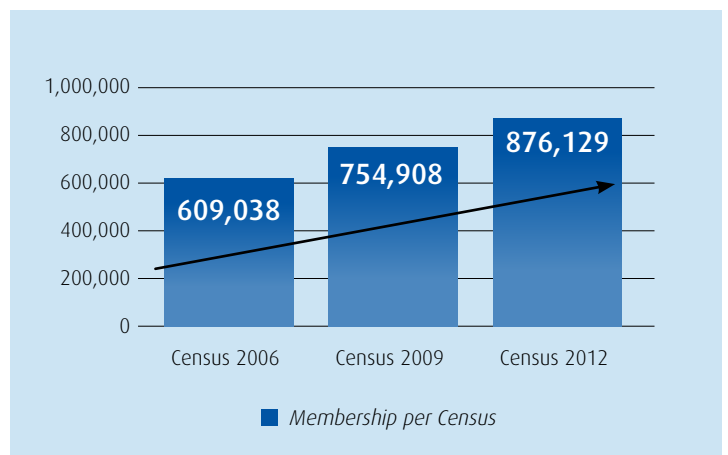
Current membership structure

WAGGGS currently has 145 Member Organizations (MOs). Operationally, this membership is structured into five regions: Africa, Arab, Asia Pacific, Europe and Western Hemisphere. These regions are shown on the map (right). A full summary of the membership statistics for each of the regions is shown in Appendices I, II and VI.



Africa Region

can be described as a growing region, with consistent growth in recent years. Membership grew by more than 20 per cent between 2006 and 2009 and 16 per cent between 2009 and 2012. From 2006 to 2009, three MOs more than doubled their membership: Tanzania (growth of 134 per cent), Malawi (349 per cent) and the Democratic Republic of Congo (972 per cent). Only two MOs declined during this period Namibia (by six per cent) and Guinea (13 per cent). However, the membership base of these two countries is quite small with Namibia at 1,198 (2009 census) and Guinea at 3,489 (2009 census), so this had a minor impact on the total regional status. The 2012 census figures report that Africa has continued to grow and has now reached a membership of 876,129, with four MOs showing outstanding growth: Cameroon (418 per cent), Congo Brazaville (169 per cent) Liberia (266 per cent) and Senegal (147 per cent). Only six MOs out of 31 during this period declined.

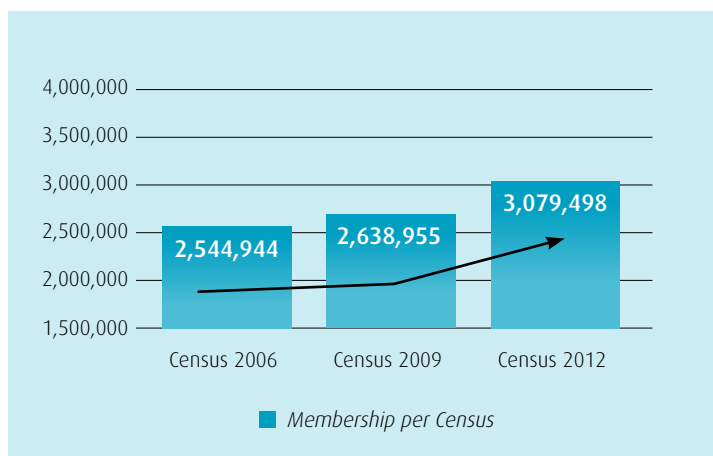


Arab Region

is the newest and smallest region of WAGGGS with only 125,716 members (2012 census)⁴. Between 2006 and 2009, membership grew in the region by approximately 10 per cent, however from 2009 to 2012 membership declined by 13 per cent. This decline is mainly due to reductions of membership in Egypt, Yemen and North Sudan. However, there are potential opportunities for growth, particularly within the school-based delivery, as demonstrated by countries such as Oman which grew by 17 per cent between 2006 and 2009 and then had a further 95 per cent growth from 2009 to 2012, and Kuwait which experienced a 66 per cent growth between 2009 and 2012.

⁴ Please refer to page 15 for breakdown of Arab Region membership figures and explanation.

Current membership structure

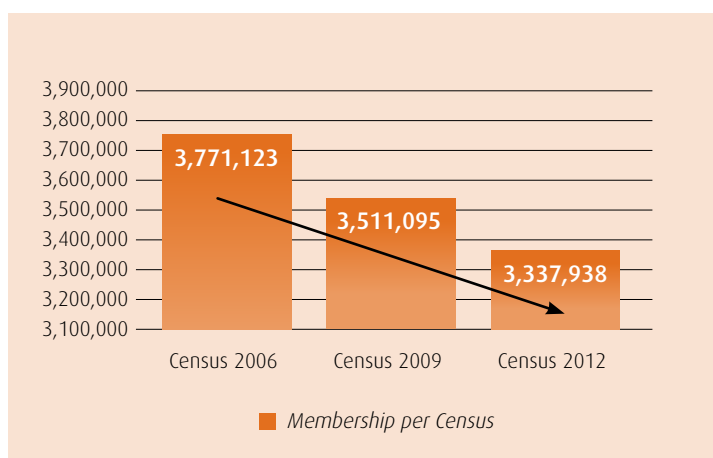
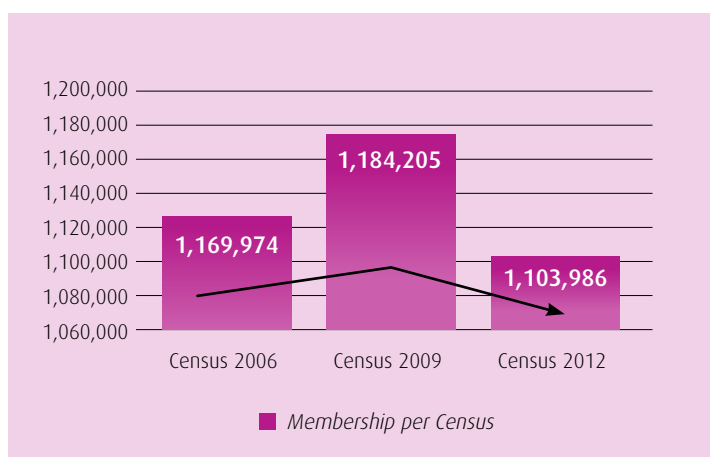


Asia Pacific

(AP) has demonstrated growth in recent years. Between 2006 and 2009 it grew by three per cent and between 2009 and 2012 it has grown an additional 17 per cent - the highest growth rate of all regions in this period. In 2001 the region suffered a significant setback when Indonesia, one of its largest MOs, left WAGGGS to become a sole member of WOSM. AP's current membership is 3,079,498 (2012 census). Of its seven MOs with more than 50,000 members (in descending order of membership size: India, Philippines, Pakistan, Bangladesh, Hong Kong, Thailand and Malaysia), six out of seven have seen growth between 2009 and 2012 (with the exception of Malaysia). With a geographically and politically diverse region, the membership growth story of AP is complex. There are some key opportunities for growth, particularly through MOs that wish to broaden delivery within the school system, such as Bangladesh.

Europe Region

grew just over one per cent between 2006 and 2009 but overall has shown a small decline from 2009 to 2012 of four per cent. However, three out of the five largest MOs (more than 50,000 members) have grown during 2009 to 2012 (UK, Netherlands and Italy), with Germany maintaining its 2009 membership level and Belgium declining by seven per cent. Impressively the UK, Europe's largest member, has shown an increase of seven per cent from 2009 to 2012. In total there are 1,103,986 members (2012 census) spread over 39 Member Organizations.



Western Hemisphere Region

(WH) is a region with perhaps the most extreme diversity in the size and infrastructure of its MOs, with 95 per cent of members belonging to Girl Scouts USA (GSUSA) and 22 MOs having fewer than 2,000 members. It is a region with a declining membership, with a drop of seven per cent between 2006 and 2009 and a further five per cent decline from 2009 to 2012 which is largely a result of membership decline in GSUSA. In total there are 3,337,938 members (2012 census). Without GSUSA, this region would only number 162,775 members, which would make it more similar in size to the Arab Region.

