

EXTRAORDINARY GENERAL MEETING
14 SEPTEMBER 2024

DOCUMENT 4: MEMBERSHIP FEE PROPOSAL (VERSION 2)

JUNE 2024



WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS

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Glossary of Terms

- [Action Plan and Budget 2024-26](#) - approved by the World Board in December 2023, this sets a 3-year operational plan aligned to the 6-year [WAGGGS Global Strategy 2024-2029](#) - approved at the 38th World Conference in July 2023.
- [Associate Member](#) - a national organisation working towards Full Membership.
- [Census](#) - each year Member Organisations report the total number of their members to WAGGGS.
- [Compass 2032](#) - WAGGGS's vision statement: *'Our vision is an equal world where all girls can thrive. By 2032 we will be a girl-led Movement where every and any girl feels confident to lead and empowered to create a better world together.'* This is the vision statement for the Girl Guide and Girl Scout Movement: an equal world where all girls can thrive.
- [Component Association \(CA\)](#) - WAGGGS only recognises one MO per country. Where there are multiple recognised Girl Guiding / Girl Scouting entities in one country they are known as Component Associations (CAs) and, together, they form a Federation.
- [Extraordinary General Meeting \(EGM\)](#) - a meeting of members of an organisation that occurs at an irregular time.
- [Federation](#) - some Member Organisations consist of a Federation of CAs.
- [Member Organisation \(MO\)](#) - a Member of WAGGGS, these can take different forms including WAGGGS-only, Scout and Guide National Organisations (SAGNOs) and Federations.
- [WAGGGS Global Strategy 2024-2029](#) - approved by the 38th World Conference in 2023, this provides a 6-year strategic plan.
- [WAGGGS's Mission](#) - *'To enable girls and young women to develop their fullest potential as responsible citizens of the world'*.

Finance Glossary

- **Atlas method** - the Atlas conversion factor reduces the impact of exchange rate fluctuations in cross-country comparisons of national incomes. The Atlas conversion factor for a given year is the average of a country's exchange rate for that year and the two preceding years, adjusted for the difference between the rate of inflation in the country and international inflation.
- **Gross National Income (GNI) per capita** - is the dollar value of a country's final income in a year divided by its population.
- **Membership fee model** - a methodology for calculating membership fees that are paid by a Member Organisation to WAGGGS.
- **Membership Fee Support Fund** - provides financial support for membership fees to assist MOs facing specific hardship.
- **Repayment Plan** - where a MO is currently unable to meet its fee obligation, it is possible to explore alternative payment schedules.
- **Reserves** - funds set aside for future use or contingencies created from retained financial surpluses.
- **Restricted income** - funds that are required by the funding source to be used to purchase certain goods or services or to pay for certain expenses. They may be in the form of grants or donations.
- **Unrestricted income** - income that can be used for any purpose so long as it meets the aims and objectives of the organisation outlined in their governing document (i.e. WAGGGS's Constitution). Unrestricted funds tend to support the operating costs or costs that are difficult to fund.
- **World Bank income groups** - economies are currently divided into four income groupings: low, lower-middle, upper-middle, and high, based on GNI per capita (in U.S. dollars, converted from local currency using the Atlas method)

1. Introduction

This paper provides a background on membership fees and a summary of the consultation feedback. It proposes several new parameters or adjustments to the fee model and describes two different methodologies: Rate-per-Member Fee Model and Census Band Fee Model, providing some analysis of the relative merits of both options.

At the 38th World Conference in 2023, [Motion 12](#) was approved by Member Organisations (MOs). This Motion tasked the World Board to prioritise the work on WAGGGS's Strategy Outcome 3 ('A Sustainable WAGGGS') and to review the current membership fee model, considering WAGGGS's offer moving forward. Further, it called for an online Extraordinary General Meeting (EGM) to be held by 31 December 2024 for Member Organisations to consider and, where appropriate, approve any changes in governance or the membership fee model.

The [EGM](#) will take place on Saturday 14 September 2024 to enable MOs to discuss and vote on new membership fee proposals.

Significant consultation has taken place over the last two years (conducted by the Membership Fee Working Group (MFWG) from 2022 and, subsequently, by the Membership Fee Review Project Steering Group (MFRPSG) from 2024), to review WAGGGS's current method of calculating membership fees. This included research into similar organisations, financial modelling of different scenarios and extensive input from MOs, WAGGGS committee members and individuals with relevant expertise (including past WAGGGS Treasurers, for example).

