



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

WAGGGS

Membership Fees 2018-2020 Policy

WAGGGS policies fall into three main categories.

Constitutional governance policies

Decided by the World Conference: handle fundamental issues of mission, vision, values, strategy and priorities of the Movement.

World Board governance policies

Decided by the World Board: handle the specific governance responsibilities of WAGGGS Global Team and provide guidance for the implementation of the strategy of the organisation. Putting into practice the overall policy and strategy of WAGGGS; connecting and integrating activities and services to achieve the mission, vision and strategy.

Functional policies

Decided by the World Board and/or Chief Executive, as appropriate: handle major functional operations, provide the next level of detail to guide the work and are developed by the relevant groups working in functional areas.

This is a: functional policy and it applies to: the Member Organisations of the World Association of Girl Guides and Girl Scouts

Previous policy approved by World Board Sep 2014 (W.Board.4656)
This version approved with annex by World Board February 2019 (W.Board.4829a)

Next update – no later than December 2020

For clarity, the version of this policy found the shared drive in location should be considered the correct version:

<S:\WAGGGS Policies & Procedures\Section 5 - Finance Policies>

1. INTRODUCTION

- 1.1 The obligations of Member Organisations to pay a membership fee is outlined in the WAGGGS CIO constitution (2014, amended 2017) articles 10.4.2.3, 10.7, 10.8, and most particularly 10.9.1(h).
- 1.2 The method for calculating membership fees for 2018-2020 was presented to the 36th World Conference in India in 2017 (Conference document no. 7). It continued the approach agreed at the 35th World Conference in Hong Kong in 2014 (Conference document no. 11).
- 1.3 Full details can be found in [36th World Conference document no. 7](#)
- 1.4 This policy provides detail on how and when membership fees are collected, and as such is a functional policy. It provides a summary of the method outlined in the document above, and also further detail on accessing the membership fee support fund.

2. POLICY STATEMENT

- 2.1 All Member Organisations shall pay an annual membership fee as a condition of their membership of the Association.
- 2.2 Membership fees shall be used to fund the operation and general activities of the Association, including the services, assistance and support provided to Member Organisations to further the work of Girl Guiding and Girl Scouting.
- 2.3 The membership fees payable by each MO over the course of a triennium shall be approved by the World Conference immediately preceding the first year of the triennium.
- 2.4 The Finance Committee or World Board has the ability to adjust an MO's membership fee during the triennium, subject to certain conditions (see below).
- 2.5 A MO that owes membership fees for the year(s) preceding a World or Regional Conference shall not be eligible to vote at said conference, unless they have agreed a repayment plan with the Finance Committee and are complying with it (see below).
- 2.6 In the event that an MO fails to pay its membership fees for two years in succession, the World Board shall take action in accordance with WAGGGS' membership policy.

3. PROCEDURE FOR 2018-2020

- 3.1 Individual Member Organisations' membership fees are calculated using a formula that takes account of the following variables:
 - a) Membership numbers
 - b) A standard 'rate per member'
 - c) National wealth (measured by gross national income per capita)

Membership

- 3.2 At the 35th World Conference in 2014 it was agreed that 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 Member Organisations to grow their membership and encouraging them to provide accurate membership numbers. Member Organisations experiencing a reduction in their membership would still have their membership fee reduced to reflect that reduction.
- 3.3 As a result, for 2018-2020 either the 2012 or 2015 census figures were used for each MO, whichever was the lower.

3.4 Countries accepted as new Member Organisations at the 36th World Conference will be required to pay a membership fee in 2018-2020. In addition, Associate Member Organisations achieving Full Membership status at the 36th World Conference would also then be required to pay the appropriate fee in 2018-2020.

Rate per member

3.5 A standard rate per member of GBP 0.40 was applied in both 2015-2017 and 2018-2020. This standard rate was adjusted depending on the national wealth of each MO's country (see next section).

National wealth bands

3.6 Each MO is assigned to one of ten wealth bands (A to J) based on their country's gross national income per capita (GNI-PC) using the Atlas method.

3.7 The GNI-PC figures for 2018-2020 were those from 2015 (to maintain consistency with the 2012 figures used for 2015-2017) and were downloaded in January 2017 from <http://data.worldbank.org>.

3.8 Depending on the wealth band, Member Organisations receive different levels of discount or surcharge:

- a) Member Organisations in wealth band 'A' only pay the standard minimum fee (see below) regardless of the number of members they have
- b) Member Organisations in bands B to H receive a discount on the rate per member used to calculate their membership fee
- c) Member Organisations in band J pay a surcharge on the rate per member used to calculate their membership fee

3.9 From a methodological point of view, if 2015 GNI-PC values are used, then for consistency the wealth band thresholds should also be updated to take account of global changes over the same time period.