Current membership structure

A consistency across all regions is the diversity of membership. There is a mixture of Scout and Guide National Organizations (SAGNOs), girl-only provision, along with WAGGGS only admitting boys and MOs also display a variety of community, school and faith-based delivery models (this is illustrated in Appendix I).

We need to analyse and understand what leads to growth, so that we can focus our efforts on the areas which will deliver the greatest return on investment. There needs to be an understanding of which types of GG/GS delivery potentially lend themselves to the greatest growth and quality of membership.

The overall trend in membership from 1992 to 2012 (taken from census figures) is shown in the graph below. The aim of this Strategy is to continue to accelerate the upward trend in membership first seen between 1992 and 1998 and again between 2001 and 2012. There is also a need to address any issues that might cause a dramatic decline in membership, such as the loss of a large MO (as with Indonesia in 2001). The main risks here would be losing one of our biggest MOs such as the USA or India which together account for just over 60 per cent of WAGGGS' MOs' total girl membership and the loss of SAGNOs which might have a major impact most specifically on a regional level in Europe.

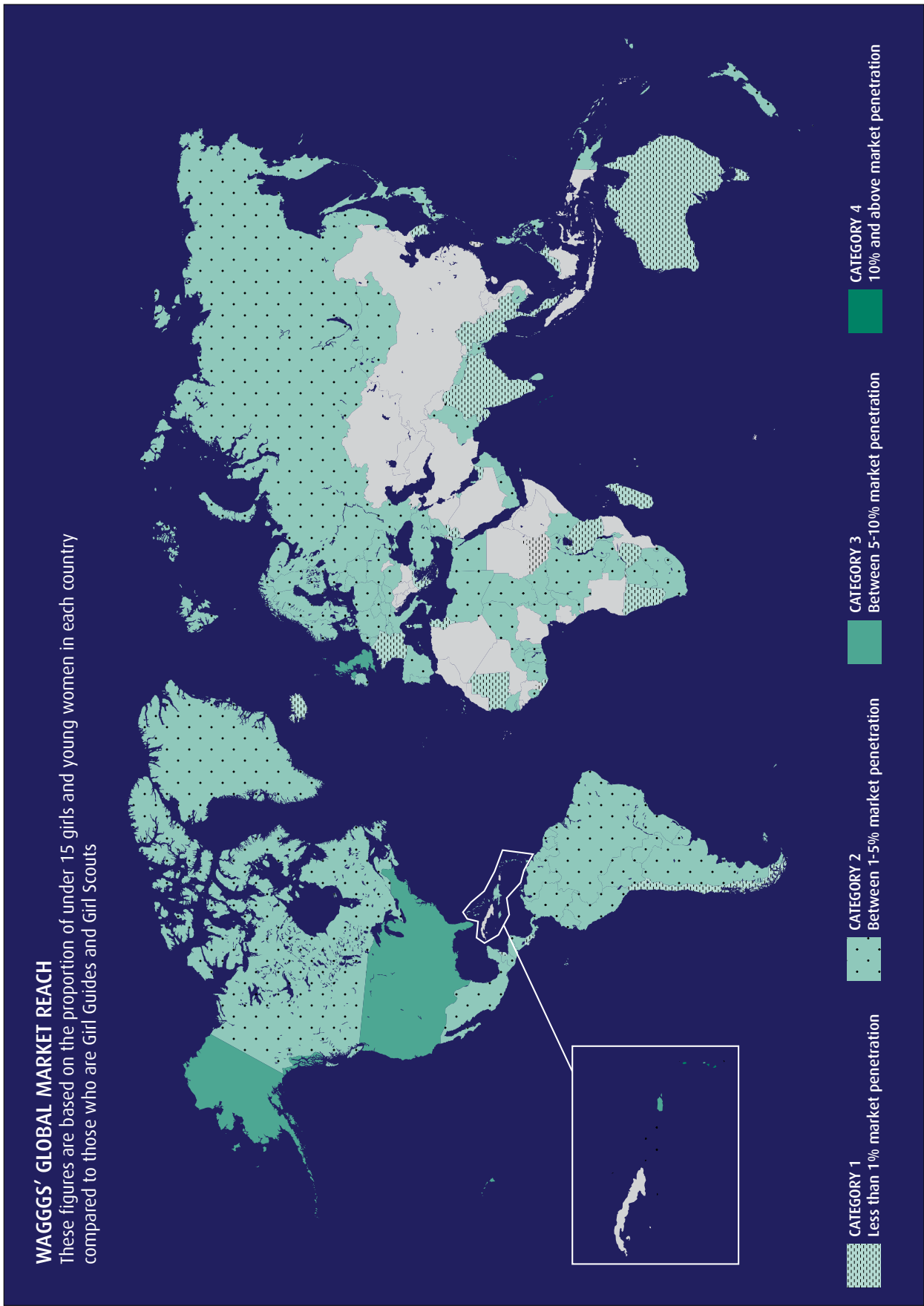


In order to understand WAGGGS' current reach, analysis of WAGGGS' market penetration around the world has also been conducted⁵, with a specific focus on the under 15 market, our biggest audience. Half of WAGGGS' MOs (72) have a market reach of less than one per cent, with 57 MOs reaching over one per cent but less than five per cent. Only 16 MOs have a market reach of over five per cent, with five of these MOs having a share of over 10 per cent. The top 10 MOs in terms of market reach of under 15 females are: the Maldives (the highest at 16.7 per cent), Grenada, St Vincent & The Grenadines, Hong Kong, Dominica, Barbados, the UK, Kiribati, the US, and Liechtenstein. The 10 MOs with the lowest market reach are: Russia, Mexico, Honduras, Uruguay, Venezuela, Ukraine, Paraguay, Bolivia, Colombia and Ecuador (the lowest, at 0.002 per cent). Notably, while 50 per cent of the top 10 markets are in Western Hemisphere and geographically mostly in the Caribbean, the majority of those with the lowest penetration are also in the Western Hemisphere, specifically in Latin America. This information is shown visually in the map overleaf.



⁵ For more information, please refer to Appendix VI and map of market reach on page 08.

Current membership structure



Membership Development Strategy

The Membership Development Strategy will focus on three strands as set out below:-

- 1 Building the capacity of existing Member Organizations (MOs) through the regional structure, including the advancement of volunteerism.
- 2 Reviewing and improving pathways to organizational membership.
- 3 Exploring potential new pathways of membership for girls and young women.

These strands target the recruitment and retention of MOs and supports MOs to do the same for their membership. In addition, through these strands, WAGGGS targets growth through new MOs, while also supporting the development of new pathways for individuals to join GG/GS. For sustainability, this strategy must address retention as strongly as it addresses initial recruitment.

This document will focus on each strand of the Strategy in turn, setting out key aims before outlining specific objectives and then establishing the performance indicators that will be used to measure success.

Strand 1

Building the capacity of existing MOs through the Regional structure, including the advancement of volunteerism

The key aims of this strand are to:

- Grow and sustain strong Member Organizations (MOs) that are focused to achieve WAGGGS' mission, and offer relevant, flexible, and values-based programs run by high quality leaders.
- Ensure that WAGGGS is the organization of choice for girls and young women, supporters, volunteers, partners, and donors.

WAGGGS has an ambitious target to deliver 12 million members by 2020⁶ by growing through its current structure. This is a growth of 29 per cent from 2012 to 2020.

Specific objectives

- Increasing the number of Member Organizations (MOs) through existing structures. The main focus will be on supporting countries to attain Full Membership from Associate Membership.
- Retention of existing MOs in all their diversity, with our main targets being healthy organizations that are well structured for growth.
- Increasing the number of members (girls and young women) within existing MOs. Regions will target a number of MOs where they believe that there is the most opportunity to grow, develop innovative ideas, and deliver best practice.
- Supporting MOs to attract more volunteers and retain current volunteers so that GG/GS can be successfully delivered to more girls and young women.

This strand of the Membership Development Strategy will work to achieve these objectives by focusing on:

- Ensuring that MOs have a sound structure and are well managed, and improving operational and support processes that will contribute to this to facilitate effective growth.
- Supporting MOs and WAGGGS to grow the breadth and depth of their volunteer pool so that organisations are well resourced and high quality Girl Guiding/Girl Scouting (GG/GS) experiences can be available to more girls and young women.