Your input has been vital because the fee model must be sustainable for MOs to ensure that it can deliver sustainability for WAGGGS and the wider Movement.

This consultation period has demonstrated significant support for continuing to use MOs' relative size and country wealth as a basis for setting membership fees. Two different fee calculation methods are put forward: the Rate-per-Member Fee Model and the Census Band Fee Model. In addition, there are several suggested adjustments that have been identified which MOs will be invited to vote upon during the EGM.

Bringing together 153 MOs, all in different economic situations, with the global organisation to find a membership fee solution that works for everyone is challenging. Thanks to your contributions during the consultation, it has been possible to generate ideas for improvement and sustainability. We can now use the opportunity of the EGM to reach a solution that we can adopt together and move forward as a Movement delivering our Vision and Mission.

2. Background

Membership fees are an important source of unrestricted funds to WAGGGS, ensuring a well-functioning global organisation, and a Movement able to achieve its Vision and Mission. These fees are not a direct payment for specific membership services but do enable WAGGGS to provide support to the global Movement, ensuring that Girl Guiding and Girl Scouting has visibility on the global stage; delivers opportunities for MOs; and enables girls and young women to have their voices heard.

As set out in the [WAGGGS Action Plan and Budget 2024-26](#), approved by the World Board in December 2023, membership fee income supports delivery of the three priority areas, developed through significant MO consultation on WAGGGS's offer in 2023.



Indeed, membership fees have provided a consistent source of unrestricted income to support the delivery of WAGGGS's strategies, as approved by MOs at World Conferences, for many years (see Chart 1, on page 6).

Looking back over the last eighteen years prior to the COVID-19 global pandemic, membership fee income was always within the range of £1.6 million GBP and £1.7 million GBP per annum.

During the pandemic, membership fee income reduced to £1.3 million GBP. This was initially due to the World Board offering support to MOs in 2021 with discounts on their membership fees because of the impact of the pandemic and then because membership numbers had decreased quite substantially in many MOs due to the pandemic.

Background

The method of a rate-per-member (RPM) was established as £0.40 GBP in 2015 (following the [decision of the 35th World Conference](#) in 2014) and it remained at that level until 2023.

The [38th World Conference](#) approved an increase to the RPM (to £0.52 GBP) to align with inflationary increases since this model was introduced in 2015. This resulted in forecast membership fee income of £1,589,084 GBP in 2024, rising to £1,729,136 GBP in 2026 (once transitional relief arrangements are complete). However, a number of MOs have expressed an inability to deliver their membership fees, at this level.

Chart 1: Membership Fees from 2006 to 2023 [1]



As shown in Chart 2, membership fee income (except for the global pandemic years) has delivered between 30 to 40 per cent of WAGGGS's total unrestricted income. During the global pandemic years, this increased to closer to 50 per cent, primarily due to the loss of World Centre income.

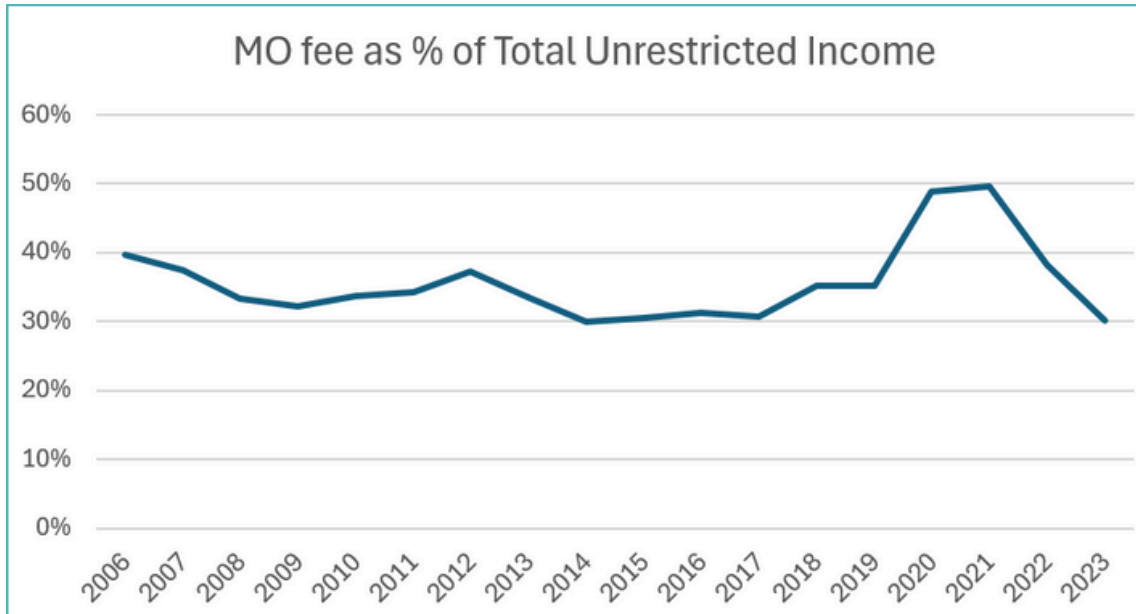
For the current triennium (2024-26), membership fees represent 19 per cent of total budgeted income and 32 per cent of budgeted unrestricted income [2].