3.10 Consideration was given to adjusting the wealth band thresholds in the line with the global increase in GNI. However as the change has only been a 1% global increase between 2012 and 2015, adjusting the wealth bands would only benefit three Member Organisations and reduce membership fees by GBP6,576 (0.1%) over the triennium.

3.11 As a result, the method used for calculating the 2018-2020 membership fees uses the 2015 GNI-PC values for each country are used alongside the 2012 GNI-PC wealth band thresholds.

3.12 The World Board acknowledges the principle of adjusting wealth band thresholds in line with global increases in GNI for future years where the increase is greater than 1%. This will be part of the membership fee review that will take place in 2018-2020.

3.13 The table below shows the thresholds for each wealth band for the 2018-2020 membership fees:

Wealth Band	GNI-PC upper threshold (US\$)	Discount / Surcharge on rate per member
A	460	100.0% - standard minimum fee only
B	700	92.5%
C	1,035	85.0%
D	4,085	75.0%
E	7,000	60.0%
F	12,615	45.0%
G	15,000	30.0%
H	35,000	15.0%
I	60,000	0.0%
J	N/A	-10.0%

Other adjustments

3.14 In addition to the criteria relating to membership size, rate per member and wealth bands, a number of other criteria used in 2015-2017 continued to be used to determine the 2018-2020 membership fees:

- a) A standard minimum fee of GBP 130 per year (for Member Organisations in wealth band A or those whose membership is such that the calculated fee would be less than GBP 130).
- b) 500,000 cap on membership in bands B to D (this affects only Bharat Scouts and Guides and Girl Scouts of the Philippines for 2018-2020)
- c) Cap of 55% of the total income to be paid by any one MO (this affects GSUSA for 2018-2020)
- d) Transitional relief (phasing) on annual fee increases or decreases of 33% or more
- e) The 50% reduction in membership fee for Associate Members

4. BILLING AND PAYMENT OF MEMBERSHIP FEES

- 4.1 The membership year runs from January to December. Membership fee invoices are issued to Member Organisations prior to the start of the year, normally in December and are payable by 31 January. Membership fees are billed in GBP and should ideally be paid in GBP by bank transfer.
- 4.2 However, WAGGGS recognises that the above may not be practical for all Member Organisations and is willing to discuss alternative arrangements. Member Organisations wishing to pay to different timescales, in different currencies and/or by a different method should contact their relationship manager in the in the first instance.
- 4.3 Decisions to delay payment of membership fees or pay through a method other than bank transfer should be approved by the directors of Membership and Corporate Services.

5. NON-PAYMENT AND DEBTS

- 5.1 If an MO falls in to arrears, then that MO may – if it makes the request – have its outstanding debt written off in whole or in part. It may also agree to enter in to a repayment plan to pay outstanding debt over a longer period of time.
- 5.2 Debts may only be written off under the circumstances outlined below (5.4). Approval for such decisions should be sought in line with section 5.5 below.
- 5.3 If an MO cannot pay its current or remaining fees for the triennium, then that MO may – on application - access the membership fee support fund (see below 6.1 and annex 1).
- 5.4 Membership fee debts may only be written off if the debt meets at least one of the following criteria:
 - a) The debt is due to exchange rate differences
 - b) The Member Organisation's membership has been terminated by the World Conference and there is no reasonable prospect of recovering the debt
 - c) The Member Organisation has clearly demonstrated that it does not have the resources to repay the debt and pursuing it would jeopardise its survival
 - d) At the end of the year, if the outstanding debt is less than £130 and is less than half the total amount of the Member Organisation's annual fee.
- 5.5 If an MO requests writing off a debt, approval should be sought in line with section two (financial planning and unbudgeted expenditure) of the WAGGGS scheme of delegation.
- 5.6 The Finance Committee is responsible for monitoring Member Organisations' payment of their membership fees.
- 5.7 The Finance Committee is also responsible for recommending action in the event of persistent non-payment (two or more years in a row). Such action may include:
 - a) Encouraging the Member Organisation to make an application to the membership fee support fund for current or future fees (see below)

- b) Agreeing a repayment plan for historical debts
- c) Writing off all or part of a debt
- d) Recommending to the World Board that it takes action under the WAGGGS' membership policy.

5.8 If a Member Organisation fails to pay membership fee debts for two or more consecutive years, in line with the membership suspension and cancellation policy, the Member Organisation is automatically suspended until or unless it pays off the debts or agrees a repayment plan.

5.9 A report on outstanding membership fee debts and ongoing or successful applications to the membership fee support fund should be provided to each meeting of the Finance Committee.