6 Page 4, WAGGGS' Membership Strategy, Chairman's Team Meeting, March 2012.

Membership Development Strategy

- Ensuring MOs have attractive, diverse and accessible educational programmes that develop life skills for members to have the character, confidence and courage to have a head start in life and make a difference in their world.
- Supporting MOs to have training, learning and development programmes that are of a consistently high standard.
- Further developing the image and reputation of WAGGGS as a high-performing, volunteer-led organisation, recognized for its gender expertise, such that it becomes the organisation of choice for girls and volunteers.

Performance indicators

- Focus/pilot MOs Performance Assessment (PA) 2015 and 2018 results improved from 2012 and 2015. MO Performance Assessments will focus on the overall health of the organization, including the quality of GG/GS and the diversity of the membership.
- Focus/pilot MOs increase their membership for the 2015 and 2018 censuses.
- All MOs, including new Members, have their training, learning and development schemes accredited by WAGGGS by 2020.
- 78 per cent of Associate Member Organizations (eleven out of the current 14) achieve Full Membership by 2020⁷.
- WAGGGS establishes a 'vision for volunteering', making clear its commitment to supporting volunteers at MO and global level to present to the 2017 World Conference.
- WAGGGS defines its models of good practice on volunteer support and management, and models of participation for volunteers at a global level including clear volunteer role descriptions by the end of the 2012 – 2014 triennium.



Strand 2

Reviewing and improving pathways to organizational membership

The key aims of this strand are to:

- Review existing pathways to organizational membership in order to understand what barriers exist so that new organizational models can be explored that have the potential to grow membership.
- Increase the number of Associate or Full Member Organizations from 145 to 158 (increasing our reach of countries recognized by the UN from 75 per cent to 81 per cent) by 2020 through learning from the review of pathways to organizational membership⁸.

Specific objectives

- Understand what barriers exist to organizational membership, through research and analysis.
- Review and deliver a Membership Policy that facilitates innovation, diversity and growth.
- Research and recommend a new organizational model that ensures the delivery of Vision 2020 and addresses methods of engagement of both Member Organizations and girls and young women in the 21st century.
- Review and revise related policies and procedures to make them clear, accessible and flexible for both current MOs and potential new organizational members.

Performance indicators

- Recommend a new Organizational Membership Policy and deliver within the 2015 - 2017 triennium.
- Increase the number of MOs with membership of WAGGGS from 75 per cent in 2012 to 81 per cent by 2020.

⁷ As identified in the Regional Membership Development Strategies:

Africa – Guinea and Cameroon; AP – Cook Islands, Tonga, Mongolia & Myanmar; Arab – Syria; Europe – Armenia; WH – Aruba, Suriname and Nicaragua.

⁸ As identified in the Regional Membership Development Strategies:

Africa – South Sudan, Mozambique, Ethiopia and Gabon; AP – Tonga, Myanmar and an additional country to be confirmed; Arab – Palestine, Iraq and Saudi Arabia; Europe – three countries to be confirmed.

Membership Development Strategy

Strand 3

★ Exploring potential new pathways of membership for girls and young women

The key aims of this strand are to:

- To explore whether new pathways to membership would bring WAGGGS closer to achieving its vision of reaching all girls and young women worldwide.

Specific objectives

- Research whether the current membership model is a reason that WAGGGS is reaching only one per cent of girls and young women.
- Develop and test other types of membership models that address these issues.
- Support new pathways to membership within MOs by developing a best practice toolkit.

Performance indicators

- If the research suggests that WAGGGS is not reaching all girls and young women because of its current membership model:
 1. Introduce ideas for new pathways to membership at the 2014 World Conference, and
 2. Create a New Pathways to Membership Policy in the 2015 - 2017 triennium.
- Develop a new pathways to membership (within MOs) toolkit to roll out to MOs within the 2015-17 triennium.

Conclusion

By delivering this Strategy, with the appropriate resources, WAGGGS aspires for membership of its MOs to reach 12 million by 2020. Even with 12 million members, WAGGGS will only be reaching 0.35 per cent of its potential members (up from the current reach of 0.25 per cent). To realise a major upward change in membership numbers and achieve Vision 2020, further research, analysis and exploration of the potential for new models of membership or engagement that could impact on WAGGGS' reach of its target audience is needed.

Through implementation of this Membership Development Strategy, WAGGGS will ensure that its resources are focused on supporting quality Girl Guiding and Girl Scouting and the ensuing growth in membership – both in terms of the number of MOs, and also the number of girls and young women who are members of Girl Guide / Girl Scout organizations. Successful delivery of this Strategy will contribute significantly to the Movement achieving its vision and mission.



Membership Development Strategy

Appendix I: Regional membership overview

Region	No. of MOs	Membership 2012 from census ⁹	Percentage of MOs within the region with school, community based or faith based GG/GS ¹⁰ delivery	Girls-only, SAGNOs and WAGGGS only admitting boys (WOAB) ¹¹	Target for introduction of new full Members by 2020 ¹²	Target membership by 2020
Africa	31	876,129	58% Community 54% School 33% Faith	96% girls only 4% SAGNOs	Guinea and Cameroon	2,000,000
Arab	14	125,716	78% Community 28% School 14% Faith	50% SAGNOs 50% girls only	Syria	139,297
Asia Pacific	25	3,079,498	40% Community 68% School 0% Faith	8% SAGNOs 92% girls only	Cook Islands and Mongolia	4,000,000
Europe	39	1,103,986	92% Community 10% School 25% Faith	54% SAGNOs 13% WOAB 33% girls only	Armenia	1,298,807
Western Hemisphere	36	3,337,938	52% Community 72% School 25% Faith	4% SAGNOs 2% WOAB 94% girls only	Suriname, Nicaragua and Aruba	<i>To be confirmed</i>
TOTAL	145	8,523,267				

⁹ Membership data from 2012 census as agreed for quota calculations.

¹⁰ Note that some MOs have more than one type of delivery which accounts for the percentages adding up to more than 100 per cent.

¹¹ Percentage of MOs within the region, not percentage of membership.

¹² List is subject to change

Membership Development Strategy

Appendix II: Regional membership overview¹³

Africa Region

Country	Membership per census 2006	Membership per census 2009	Membership per census 2012
BENIN	2,000	2,000	2,306
BOTSWANA	9,825	9,825	9,825
BURKINA FASO	12,753	12,753	16,333
BURUNDI	11,034	11,034	12,929
CAMEROON	1,033	1,033	5,350
CENT AFR REP	8,879	8,879	7,125
CHAD	6,450	6,450	7,112
CONGO BRAZZAVILLE	1,413	2,145	5,770
COTE D'IVOIRE	1,900	1,900	4,146
D R CONGO	1,100	11,797	13,958
GAMBIA THE	11,777	17,104	17,395
GHANA	7,835	13,467	19,191
GUINEA	4,000	3,489	4,880
KENYA	158,810	158,810	159,399
LESOTHO	1,783	4,312	6,172
LIBERIA	1,180	1,995	7,297
MADAGASCAR	25,152	30,499	44,048
MALAWI	11,044	49,538	54,144
MAURITIUS	776	1,162	935
NAMIBIA	1,278	1,198	1,680
NIGERIA	113,726	133,326	120,000
RWANDA	9,284	11,140	12,492
SENEGAL	2,071	2,071	5,121
SIERRA LEONE	2,026	2,026	1,460
SOUTH AFRICA	27,164	28,139	27,449
SOUTH SUDAN			9,562
SWAZILAND	2,100	3,604	3,558
TANZANIA	30,376	71,065	71,236
TOGO	2,700	3,080	3,236
UGANDA	112,371	112,371	174,219
ZAMBIA	11,920	23,418	23,531
ZIMBABWE	15,278	15,278	24,270
Total	609,038	754,908	876,129

24 per cent growth between 2006 and 2009, and a 16 per cent growth from 2009 to 2012.