[1] 2023 figures are unaudited

[2] WAGGGS Global Strategy 2024-2029

Background

Chart 2: Member Organisation Fee as Percentage of Total Unrestricted Income



Income from membership fees supports approximately 65 per cent core expenditure areas, ‘Governance and MO Engagement’ and ‘Executive and Corporate Services’. This includes membership and regional support, finance, human resources, executive leadership and governance.

Based on this historic evidence and the [WAGGGS Global Strategy 2024-29](#) (approved at the 38th World Conference), membership fees are an essential source of unrestricted funds towards WAGGGS’s operations in support of the Movement.

3. Consultation Summary

The World Board sincerely thanks all individuals and MOs who shared valuable and constructive contributions throughout the consultations that have taken place between 2022 and 2024.

94 MOs (61 per cent of our total membership) attended the language-based consultations in March and April 2024 and 56 MOs (37 per cent of our total membership) responded to our online survey in April 2024. In addition to this, a considerable number of individual and group meetings and email exchanges have taken place with a wide range of MOs across all Regions.

In total, nearly 70 per cent of our total membership have engaged in this consultation process in some way.

The key outputs from the 2024 consultation were shared with MOs on the 24 May and can be viewed in [Version 1 Membership Fee Proposal](#).

Most MOs believe that the fee model should remain based upon the relative size of the MO and the wealth of the country that it is based in. Following a final round of comments on [Version 1 Membership Fee Proposal](#), the World Board are taking forward two final fee calculation methods to the EGM for decision (these are largely based upon the framework of 'Option A' and 'Option B' from the [Version 1 document](#))[3].

Whilst the wealth of the country does not always reflect the wealth of the MO, no transparent and objective methodology to measure MO wealth currently exists. Therefore, country wealth, using an established and verified source (GNI-per capita, Atlas method)[4], will remain in use.

Where there are exceptional circumstances, the World Board proposes introducing some flexibility to the Membership Fee Policy to respond to individual cases.

[3] 'Option C' from Version 1 has been discounted as it generated the lowest fee output; was the most complicated to calculate; and some felt it was inequitable to have different methodologies applied to MOs from different wealth bands

[4] Gross National Income (GNI) per capita using the Atlas method is used with the Existing Model and given that it is already familiar and there is no compelling better alternative, it is recommended that WAGGGS continue to use it on an ongoing basis.

Consultation Summary

The World Board is bringing to the EGM a set of Proposed Motions that:

1. Meet the Membership Fee Proposal Principles, which are summarised in the next section.
2. Improve the existing Membership Fee Policy.
3. Provide two alternative options for the calculation of membership fees (both of which are based upon MO size and relative country wealth).

The World Board recommends that following the decision of the EGM, it continues to support MOs facing challenges with their fees via the Membership Fee Support Fund, Hardship Fund and via MO-to-MO support (during the consultation, this was expressed as voluntary 'solidarity contributions'). Capacity building efforts will continue with MOs that are seeking to build resilience and financial sustainability internally.

4. Membership Fee Proposal

4.1 Principles

The consultation identified the importance of having some collectively agreed membership fee principles that can be used by the Movement to objectively assess a fee model.

These principles are that the Membership Fee Model should:

1. Support the delivery of WAGGGS's strategy, adopted at World Conferences.
2. Use an equitable^[5], transparent^[6], and objective^[7] methodology.
3. Deliver a sustainable^[8] model to support a strong and thriving Movement now, and in the future.