6. MEMBERSHIP FEE SUPPORT FUND

6.1 The World Board has established a membership fee support fund that may be used to provide assistance to Member Organisations that are experiencing problems in paying their current or future membership fees. The principles and operation of this fund are set out in Annex 1.

7. REVIEW OF POLICY

7.1 In 2018-2020 WAGGGS will explore a range of options around fundraising, World Centres and merchandising to look to reduce membership fees in future triennia.

7.2 The membership fees for 2021-2023 will be agreed by the 37th World Conference in Uganda, 2020.

ANNEX 1 - Membership Fee Support Fund

1. GENERAL PRINCIPLES

- 1.1 The membership fee support fund (MFSF) has been established to provide financial relief to Member Organisations that are experiencing financial difficulties that are outside of their own control and which are making it difficult or impossible to pay their full membership fee.
- 1.2 The MFSF will be distributed on the basis of applications from Member Organisations. In all cases, the application should be submitted to the Member Organisation's relationship manager at the World Bureau. The relationship manager will ensure it is referred to the correct place for approval.
- 1.3 The approval limits are in line with those outlined in the WAGGGS Scheme of Delegation section 2.4, with the additional inclusion of Finance Committee oversight for MOs with annual fees of £15,000 or more:
 - a) For Member Organisations with annual fees of less than £1,000, approval may be given by the director of Membership (91 MOs in 2018-2020)
 - b) For Member Organisations with annual fees between £1,000 and £14,999, applications must be reviewed and supported by the relevant Regional Chair, and then approved by the Chief Executive Officer. (49 MOs)
 - c) For Member Organisations with annual fees between £15,000 and £49,999, applications must be reviewed and supported by the relevant Regional Chair, and then recommended by the Finance Committee for Chair's Team approval. (7 MOs)
 - d) For Member Organisations with annual fees of £50,000 or more, applications must be reviewed and supported by the relevant Regional Chair, and then recommended by the Finance Committee for World Board approval. (4 MOs)
- 1.4 Applications/requests should be for a specified amount or percentage and for a specified period (which cannot exceed the triennium). They should include an explanation to support the amount requested. Examples of potential justifications are provided below.
- 1.5 Supporting evidence should also be provided, for example any notifications from national or local government, or annual financial statements.
- 1.6 Member Organisations with annual fees of less than £1,000 may apply to have the whole figure covered by the MFSF.
- 1.7 Member Organisations with annual fees of £1,001 or more may apply to have up to 50% of the fees covered by the MFSF.
- 1.8 No single Member Organisation may claim more than 50% of the total available membership fee support fund available at the beginning of each year.
- 1.9 MFSF applications/requests will only be considered for reductions in current and/or future years' membership fee payments, up to the end of the triennium. MFSF cannot be used to write off historic debts.
- 1.10 An award of MFSF in one triennium will not affect the calculation of membership fees for the following triennium.
- 1.11 There is no automatic entitlement to MFSF. Each application will be considered individually on its own merit. The Finance Committee shall make every effort to be consistent and transparent in its decision-making.
- 1.12 As the MFSF is set aside for each triennium, any funds unused in one year are rolled over in to the next within the three-year cycle.
- 1.13 Once the whole MFSF has been allocated for a year, any further applications need to be approved by the World Board, regardless of the size of the application.

1.14 A summary of ongoing and successful MFSF applications should be provided to all Regional Committee Chairs and the Finance Committee for the period between each Finance Committee meeting.

2. POTENTIAL JUSTIFICATION (EXAMPLES)

2.1 These broadly fall into two categories:

- a) Matters pertaining to the membership fee that has been approved by World Conference
- b) Matters arising after the start of the triennium

a) Matters pertaining to any changes in membership fee that have been approved by World Conference

- Membership has reduced significantly since the date of the census used to calculate the membership fee for the triennium
- There has been substantial negative movement in the Member Organisation's GNI-PC, requiring it to shift wealth band.
- The application of a 'phased reduction' in membership fee makes it unaffordable
- The new membership fee is based on substantially increased member numbers but the Member Organisation's income is (primarily) from a grant/budget from government that is not based on membership

b) Matters arising after the start of the triennium

- Substantial reduction in membership since the membership fee was agreed
- Matters that may make a Member Organisation's collection of membership fees difficult/impossible (e.g. social upheaval, civil conflict, war, rapid economic decline, natural disasters)
- Sudden withdrawal or substantial reduction in state funding of Member Organisation's operations
- Change of national law that impacts on a Member Organisation's ability to raise funds

2.2 When a Member Organisation applies to the MFSF, it should include appropriate documentary evidence to support its application. This may include annual financial statements, relevant correspondence or copies of relevant regulatory / legal decisions.