¹³ Membership data for all Regions from 2006, 2009 and 2012 census as agreed for quota calculations

Membership Development Strategy

Appendix II: *continued*

AP Region

Country	Membership per census 2006	Membership per census 2009	Membership per census 2012
AUSTRALIA	29,811	29,046	25,077
BANGLADESH	52,567	58,535	93,323
BRUNEI DARUSSALAM	1,677	1,677	1,677
CAMBODIA	1,425	3,546	4,551
COOK ISLANDS	893	611	700
FIJI	2,081	2,828	5,531
HONG KONG	55,145	56,618	59,030
INDIA	1,305,028	1,524,800	1,780,545
JAPAN	49,447	42,742	34,927
KIRIBATI	500	690	2,833
KOREA	68,006	55,466	45,139
MALAYSIA	73,915	71,764	52,858
MALDIVES	7,307	7,068	9,474
MONGOLIA	1,050	921	1,500
NEPAL	15,740	20,794	22,061
NEW ZEALAND	17,635	13,220	13,220
PAKISTAN	48,253	51,328	110,826
PAPUA NEW GUINEA	1,224	1,985	3,410
PHILIPPINES	713,777	599,931	692,629
SINGAPORE	12,334	11,494	9,268
SOLOMON ISLANDS	697	697	697
SRI LANKA	37,057	22,381	32,817
TAIWAN	20,264	20,260	17,436
THAILAND	28,911	29,566	57,731
TONGA	200	260	2,238
Total	2,544,944	2,638,955	3,079,498

Three per cent growth from 2006 to 2009, and 16 per cent from 2009 to 2012.

Membership Development Strategy

Appendix II: *continued*

Arab Region

Country	Membership per census 2006	Membership per census 2009	Membership per census 2012
BAHRAIN	1,556	2,407	2,647
EGYPT	44,300	39,995	39,995
JORDAN	9,080	9,080	9,080
KUWAIT	9,025	9,025	15,000
LEBANON	6,615	6,772	6,772
LIBYA	4,325	4,325	4,500
MAURITANIA ¹⁴	500	500	500
SUDAN ¹⁵	17,350	34,000	15,580
OMAN	6,831	7,991	2,600
QATAR	2,368	2,515	3,480
SYRIAN ARAB REP	1,020	1,341	1,341
TUNISIA	7,298	7,336	7,336
UNIT ARAB EMIRATES	2,124	4,980	5,120
YEMEN	18,649	13,972	11,765
Total	131,041	144,239	125,716

Thus, a 10 per cent growth between 2006 and 2009 and a 13 per cent decline from 2009 to 2012

¹⁴ Mauritania membership figures are based on the minimum number of members as per the existing Membership Policy, as there has been no census return over last decade.

¹⁵ Sudan 2009 figure reflects their 2009 census figures, not the quota figures due to the change in membership from July 2011 when South Sudan became a separate country.

Membership Development Strategy

Appendix II: *continued*

Europe Region

Country	Membership per census 2006	Membership per census 2009	Membership per census 2012
ARMENIA	1,514	1,240	1,065
AUSTRIA	10,301	10,075	9,983
BELARUS	1,670	1,425	1,224
BELGIUM	59,268	60,924	56,879
CYPRUS	2,763	1,754	1,754
CZECH REPUBLIC	19,948	19,737	19,143
DENMARK	18,893	17,576	17,403
ESTONIA	776	586	639
FINLAND	32,278	26,994	23,450
FRANCE	60,327	71,601	41,335
GEORGIA	805	69	192
GERMANY	47,688	51,719	51,749
GREECE	10,682	8,756	6,589
HUNGARY	683	685	654
ICELAND	1,582	1,926	2,048
IRELAND	13,837	15,439	15,935
ISRAEL	11,268	11,268	11,268
ITALY	84,303	85,052	86,114
LATVIA	293	356	371
LIECHTENSTEIN	318	342	331
LITHUANIA	1,370	991	652
LUXEMBOURG	2,093	1,869	1,649
MALTA	1,191	1,139	1,130
MONACO	23	22	22
NETHERLANDS	54,663	53,308	53,796
NORWAY	14,443	12,968	11,792
POLAND	76,718	76,718	49,304
PORTUGAL	3,157	3,011	3,038
ROMANIA	1,000	1,014	1,195
RUSSIA	2,175	1,997	1,997
SAN MARINO	129	127	98
SLOVAK REPUBLIC	3,210	2,675	2,621
SLOVENIA	4,173	4,234	4,373
SPAIN	7,559	6,785	6,785
SWEDEN	42,482	39,166	28,546
SWITZERLAND	20,177	19,338	19,179
TURKEY	2,883	14,457	14,457
UKRAINE	728	162	287
UNITED KINGDOM	552,603	516,737	554,939
Total	1,169,974	1,184,205	1,103,986

One per cent growth between 2006 and 2009, and a four per cent decline from 2009 to 2012

Membership Development Strategy

Appendix II: *continued*

Western Hemisphere Region

Country	Membership per census 2006	Membership per census 2009	Membership per census 2012
ANTIGUA & BARBUDA	608	689	662
ARGENTINA	3,251	4,080	4,826
ARUBA	306	309	304
BAHAMAS	2,732	2,646	2,351
BARBADOS	3,290	3,290	2,668
BELIZE	412	590	532
BOLIVIA	390	255	221
BRAZIL	4,454	9,899	10,789
CANADA	116,206	90,052	90,642
CHILE	17,572	17,289	19,337
COLOMBIA	706	170	291
COSTA RICA	4,214	5,503	5,414
DOMINICA	533	866	962
DOMINICAN REP	507	358	348
ECUADOR	144	179	124
EL SALVADOR	259	804	499
GRENADA	1,518	1,518	2,288
GUATEMALA	998	418	418
GUYANA	1,121	1,121	1,787
HAITI	1,362	1,701	1,582
HONDURAS	5,484	5,902	142
JAMAICA	5,903	5,903	6,427
MEXICO	5,196	6,926	2,514
NETH ANTILLES	344	344	255
NICARAGUA	707	2,645	2,213
PANAMA	728	956	1,026
PARAGUAY	329	382	178
PERU	5,500	2,989	2,780
ST CHRIS & NEVIS	290	290	158
ST LUCIA	2,100	1,643	961
ST VIN & GRENADINES	1,456	1,685	2,066
SURINAME	472	307	323
TRINIDAD & TOBAGO	2,545	3,743	2,886
URUGUAY	71	71	71
USA	3,578,760	3,334,946	3,169,371
VENEZUELA	655	626	522
Total	3,771,123	3,511,095	3,337,938

Seven per cent decline between 2006 and 2009, and a five per cent decline from 2009 to 2012

Membership Development Strategy

Appendix III: Performance Assessment 2012 (PA12)

WAGGGS' Performance Assessment is a self-evaluation tool which measures the performance of our Member Organizations and Component Associations (referred to as 'MOs' solely in the rest of this appendix). It allows MOs to reflect on the growth of their Organization, to provide an overview of the health of the membership at all levels, enable plans/resources/support to be made based on need, and supports WAGGGS to make decisions on the allocation of resources, and plan its strategic direction.

This data is used in multiple ways:

At national level:

- To support the strategic planning process.
- To help review growth in the last three years.

At regional level (Regional Committees):

- To observe trends and implications for the Region.
- To identify and discuss strengths and weaknesses in the Region.
- To make strategic decisions that will move the region forward.
- As a tool to help Regional Committees make well informed decisions.

At global level (World Board):

- To observe trends and implications for the world strategy.
- To make strategic decisions that will move Girl Guiding and Girl Scouting forward.
- As a tool to help the World Board make well informed decisions.

The Performance Assessment is carried out every three years. 2012 was the sixth time we have asked MOs to self-evaluate. The Performance Assessment does not currently ask for census data used to capture quota information. However, it does record the total female membership as of the 31 December of the previous year (so, 31 December 2011, for PA12), as well as the number of female leaders and female members aged under 19 years.

The results in 2012 are based on 118 responses from 145 Member Organizations and Component Associations. This is a response rate of 81 per cent of all Members.

Results can be shown both by individual score for a Member Organization and by core area.



Membership Development Strategy

Appendix IV: current membership scope

This table subdivides the remaining countries where we do not have full membership, into eight different categories.