4.2 Additional Parameters

A number of additional parameters or adjustments are proposed. **Highlighted sections** identify changes from the **existing fee methodology adopted at the 38th World Conference**):

1. Adjustments are made to 'phase' any possible large (33% or more) increases in the membership fee. This is called transitional relief. The same phasing is applied to those Member Organisations experiencing a 33% or more reduction in their membership fee. In addition, any increase between triennia is capped at 100% total, except where this falls below the minimum payment of either £0.01 GBP or the £170 / £85 GBP threshold for Full / Associate Members. Decreases between triennia are not capped.
2. Associate Members are entitled to a reduction of 50% in their fee for the first triennium of their associate membership. Subsequently, Associate Members are entitled to a 25% reduction in their fee, until full membership is achieved.
3. For the purposes of calculating the membership fee, the membership numbers of Member Organisations are capped as follows:
 - Wealth Band 1 – 100,000
 - Wealth Bands 2 & 3 – 250,000
 - Wealth Bands 4 & 5 – 500,000
 - Wealth Bands 6 & 7 – 1 million
 - Wealth Band 8 – 1.5 million^[9]

[5] Fair, reasonable, and impartial.

[6] Clear and easy to understand or recognise.

[7] Not influenced by personal feelings or opinions in considering and representing facts.

[8] Able to be maintained at a certain rate or level.

[9] Currently this cap applies only to MOs in WAGGGS Wealth Bands B to D. Membership is capped at 500,000.

This currently only applies to The Bharat Scouts and Guides of India.

Membership Fee Proposal

- Adjustments are made to ensure that no MO pays more than 50% of the total membership fee to be collected[10].
- New MOs start paying their fees in their second full year of membership[11].
- Inflation is applied each triennium to the membership fee[12].
- All membership fees correspond to a rate per member between £1.00 GBP and £0.01 GBP.
- In exceptional circumstances (e.g. during conflict, natural disaster, or hyper-inflation), the World Board may grant a reduction in a Member Organisation's fees[13].
- The current minimum membership fee for any Full Member is £170 GBP per year and £85 GBP for Associate Members[14]

4.3 Rate-per-Member (RPM) Fee Model

Rate-per-Member x Wealth Band Discount x Membership

- There is a standard RPM (in 2024 this is £0.52 GBP).
- Each MO is assigned to one of eight wealth bands, based upon [Gross National Income \(GNI\) per capita, Atlas method](#). Previously, ten wealth bands were used, described as letters A to J[15], and these were established by WAGGGS and approved at World Conference. The new eight wealth bands are based upon the [four World Bank income groups](#) and therefore are set externally to WAGGGS and updated on a regular basis.

[10] This does not currently apply to any MO.

[11] This provides time for a new MO to develop financial stability.

[12] Based on the UK inflation rate average for the previous three years. It is proposed to use the UK Consumer Prices Index (CPI) rate as this trends consistently lower than global indices and is where the majority of WAGGGS's costs are incurred.

[13] Reductions will be shared in existing financial reporting to ensure these decisions are transparent.

[14] This adjustment is already in place, and it is proposed that it should remain, but become subject to an inflationary uplift, as per the relevant Proposed Motion.

[15]

WAGGGS Wealth Band	Wealth Band GNI-PC upper threshold (US\$)	Discount / Surcharge (%)
A	683	100
B	1,085	92.5
C	2,470	85
D	4,225	75
E	10,358	60
F	13,205	45
G	15,714	30
H	48,120	15
I	76,030	0
J	100,000	-10

Membership Fee Proposal

3. Depending on the wealth band, Member Organisations receive different levels of discount to their RPM, as described in Table 1 below.

Table 1: Proposed New WAGGGS Wealth Bands

WAGGGS Wealth Band	Percentage of discount offered on rate per member	GNI (Gross National Income) - per capita (USD)	Calculated based on World Bank Income Groups
1	100% <i>(minimum payment of £170 GBP or £0.01 GBP rate per member only)</i>	\$568	World Bank Low Income - lower 50%
2	90%	\$569-\$1,135	World Bank Low Income - upper 50%
3	80%	\$1,136-\$4,465	World Bank Lower Middle
4	70%	\$4,466-\$6,923	World Bank Upper Middle - lowest 50%
5	60%	\$6,924-\$13,845	World Bank Upper Middle - upper 50%
6	50%	\$13,846-\$27,690	2 x World Bank High Income
7	25%	\$27,691-\$55,382	2 x to 4 x World Bank High Income
8	0%	>\$55,383	> 4 x World Bank High Income

Membership Fee Proposal

4.4 Census Band Fee Model

Each MO is allocated a membership fee payment based on census band (allocated from their specific census figures) and country wealth band.

Census banding is adjusted each triennium based on the most recent year's data.

The number of census bands has been increased from to eight to ten, in response to consultation feedback. Wealth bands have also been increased from five to eight, to align to the Rate-per-Member Fee Model.

Census and wealth bands are adjusted each triennium, based on the most recently reported data from Member Organisations and the World Bank, respectively.

Census and wealth bands for the Proposed Fee Model are shown in Table 2.

Table 2: Membership Fee by Census and Wealth Bands

	Census	Wealth Band 1	Wealth Band 2	Wealth Band 3	Wealth Band 4	Wealth Band 5	Wealth Band 6	Wealth Band 7	Wealth Band 8
1	<1000	£200	£300	£400	£500	£600	£750	£850	£1,000
2	1,001-5,000	£300	£450	£600	£1,000	£1,500	£2,000	£2,500	£5,000
3	5,001-10,000	£400	£600	£800	£1,500	£2,500	£5,000	£7,500	£10,000
4	10,001-20,000	£500	£750	£1,000	£2,000	£5,000	£7,500	£10,000	£15,000
5	20,001-30,000	£600	£900	£1,500	£3,000	£7,500	£10,000	£15,000	£20,000
6	30,001-50,000	£700	£1,050	£2,000	£5,000	£10,000	£15,000	£20,000	£30,000
7	50,001-100,000	£800	£1,200	£3,500	£7,500	£12,500	£20,000	£25,000	£50,000
8	100,001-250,000	£1,000	£2,500	£5,000	£10,000	£15,000	£25,000	£50,000	£75,000
9	250,001-500,000	£2,500	£5,000	£10,000	£15,000	£25,000	£50,000	£125,000	£150,000
10	500,001-1,000,000	£5,000	£10,000	£15,000	£25,000	£50,000	£100,000	£250,000	£450,000
+	PER EACH EXTRA 100,000	£1,000	£2,500	£5,000	£10,000	£15,000	£25,000	£50,000	£75,000

Membership Fee Proposal

In Federations, it would still be possible for the membership fee to be subdivided amongst Component Associations, according to relative census size^[16].

4.5 Impact of Membership Fee Proposal

The Rate-per-Member and Census Band Fee Models both adhere to the principles established through the consultation. Both Fee Models can deliver a similar level of income (c. £1.6 million GBP). Appendix 1 includes a summary data table with each of the Proposed Fee Models compared to the Existing Model. For more detailed information, you can access the [full data tables here](#).

Whilst the additional parameters or adjustments reduce the overall income from membership fees, it has become clear (through the consultation feedback) that this may reflect a more achievable position for Member Organisations and therefore deliver a more sustainable Movement.

4.6 Implementation of Membership Fee Proposal

Any changes adopted during the EGM will come into effect from 1 January 2025.

Transitional relief will be applied to support the implementation. This will apply for Member Organisations that experience an increase or reduction in their fees of more than 33 per cent^[17].

[16] A meeting with Federations is scheduled for July 2024, to explore this matter further.

[17] This will be measured by comparing the Existing Model's final output (i.e. 2026 fees) to the new fee model.

5. Proposed Motions

The World Board is proposing ten [Proposed Motions](#) (Proposed Motions 1.1 to 1.9 and Proposed Motion 2).

- Proposed Motions 1.1 to 1.9 relate to individual parameters or adjustments that, if approved, will be applied to the future membership fee model.
- Proposed Motion 2 relates to the calculation method that will be applied to the future membership fee model.

Number	Proposed Motion
Proposed Motion 1.1	Initial year of free membership for new Member Organisations
Proposed Motion 1.2	Membership fees for Associate Members
Proposed Motion 1.3	Reduction of membership fee cap (from 55% to 50%) by an individual Member Organisation
Proposed Motion 1.4	Application of a minimum and maximum rate-per-member range
Proposed Motion 1.5	Application of an inflationary uplift
Proposed Motion 1.6	Flexibility to adjust fees on an individual basis
Proposed Motion 1.7	Transitional relief arrangements
Proposed Motion 1.8	WAGGGS wealth bands
Proposed Motion 1.9	Cap on the number of members counted in each Member Organisation's membership fee calculations
Proposed Motion 2	Calculation method for future fee model

In addition to these Proposed Motions, WAGGGS will action operational improvements in membership fee processes that were identified during the consultation. For example, exploring making World Thinking Day the new payment deadline for membership fees and offering Member Organisations the opportunity to pay their total triennium fees in advance to minimise bank charges and future currency risk.

The World Board will update its Membership Policy, including the Membership Fee Model, incorporating changes from any approved Motion/s. The World Board will complete this by December 2024, and this will be shared with Member Organisations and made available on Campfire.