Category	Definition	Africa ¹⁶	Arab	Asia Pacific	Europe	Western Hemisphere
Current Suspension	An MO currently suspended by WAGGGS for performance of non-payment of quota	Botswana		Kiribati		St Kitts and Nevis Uruguay - recommendation for cancellation to go to World Conference in 2014
MOs which WAGGGS has cancelled	WAGGGS has cancelled membership			Samoa (2008), Tuvalu (2005), Vanuatu (2008) – inactive MOs that did not meet the minimum criteria under the 6 core areas, cancelled after WAGGGS worked for 10 years to revive guiding		
MOs which have left WAGGGS without being cancelled (since 2000)	The MO voluntarily opted to leave WAGGGS			Indonesia – left WAGGGS and moved to single membership with WOSM only (17 February 2001)		
Associate Membership status	A country working towards Full Membership	Cameroon (1972) & Guinea (1999)	Mauritania (1996) and Syria (2008 – not yet due for full)	Cook Islands (1993), Mongolia (2005), Solomon Islands (1987) and Tonga	Armenia (2002), Georgia (1999), Lithuania (2008 – not yet due for full) and Ukraine (1999)	Suriname (1972), Aruba (1993) and Nicaragua (1981)
Country, State or Territory working towards Associate Membership	A country officially working towards Associate Membership		Palestinian territories	Myanmar		

¹⁶ Africa Region also working with South Sudan, who used to be part of Full Member Association Sudan (Arab Region).

Membership Development Strategy

Appendix IV: *Continued*

Category	Definition	Africa ¹⁶	Arab	Asia Pacific	Europe	Western Hemisphere
Potential Member Countries	Countries where WAGGGS is working to formally establish or re-establish Guiding	Ethiopia, Mali, and Niger	Iraq and Saudi Arabia			
Countries where we have some contact¹⁷	Countries where there is some exchange, but no formal agreement	Gabon and Mozambique		China, Afghanistan, Laos, Federated States Of Micronesia, Macau, Vietnam and Kazakhstan	Azerbaijan, Albania and Kosovo	
Countries where we have no contact¹⁸	Any other country where we have no contact	Angola, Gabon, Guinea Bissau, Cape Verde, Sao Tome and Principe and the Seychelles	Algeria and Morocco	Bhutan, East Timor, Iran, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan, North Korea, Iran, Timor-Leste, Marshall Islands, Nauru, and Palau	Bulgaria, Moldova, Macedonia (former Yugoslav Republic of Macedonia - FYROM), Serbia, Montenegro, Bosnia and Herzegovina and Croatia	Cuba

¹⁷ List subject to change.

¹⁸ List subject to change.

Membership Development Strategy

Appendix V: WAGGGS' Support to MOs in the six core areas

This table documents current ways WAGGGS supports Member Organizations¹⁹.

Areas/Type of service	Events & training at Regional and World level	Tailor made support, coaching and mentoring	Resources and publications	Communication and external representation of Girl Guiding/ Girl Scouting	Monitoring and evaluation framework
Evaluation programme	- Events at World Centres - Round Tables (e.g. Round Table on Coeducation, 2010) - Roverway - Information on other training opportunities at European level (EU, Council of Europe, WAGGGS partner organizations) - Regional events	- MO Development Plans address all six core areas - MO visits - Committee and staff contact system (coaching & mentoring) - Invite experts from the Region to deliver workshops and training sessions - Facilitate relations, contacts and partnerships between Member Organizations within and between Regions	- Guidelines - Resource centre (small library) at Europe Office - Badge curricula (e.g. Olympia) - Other educational packs (Our rights – Our responsibilities; Aids toolkit, Africa Rural guiding booklet etc) - Global Action Theme (former triennial theme) - Centenary pack and web-based activities		- Performance assessment structure and analysis with feedback provided through the Committee and staff contact
Adult training	- WLDP, including JLS events at World Centres - Events at World Centres - Volunteer and Intern programmes at World Centres - Targeted World Centre events - Regional events	- As above	- Guidelines - Resource centre (small library) at Europe Office and online through WAGGGS’ website	- Performance assessment and feedback on the performance indicators analysis	- Performance assessment structure and analysis with feedback provided through the Committee and staff contact
Structure and management	- Round Tables training/sharing sessions at Regional conferences - New National board members training event - Webinar on succession planning - Regional events	- As above and Constitution Committee at World level	- Guidelines - Guide how to write a constitution (structure a Girl Guide/ Girl Scout association) - Toolkit on Volunteer management	- Performance assessment and feedback on the performance indicators analysis	- Performance assessment structure and analysis with feedback provided through the Committee and staff contact

¹⁹ Table documents a number of larger examples of how WAGGGS supports its MOs but list is not exhaustive.

Membership Development Strategy

Appendix V: *Continued*

Areas/Type of service	Events & training at Regional and World level	Tailor made support, coaching and mentoring	Resources and publications	Communication and external representation of Girl Guiding/ Girl Scouting	Monitoring and evaluation framework
Relationship to society	- External representatives network meeting - Regional events	- MO Development Plans address all six core areas - MO visits - Committee and staff contact system (coaching and mentoring) - Invite experts from the Region to deliver workshops and training sessions - Facilitate relations, contacts and partnerships between Member Organizations within and between Regions	- Guidelines	- Representation of Girl Guide/Girl Scout Associations toward external platforms: European Youth Forum, Social Platform, European Women's Lobby, Millennium Campaign - Relations with European and international intergovernmental institutions (United Nations, UNESCO, European Union, Council of Europe, etc) - Advocacy campaigns and actions on issues relevant to Girl Guiding/Girl Scouting - Branded material and communication tools - Press releases (e.g. Centenary launch)	- Performance assessment structure and analysis with feedback provided through the Committee and staff contact

Membership Development Strategy

Appendix V: *Continued*

Areas/Type of service	Events & training at Regional and World level	Tailor made support, coaching and mentoring	Resources and publications	Communication and external representation of Girl Guiding/ Girl Scouting	Monitoring and evaluation framework
Finance	- Training sessions at Regional and World event (e.g. TOP 10) - Regional fund development workshop/training - Regional events	- Specialist advice on fund development from fund department and EU office (upon request for European MOs) - Donors mapping and information on potential donors (upon request) - Involvement in EU/ CoE funded projects and activities	- Fund development tool Guidelines - Africa region fundraising booklet - Direct funding through WAGGGS' fund development (e.g. UPS grants to Brazil and South Africa)	- Performance assessment and feedback through the performance indicators analysis	- Performance assessment structure and analysis with feedback provided through the Committee and staff contact
Membership	- Round Tables (e.g. Round Table on membership and diversity 2008) - Networks (Overtures, Growth, North South) - Membership development workshop for targeted MOs	- MO Development Plans address all six core areas - MO visits - Committee and staff contact system (coaching and mentoring) - Invite experts from the Region to deliver workshops and training sessions - Facilitate relations, contacts and partnerships between Member Organizations within and between Regions	- Toolkit on recruitment and retention - Support Materials to the Membership policy and Guidelines	- Performance assessment and feedback through the performance indicators analysis	- Performance assessment structure and analysis with feedback provided through the Committee and staff contact

Membership Development Strategy

Appendix VI: Market reach - Female population figures compared with WAGGS membership

REG	COUNTRY	Total female population (2011) ²⁰	Total WAGGS membership (2012)	Market penetration as a percentage (all females)	Total female population under 15 (2011) ²¹	WAGGS membership under 15 (2012)	Market penetration as a percentage (females under 15)
	WORLD	3,465,000,000	8,523,267	0.246	900,900,000	6590022	0.731
AP	AFGHANISTAN	14,500,000	0	0.000	6,670,000	0	0.000
EU	ALBANIA	1,600,000	0	0.000	336,000	0	0.000
AR	ALGERIA	17,800,000	0	0.000	4,628,000	0	0.000
AF	ANGOLA	9,900,000	0	0.000	4,356,000	0	0.000
WH	ANTIGUA & BARBUDA	47,419	662	1.396	10,979	470	4.281
WH	ARGENTINA	20,900,000	4,826	0.023	5,016,000	3391	0.068
EU	ARMENIA	1,700,000	1,065	0.063	306,000	397	0.130
WH	ARUBA	57,397	304	0.530	9,735	235	2.414
AP	AUSTRALIA	10,900,000	25,077	0.230	1,962,000	19580	0.998
EU	AUSTRIA	4,300,000	9,983	0.232	602,000	6564	1.090
EU	AZERBAIJAN	4,600,000	0	0.000	1,012,000	0	0.000
WH	BAHAMAS	200,000	2,351	1.176	48,000	2092	4.358
AR	BAHRAIN	400,000	2,647	0.662	116,000	1967	1.696
AP	BANGLADESH	82,400,000	93,323	0.113	24,720,000	81001	0.328
WH	BARBADOS	149,042	2,668	1.790	26,853	2432	9.057
EU	BELARUS	5,100,000	1,224	0.024	663,000	984	0.148
EU	BELGIUM	5,500,000	56,879	1.034	880,000	39593	4.499
WH	BELIZE	200,000	532	0.266	68,000	450	0.662
AF	BENIN	4,700,000	2,306	0.049	1,974,000	1324	0.067
AP	BHUTAN	300,000	0	0.000	93,000	0	0.000
WH	BOLIVIA	5,100,000	221	0.004	1,785,000	61	0.003