6. Conclusion

Clearly there are inherent challenges in identifying a sustainable fee methodology that WAGGGS and its 153 Member Organisations all find acceptable. However, by working together through the consultation, it has been possible to identify several potential improvements for Member Organisations, WAGGGS and the wider Movement.

The World Board offers two membership fee calculation methodologies for consideration at the EGM: the Rate-per-Member Fee Model and the Census Band Fee Model.

The World Board proposes additional parameters or adjustments to the Membership Fee Policy which can apply to both fee calculation methods.

The World Board looks forward to continuous engagement with Member Organisations to build a consensus as we approach the EGM.

Appendix

	Member Organisation	Full or Associate	Existing Fee Model (2025 - uses 2023 census and existing adjustments)	Rate-per-Member Fee Model (2024 census and proposed adjustments)	Difference from Existing Fee Model	Census Band Fee Model (2024 census and proposed adjustments)	Difference from Existing Fee Model
1	ALBANIA	Assoc	£85	£85	£0	£254	£169
2	ALGERIA	Full	£2,212	£2,691	£479	£1,500	-£712
3	ANTIGUA AND BARBUDA	Full	£170	£170	£0	£304	£134
4	ARGENTINA	Full	£882	£973	£91	£1,500	£618
5	ARMENIA	Full	£170	£175	£5	£1,000	£830
6	ARUBA	Full	£170	£170	£0	£192	£22
7	AUSTRALIA	Full	£9,592	£9,195	-£397	£15,000	£5,408
8	AUSTRIA	Full	£4,639	£7,148	£2,509	£13,746	£9,107
9	AZERBAIJAN	Full	£178	£170	-£8	£238	£60
10	BAHAMAS	Full	£314	£518	£204	£1,329	£1,015
11	BAHRAIN	Full	£1,314	£2,315	£1,001	£5,937	£4,623
12	BANGLADESH	Full	£2,179	£7,419	£5,240	£3,500	£1,321
13	BARBADOS	Full	£475	£322	-£153	£1,238	£763
14	BELARUS	Full	£170	£170	£0	£187	£17
15	BELGIUM	Full	£31,842	£27,651	-£4,191	£25,000	-£6,842
16	BELIZE	Full	£170	£170	£0	£227	£57
17	BENIN	Full	£206	£370	£164	£600	£394
18	BOLIVIA	Full	£170	£170	£0	£170	£0
19	BOTSWANA	Full	£2,144	£2,144	£0	£5,000	£2,856
20	BRAZIL	Full	£662	£440	-£222	£1,500	£838
21	BRUNEI DARUSSALAM	Full	£360	£306	-£54	£785	£425
22	BURKINA FASO	Full	£170	£198	£28	£450	£280
23	BURUNDI	Full	£170	£170	£0	£500	£330
24	CAMBODIA	Full	£294	£233	-£61	£600	£306
25	CAMEROON	Full	£531	£708	£177	£800	£269
26	CANADA	Full	£30,954	£29,734	-£1,220	£25,000	-£5,954
27	CENTRAL AFRICAN REPUBLIC	Full	£170	£170	£0	£400	£230
28	CHAD	Full	£267	£832	£565	£750	£483
29	CHILE	Full	£7,037	£8,085	£1,048	£15,000	£7,963
30	COLOMBIA	Full	£170	£170	£0	£170	£0
31	CONGO-BRAZZAVILLE (THE REPUBLIC OF CONGO)	Full	£320	£495	£175	£600	£280
32	CONGO (DEMOCRATIC REPUBLIC OF THE CONGO)	Full	£170	£8,847	£8,677	£2,500	£2,330
33	COOK ISLANDS	Full	£265	£170	-£95	£651	£386
34	COSTA RICA	Full	£2,624	£2,540	-£84	£5,000	£2,376
35	COTE D'IVOIRE	Full	£620	£1,705	£1,085	£1,000	£380
36	CROATIA	Full	£682	£428	-£254	£1,646	£964
37	CURAÇAO	Full	£170	£170	£0	£190	£20
38	CYPRUS	Full	£390	£400	£10	£1,025	£635
39	CZECH REPUBLIC	Full	£13,379	£8,978	-£4,401	£15,000	£1,621
40	DENMARK	Full	£8,592	£8,812	£220	£15,000	£6,408

Appendix

	Member Organisation	Full or Associate	Existing Fee Model (2025 - uses 2023 census and existing adjustments)	Rate-per-Member Fee Model (2024 census and proposed adjustments)	Difference from Existing Fee Model	Census Band Fee Model (2024 census and proposed adjustments)	Difference from Existing Fee Model
41	DOMINICA	Full	£170	£170	£0	£340	£170
42	DOMINICAN REPUBLIC	Full	£170	£170	£0	£293	£123
43	ECUADOR	Full	£170	£170	£0	£170	£0
44	EGYPT	Full	£2,211	£2,004	-£207	£1,000	-£1,211
45	EL SALVADOR	Full	£170	£170	£0	£170	£0
46	ESTONIA	Full	£291	£189	-£102	£728	£437
47	ESWATINI	Full	£449	£170	-£279	£200	-£249
48	FIJI	Full	£205	£957	£752	£1,500	£1,295
49	FINLAND	Full	£15,588	£11,211	-£4,377	£15,000	-£588
50	FRANCE	Full	£36,472	£39,833	£3,361	£50,000	£13,528
51	GAMBIA	Full	£553	£1,184	£631	£900	£347
52	GEORGIA	Full	£170	£170	£0	£215	£45
53	GERMANY	Full	£15,597	£14,997	-£600	£20,000	£4,403
54	GHANA	Full	£5,794	£26,000	£20,206	£5,000	-£794
55	GREECE	Full	£2,079	£1,246	-£833	£2,000	-£79
56	GRENADA	Full	£244	£284	£40	£1,367	£1,123
57	GUATEMALA	Full	£170	£170	£0	£170	£0
58	GUINEA	Full	£191	£508	£317	£600	£409
59	GUYANA	Full	£611	£459	-£152	£1,766	£1,155
60	HAITI	Full	£170	£170	£0	£400	£230
61	HONDURAS	Full	£170	£170	£0	£170	£0
62	HONG KONG	Full	£14,233	£10,850	-£3,383	£15,000	£767
63	HUNGARY	Full	£185	£170	-£15	£477	£292
64	ICELAND	Full	£636	£640	£4	£1,231	£595
65	INDIA	Full	£39,000	£49,075	£10,075	£23,594	-£15,406
66	IRELAND	Full	£4,489	£5,498	£1,009	£10,573	£6,084
67	ISRAEL	Full	£22,462	£23,331	£869	£25,000	£2,538
68	ITALY	Full	£39,907	£37,184	-£2,723	£25,000	-£14,907
69	JAMAICA	Full	£412	£324	-£88	£1,000	£588
70	JAPAN	Full	£10,296	£8,642	-£1,654	£15,000	£4,704
71	JORDAN	Full	£1,819	£1,609	-£210	£1,000	-£819
72	KENYA	Full	£17,363	£9,609	-£7,754	£3,500	-£13,863
73	KIRIBATI	Assoc	£85	£85	£0	£223	£138
74	KOREA	Full	£2,094	£2,319	£225	£5,946	£3,852
75	KUWAIT	Full	£3,232	£3,671	£439	£7,500	£4,268
76	LATVIA	Full	£192	£170	-£22	£434	£242
77	LEBANON	Full	£1,822	£1,429	-£393	£1,500	-£322
78	LESOTHO	Full	£573	£1,274	£701	£1,000	£427
79	LIBERIA	Full	£170	£415	£245	£600	£430
80	LIBYA	Full	£590	£1,548	£958	£2,500	£1,910
81	LIECHTENSTEIN	Full	£176	£170	-£6	£316	£140
82	LUXEMBOURG	Full	£1,112	£1,974	£862	£3,797	£2,685
83	MADAGASCAR	Full	£170	£866	£696	£866	£696
84	MALAWI	Full	£170	£13,000	£12,830	£7,803	£7,633
85	MALAYSIA	Full	£61,112	£62,401	£1,289	£25,000	-£36,112
86	MALDIVES	Full	£2,111	£3,018	£907	£5,000	£2,889