20 Source: *The World's Women and Girls 2011 data sheet*, Population Reference Bureau.

21 Source: *The World's Women and Girls 2011 data sheet*, Population Reference Bureau.

Membership Development Strategy

Appendix VI: *Continued*

REG	COUNTRY	Total female population (2011) ²⁰	Total WAGGS membership (2012)	Market penetration as a percentage (all females)	Total female population under 15 (2011) ²¹	WAGGS membership under 15 (2012)	Market penetration as a percentage (females under 15)
EU	BOSNIA-HERZEGOVINA	1,900,000	0	0.000	266,000	0	0.000
AF	BOTSWANA	1,000,000	9,825	0.983	320,000	6684	2.089
WH	BRAZIL	100,100,000	10,789	0.011	24,024,000	3856	0.016
AP	BRUNEI	200,000	1,677	0.839	52,000	1450	2.788
EU	BULGARIA	3,900,000	0	0.000	507,000	0	0.000
AF	BURKINA FASO	8,400,000	16,333	0.194	3,864,000	12975	0.336
AF	BURUNDI	4,400,000	12,929	0.294	1,628,000	9151	0.562
AP	CAMBODIA	7,800,000	4,551	0.058	2,418,000	1878	0.078
AF	CAMEROON	10,200,000	5,350	0.052	4,080,000	4724	0.116
WH	CANADA	17,300,000	90,642	0.524	2,768,000	69282	2.503
AF	CAPE VERDE	300,000	0	0.000	99,000	0	0.000
AF	CENTRAL AFRICAN REPUBLIC	2,300,000	7,125	0.310	920,000	1910	0.208
AF	CHAD	5,900,000	7,112	0.121	2,655,000	6159	0.232
WH	CHILE	8,700,000	19,337	0.222	1,827,000	12128	0.664
AP	CHINA	655,300,000	0	0.000	117,954,000	0	0.000
AP	HONG KONG	3,800,000	59,030	1.553	380,000	48551	12.777
WH	COLOMBIA	23,800,000	291	0.001	6,426,000	179	0.003
AF	COMOROS	400,000	0	0.000	152,000	0	0.000
AF	CONGO	1,900,000	5,770	0.304	760,000	1633	0.215
AF	CONGO, DEM. REP.	35,100,000	13,958	0.040	16,146,000	10544	0.065
AP	COOK ISLANDS	5047	450	8.916	1150	n/a	n/a
WH	COSTA RICA	2,300,000	5,414	0.235	575,000	2985	0.519

Membership Development Strategy

Appendix VI: *Continued*

REG	COUNTRY	Total female population (2011) ²⁰	Total WAGGS membership (2012)	Market penetration as a percentage (all females)	Total female population under 15 (2011) ²¹	WAGGS membership under 15 (2012)	Market penetration as a percentage (females under 15)
AF	CÔTE D'IVOIRE	10,900,000	4,146	0.038	4,469,000	2853	0.064
EU	CROATIA	2,300,000	0	0.000	322,000	0	0.000
WH	CUBA	5,600,000	0	0.000	896,000	0	0.000
EU	CYPRUS	500,000	1,754	0.351	80,000	1157	1.446
EU	CZECH REPUBLIC	5,300,000	19,143	0.361	742,000	12563	1.693
EU	DENMARK	2,800,000	17,403	0.622	476,000	10952	2.301
AF	DJIBOUTI	400,000	0	0.000	140,000	0	0.000
WH	DOMINICA	36,305	962	2.650	7,994	873	10.921
WH	DOMINICAN REPUBLIC	5,200,000	348	0.007	1,560,000	299	0.019
WH	ECUADOR	7,000,000	124	0.002	2,100,000	33	0.002
AR	EGYPT	42,700,000	39,995	0.094	13,237,000	26757	0.202
WH	EL SALVADOR	3,300,000	499	0.015	924,000	404	0.044
AF	EQUATORIAL GUINEA	400,000	0	0.000	160,000	0	0.000
AF	ERITREA	2,700,000	0	0.000	1,080,000	0	0.000
EU	ESTONIA	700,000	639	0.091	98,000	131	0.134
AF	ETHIOPIA	43,800,000	0	0.000	18,396,000	0	0.000
AP	FEDERATED STATES OF MICRONESIA	100,000	0	0.000	36,000	0	0.000
AP	FIJI	400,000	5,531	1.383	120,000	5203	4.336
EU	FINLAND	2,700,000	23,450	0.869	432,000	13416	3.106
EU	FRANCE	32,300,000	41,335	0.128	5,491,000	22609	0.412
AP	FRENCH POLYNESIA	100,000	0	0.000	26,000	0	0.000
AF	GABON	800,000	0	0.000	280,000	0	0.000

Membership Development Strategy

Appendix VI: *Continued*

REG	COUNTRY	Total female population (2011) ²⁰	Total WAGGS membership (2012)	Market penetration as a percentage (all females)	Total female population under 15 (2011) ²¹	WAGGS membership under 15 (2012)	Market penetration as a percentage (females under 15)
AF	GAMBIA	900,000	17,395	1.933	369,000	10945	2.966
EU	GEORGIA	2,200,000	192	0.009	330,000	70	0.021
EU	GERMANY	41,700,000	51,749	0.124	5,421,000	13748	0.254
AF	GHANA	12,200,000	19,191	0.157	4,636,000	14744	0.318
EU	GREECE	5,600,000	6,589	0.118	784,000	3586	0.457
WH	GRENADA	54,158	2,288	4.225	13,101	2106	16.075
AP	GUAM	100,000	0	0.000	27,000	0	0.000
WH	GUATEMALA	7,600,000	418	0.006	3,040,000	357	0.012
AF	GUINEA	5,200,000	4,880	0.094	2,184,000	2929	0.134
AF	GUINEA-BISSAU	900,000	0	0.000	378,000	0	0.000
WH	GUYANA	400,000	1,787	0.447	116,000	1473	1.270
WH	HAITI	5,200,000	1,582	0.030	1,820,000	1306	0.072
WH	HONDURAS	3,900,000	142	0.004	1,365,000	96	0.007
EU	HUNGARY	5,200,000	654	0.013	728,000	351	0.048
EU	ICELAND	200,000	2,048	1.024	40,000	1437	3.593
AP	INDIA	595,400,000	1,780,545	0.299	178,620,000	1670210	0.935
AP	INDONESIA	117,700,000	0	0.000	30,602,000	0	0.000
AP	IRAN	37,400,000	0	0.000	8,976,000	0	0.000
AR	IRAQ	15,900,000	0	0.000	6,201,000	0	0.000
EU	IRELAND	2,300,000	15,935	0.693	460,000	13679	2.974
EU	ISRAEL	3,700,000	11,268	0.305	962,000	N/A	N/A
EU	ITALY	30,900,000	86,114	0.279	4,017,000	56924	1.417

Membership Development Strategy

Appendix VI: *Continued*

REG	COUNTRY	Total female population (2011) ²⁰	Total WAGGGS membership (2012)	Market penetration as a percentage (all females)	Total female population under 15 (2011) ²¹	WAGGGS membership under 15 (2012)	Market penetration as a percentage (females under 15)
WH	JAMAICA	1,400,000	6,427	0.459	378,000	5628	1.489
AP	JAPAN	65,100,000	34,927	0.054	7,812,000	13915	0.178
AR	JORDAN	3,200,000	9,080	0.284	1,088,000	7220	0.664
EU	KAZAKHSTAN	8,300,000	0	0.000	1,826,000	0	0.000
AF	KENYA	21,000,000	159,399	0.759	9,030,000	152444	1.688
AP	KIRIBATI	52,701	2,833	5.376	16,355	1288	7.875
AP	KOREA, NORTH	12,200,000	0	0.000	2,440,000	0	0.000
AP	KOREA, SOUTH	24,600,000	45,139	0.183	3,690,000	36050	0.977
AR	KUWAIT	1,300,000	15,000	1.154	364,000	10450	2.871
EU	KYRGYZSTAN	2,800,000	0	0.000	784,000	0	0.000
AP	LAOS	3,300,000	0	0.000	1,155,000	0	0.000
EU	LATVIA	1,200,000	371	0.031	156,000	249	0.160
AR	LEBANON	2,200,000	6,772	0.308	506,000	5780	1.142
AF	LESOTHO	1,100,000	6,172	0.561	396,000	5788	1.462
AF	LIBERIA	2,100,000	7,297	0.347	882,000	7049	0.799
AR	LIBYA	3,200,000	4,500	0.141	960,000	2830	0.295
EU	LIECHTENSTEIN	18,663	331	1.774	2,785	184	6.607
EU	LITHUANIA	1,700,000	652	0.038	221,000	498	0.225
EU	LUXEMBOURG	300,000	1,649	0.550	51,000	974	1.910
EU	MACEDONIA	1,000,000	0	0.000	170,000	0	0.000
AF	MADAGASCAR	10,400,000	44,048	0.424	4,368,000	32786	0.751
AF	MALAWI	8,100,000	54,144	0.668	3,645,000	39956	1.096

Membership Development Strategy

Appendix VI: *Continued*

REG	COUNTRY	Total female population (2011) ²⁰	Total WAGGS membership (2012)	Market penetration as a percentage (all females)	Total female population under 15 (2011) ²¹	WAGGS membership under 15 (2012)	Market penetration as a percentage (females under 15)
AP	MALAYSIA	14,000,000	52,858	0.378	3,920,000	36032	0.919
AP	MALDIVES	200,000	9,474	4.737	52,000	8685	16.702
AF	MALI	6,900,000	0	0.000	2,967,000	0	0.000
EU	MALTA	200,000	1,130	0.565	28,000	947	3.382
AR	MAURITANIA	1,700,000	500	0.029	646,000	N/A	N/A
AF	MAURITIUS	700,000	935	0.134	147,000	835	0.568
WH	MEXICO	56,700,000	2,514	0.004	15,309,000	1232	0.008
EU	MOLDOVA	1,900,000	0	0.000	285,000	0	0.000
EU	MONACO	15,648	22	0.141	1,782	14	0.786
AP	MONGOLIA	1,400,000	1,500	0.107	336,000	992	0.295
EU	MONTENEGRO	300,000	0	0.000	54,000	0	0.000
AR	MOROCCO	16,700,000	0	0.000	4,509,000	0	0.000
AF	MOZAMBIQUE	12,300,000	0	0.000	5,289,000	0	0.000
AP	MYANMAR	26,100,000	0	0.000	6,786,000	n/a	n/a
AF	NAMIBIA	1,100,000	1,680	0.153	385,000	1381	0.359
AP	NEPAL	15,300,000	22,061	0.144	5,202,000	18203	0.350
EU	NETHERLANDS	8,400,000	53,796	0.640	1,428,000	31630	2.215
WH	NETHERLANDS ANTILLES/CURACAO	76,132	255	0.335	14,645	175	1.195
AP	NEW CALEDONIA	100,000	0	0.000	24,000	0	0.000
AP	NEW ZEALAND	2,200,000	13,220	0.601	418,000	11177	2.674
WH	NICARAGUA	3,000,000	2,213	0.074	990,000	1787	0.181
AF	NIGER	8,200,000	0	0.000	4,018,000	0	0.000

Membership Development Strategy

Appendix VI: *Continued*

REG	COUNTRY	Total female population (2011) ²⁰	Total WAGGGS membership (2012)	Market penetration as a percentage (all females)	Total female population under 15 (2011) ²¹	WAGGGS membership under 15 (2012)	Market penetration as a percentage (females under 15)
AF	NIGERIA	80,700,000	120,000	0.149	33,894,000	97513	0.288
EU	NORWAY	2,500,000	11,792	0.472	450,000	7736	1.719
AR	OMAN	1,300,000	15,580	1.198	442,000	12042	2.724
AP	PAKISTAN	91,600,000	110,826	0.121	32,976,000	99782	0.303
AR	PALESTINIAN TERRITORY	2,200,000	0	0.000	968,000	0	0.000
WH	PANAMA	1,800,000	1,026	0.057	504,000	730	0.145
AP	PAPUA NEW GUINEA	3,500,000	3,410	0.097	1,330,000	2254	0.169
WH	PARAGUAY	3,300,000	178	0.005	1,089,000	51	0.005
WH	PERU	14,900,000	2,780	0.019	4,321,000	2471	0.057
AP	PHILIPPINES	47,300,000	692,629	1.464	15,609,000	633013	4.055
EU	POLAND	19,700,000	49,304	0.250	2,758,000	31866	1.155
EU	PORTUGAL	5,500,000	3,038	0.055	770,000	1989	0.258
AR	QATAR	400,000	2,600	0.650	124,000	2446	1.973
AF	REUNION	400,000	0	0.000	100,000	0	0.000
EU	ROMANIA	10,900,000	1,195	0.011	1,526,000	647	0.042
EU	RUSSIA	75,300,000	1,997	0.003	10,542,000	1111	0.011
AF	RWANDA	5,400,000	12,492	0.231	2,268,000	6987	0.308
AP	SAMOA	100,000	0	0.000	38,000	0	0.000
EU	SAN MARINO	16,719	98	0.586	2,461	69	2.804
AF	SAO TOME AND PRINCIPE	100,000	0	0.000	39,000	0	0.000
AR	SAUDI ARABIA	12,200,000	0	0.000	4,148,000	0	0.000
AF	SENEGAL	6,700,000	5,121	0.076	2,814,000	3168	0.113

Membership Development Strategy

Appendix VI: *Continued*

REG	COUNTRY	Total female population (2011) ²⁰	Total WAGGS membership (2012)	Market penetration as a percentage (all females)	Total female population under 15 (2011) ²¹	WAGGS membership under 15 (2012)	Market penetration as a percentage (females under 15)
EU	SERBIA	5,000,000	0	0.000	850,000	0	0.000
AF	SIERRA LEONE	3,100,000	1,460	0.047	1,333,000	1112	0.083
AP	SINGAPORE	2,400,000	9,268	0.386	336,000	8166	2.430
EU	SLOVAKIA	2,800,000	2,621	0.094	392,000	1237	0.316
EU	SLOVENIA	1,000,000	4,373	0.437	130,000	1330	1.023
AP	SOLOMON ISLANDS	300,000	697	0.232	114,000	485	0.425
AF	SOMALIA	4,800,000	0	0.000	2,112,000	0	0.000
AF	SOUTH AFRICA	25,700,000	27,449	0.107	7,710,000	21351	0.277
AF	SOUTH SUDAN	5,460,129	9,562	0.175	2,505,794	N/A	N/A
EU	SPAIN	23,100,000	6,785	0.029	3,234,000	4694	0.145
AP	SRI LANKA	10,500,000	32,817	0.313	2,415,000	29684	1.229
WH	ST CHRIS & NEVIS	25,581	158	0.618	5,589	133	2.380
WH	ST LUCIA	83,399	961	1.152	17,098	865	5.059
WH	ST VIN & GRENADINES	50,537	2,066	4.088	11,979	1682	14.041
AR	SUDAN	21,900,000	3,480	0.016	8,322,000	2170	0.026
WH	SURINAME	300,000	323	0.108	84,000	264	0.314
AF	SWAZILAND	600,000	3,558	0.593	222,000	2500	1.126
EU	SWEDEN	4,700,000	28,546	0.607	752,000	16635	2.212
EU	SWITZERLAND	3,900,000	19,179	0.492	546,000	13532	2.478
AR	SYRIA	11,400,000	1,341	0.012	3,876,000	840	0.022
AP	TAIWAN	11,662,922	17,436	0.149	1,609,813	12448	0.773
EU	TAJIKISTAN	3,600,000	0	0.000	1,260,000	0	0.000

Membership Development Strategy

Appendix VI: *Continued*

REG	COUNTRY	Total female population (2011) ²⁰	Total WAGGS membership (2012)	Market penetration as a percentage (all females)	Total female population under 15 (2011) ²¹	WAGGS membership under 15 (2012)	Market penetration as a percentage (females under 15)
AF	TANZANIA	23,200,000	71,236	0.307	10,208,000	45345	0.444
AP	THAILAND	34,800,000	57,731	0.166	6,960,000	33772	0.485
AP	TIMOR-LESTE	600,000	0	0.000	264,000	0	0.000
AF	TOGO	3,500,000	3,236	0.092	1,365,000	2479	0.182
AP	TONGA	100,000	2,238	2.238	36,000	N/A	N/A
WH	TRINIDAD AND TOBAGO	700,000	2,886	0.412	140,000	2786	1.990
AR	TUNISIA	5,200,000	7,336	0.141	1,144,000	6766	0.591
EU	TURKEY	38,100,000	14,457	0.038	9,906,000	8392	0.085
EU	TURKMENISTAN	2,700,000	0	0.000	756,000	0	0.000
AF	UGANDA	17,400,000	174,219	1.001	8,352,000	163845	1.962
EU	UKRAINE	24,300,000	287	0.001	3,159,000	189	0.006
AR	UNITED ARAB EMIRATES	1,600,000	5,120	0.320	448,000	3359	0.750
EU	UNITED KINGDOM	31,700,000	554,939	1.751	5,389,000	430418	7.987
WH	UNITED STATES	162,300,000	3,169,371	1.953	30,837,000	2148198	6.966
WH	URUGUAY	1,800,000	71	0.004	378,000	26	0.007
EU	UZBEKISTAN	14,100,000	0	0.000	3,807,000	0	0.000
AP	VANUATU	100,000	0	0.000	38,000	0	0.000
WH	VENEZUELA	14,700,000	522	0.004	4,263,000	258	0.006
AP	VIETNAM	45,500,000	0	0.000	10,920,000	0	0.000
AR	YEMEN	12,300,000	11,765	0.096	5,289,000	11235	0.212
AF	ZAMBIA	6,800,000	23,531	0.346	3,128,000	5660	0.181
AF	ZIMBABWE	6,600,000	24,270	0.368	2,508,000	21821	0.870

Membership Development Strategy

Appendix VII: Glossary of Terminology

WAGGGS terms	Definition
MO (Member Organization)	A National Organization that has been recognized as a Member of the World Association of Girl Guides and Girl Scouts.
SAGA	A Scout and Guide Association
SAGNO	Scout and Guide National Organizations, National Organizations in which males are members of WOSM and females are members of WAGGGS.
Federation	A National Organization comprised of two or more Component Associations.
Co-education	The system of delivery in which both girls/women and boys/men attend the same units.
Girls only	The system of delivery in which girls/women attend separate units to boys/men's units.
WAGGGS only admitting boys	WAGGGS' World Board recognizes that boys and men are involved in some Member Organizations and that this involvement takes various forms. The World Board accepts the frameworks in place as of January 1, 2010, specifically, • All Member Organizations who have been accepted into Membership of WAGGGS with boys within their membership will continue to hold Membership of WAGGGS. They may continue to count boys as members if they wish to do so. This includes any SAGNO Member Organization whose male membership has been accepted as WAGGGS' members prior to January 2010. • Any Associate Member Organization meeting the preceding condition will be allowed to obtain Full Membership. • Member Organizations may have adult males as members. WAGGGS' World Board confirms it will continue to allow boys and men who are members of WAGGGS Member Organizations to participate fully in Conferences and in events as appropriate, but only women may hold positions of elected leadership within WAGGGS.
Community based	Girl Guiding/Girl Scouting run by volunteers at a local community level in community facilities.
School based	Girl Guiding/Girl Scouting run through units in based in schools by teachers and educators.
Faith based	Girl Guiding/Girl Scouting run through units in faith based institutions (churches, etc.).
Census	WAGGGS' collection of membership figures from across Member Organizations organised every three years during the year preceding the World Conference.
Performance assessment	Every three years Member Organizations complete a self-assessment, indicating their progress against the six key areas of the development of high quality Girl Guiding/Girl Scouting. These are; Educational Programme, Adult training, Membership, Structure and Management, Relationship to Society and Finance.
Quota	The membership fee which Member Organizations are required to pay annually to WAGGGS. The amount for each year is agreed in advance by the World Conference.

Membership Development Strategy

Appendix VII: *Continued*

WAGGGS terms	Definition
Country working towards membership (CWTM)	National Organizations Working Towards Membership receive help from WAGGGS through the World Bureau, or the Regional Committees, thus enabling them to progress and fulfil the requirements of Membership as soon as possible.
Associate membership	A National Organization must have a Constitution approved by the World Board; adopt the Method of the Girl Guide/Girl Scout Movement; incorporate the Trefoil in its badge and develop training programmes for leaders, as well as programmes suited to the needs of the girls and young women in its country. It must have sound finances, and a structure which can support further development. Applications for Associate Membership are considered by the World Board once a year, to be ratified at the following World Conference.
Full membership	A National Organization must have a Constitution approved by the World Board; adopt the Method of the Girl Guide/Girl Scout Movement; incorporate the Trefoil in its badge and develop training programmes for leaders, as well as programmes suited to the needs of the girls and young women in its country. It must have sound finances, and a structure which can support further development. It must also have a well-developed organization at national level, good training programmes, and sufficient resources to enable it to support the work of WAGGGS. Applications for full Membership of WAGGGS are considered every three years at the World Conference.
Mission	WAGGGS' Mission is: to enable girls and young women to develop their fullest potential as responsible citizens of the world.
Vision	All girls and young women are valued and take action to change the world. Together the Vision and the Mission uphold and strengthen the inherent principles of Girl Guiding and Girl Scouting. Olave Baden-Powell urged the Movement to 'create a better world and brighter future for the youth of tomorrow'; an aspiration as relevant today as it was one hundred years ago.
Volunteer	A person who works for an organization without being paid. A person appointed by the World Board to act on its behalf in the administration of funds or property. The trustee may be given discretion as to how the funds or property are to be administered, or may be a custodial trustee, holding legal title to the funds or property but acting only on the instructions of the World Association.
WOSM	World Organization of the Scout Movement
WAGGGS	World Association of Girl Guides and Girl Scouts
Regions	A geographical area defined by the World Board. WAGGGS five regions are: • Africa • Arab • Asia Pacific • Europe • Western Hemisphere



World Association
of Girl Guides
and Girl Scouts

Association mondiale
des Guides et des
Eclaireuses

Asociación
Mundial de las
Guías Scouts

Send us your comments

If you would like to write to the editor, please email ourworld@waggs.org or write to:
Communications team, World Bureau, Olave Centre,
12c Lyndhurst Road, London NW3 5PQ.

SUPPORTING OUR WORK WORLDWIDE...

Help transform the lives of girls and young women today

Empowering girls and young women is the key to real change. Help enable millions of girls and young women to become agents of change themselves: impacting their homes, their communities, their countries and our world.

By supporting The Global Girls Fund you will help provide girls and young women worldwide with programmes that equip them with self-confidence, leadership and advocacy skills and opportunities.

CHANGE HER FUTURE. CHANGE OUR WORLD.

Pledge your support today at www.theglobalgirlsfund.com or email us on enquiries@theglobalgirlsfund.com to find out how you can get involved.

WORLD ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS
World Bureau, Olave Centre
12c Lyndhurst Road, London NW3 5PQ, England
telephone: +44 (0)20 7794 1181
facsimile: +44 (0)20 7431 3764
e-mail: ourworld@waggs.org
www.waggs.org

Registered Charity No.306125 in England and Wales