Appendix

	Member Organisation	Full or Associate	Existing Fee Model (2025 - uses 2023 census and existing adjustments)	Rate-per-Member Fee Model (2024 census and proposed adjustments)	Difference from Existing Fee Model	Census Band Fee Model (2024 census and proposed adjustments)	Difference from Existing Fee Model
87	MALTA	Full	£410	£452	£42	£1,158	£748
88	MAURITANIA	Assoc	£85	£117	£32	£450	£365
89	MAURITIUS	Full	£254	£210	-£44	£1,012	£758
90	MEXICO	Full	£273	£330	£57	£1,500	£1,227
91	MONACO	Full	£170	£170	£0	£170	£0
92	MONGOLIA	Full	£170	£170	£0	£400	£230
93	MONTENEGRO	Full	£189	£184	-£5	£600	£411
94	MOZAMBIQUE	Full	£85	£170	£85	£170	£85
95	MYANMAR	Assoc	£1,871	£3,743	£1,872	£1,500	-£371
96	NAMIBIA	Full	£170	£170	£0	£170	£0
97	NEPAL	Full	£2,081	£5,494	£3,413	£3,500	£1,419
98	NETHERLANDS	Full	£27,592	£31,850	£4,258	£50,000	£22,408
99	NEW ZEALAND	Full	£3,764	£3,764	£0	£7,500	£3,736
100	NICARAGUA	Assoc	£85	£85	£0	£162	£77
101	NIGER	Assoc	£85	£85	£0	£170	£85
102	NIGERIA	Full	£12,813	£26,000	£13,187	£5,000	-£7,813
103	NORWAY	Full	£5,968	£5,342	-£626	£10,274	£4,306
104	OMAN	Full	£7,608	£5,229	-£2,379	£10,000	£2,392
105	PAKISTAN	Full	£10,215	£14,773	£4,558	£5,000	-£5,215
106	PALESTINE	Full	£788	£2,492	£1,704	£5,000	£4,212
107	PANAMA	Full	£403	£352	-£51	£1,355	£952
108	PAPUA NEW GUINEA	Full	£170	£204	£34	£1,963	£1,793
109	PARAGUAY	Full	£170	£170	£0	£170	£0
110	PERU	Full	£170	£170	£0	£1,000	£830
111	PHILIPPINES	Full	£28,968	£26,866	-£2,102	£12,916	-£16,052
112	POLAND	Full	£21,468	£16,869	-£4,599	£20,000	-£1,468
113	PORTUGAL	Full	£1,182	£832	-£350	£2,000	£818
114	QATAR	Full	£1,110	£1,622	£512	£3,120	£2,010
115	ROMANIA	Full	£203	£170	-£33	£559	£356
116	RUSSIA	Full	£282	£316	£34	£1,500	£1,218
117	RWANDA	Full	£674	£1,059	£385	£900	£226
118	SAN MARINO	Full	£170	£170	£0	£170	£0
119	SENEGAL	Full	£367	£940	£573	£800	£433
120	SIERRA LEONE	Full	£170	£170	£0	£300	£130
121	SINGAPORE	Full	£4,086	£4,701	£615	£9,040	£4,954
122	SLOVAK REPUBLIC	Full	£1,735	£990	-£745	£2,000	£265
123	SLOVENIA	Full	£2,019	£2,221	£202	£5,695	£3,676
124	SOLOMON ISLANDS	Assoc	£85	£92	£7	£450	£365
125	SOUTH AFRICA	Full	£1,685	£3,907	£2,222	£3,000	£1,315
126	SOUTH SUDAN	Full	£1,044	£1,883	£839	£1,050	£6
127	SPAIN	Full	£4,605	£4,739	£134	£10,000	£5,395
128	SRI LANKA	Full	£7,943	£8,614	£671	£3,500	-£4,443
129	ST. KITTS AND NEVIS	Assoc	£85	£85	£0	£99	£14
130	ST. LUCIA	Full	£170	£170	£0	£170	£0
131	ST. VINCENT & THE GRENADINES	Full	£481	£324	-£157	£1,500	£1,019
132	SUDAN	Full	£642	£997	£355	£750	£108

Appendix

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133	SURINAME	Full	£170	£170	£0	£212	£42
134	SWEDEN	Full	£15,876	£19,589	£3,713	£30,000	£14,124
135	SWITZERLAND	Full	£11,947	£12,576	£629	£20,000	£8,053
136	SYRIAN ARAB REPUBLIC	Full	£170	£170	£0	£200	£30
137	TAIWAN	Full	£5,757	£4,843	-£914	£10,000	£4,243
138	TANZANIA	Full	£4,687	£14,935	£10,248	£5,000	£313
139	THAILAND	Full	£5,590	£9,854	£4,264	£10,000	£4,410
140	TOGO	Full	£170	£170	£0	£450	£280
141	TONGA	Assoc	£233	£262	£29	£750	£517
142	TRINIDAD AND TOBAGO	Full	£558	£629	£71	£2,000	£1,442
143	TUNISIA	Full	£1,276	£1,292	£16	£1,000	-£276
144	TURKEY	Full	£5,848	£1,248	-£4,600	£2,500	-£3,348
145	UGANDA	Full	£13,321	£13,000	-£321	£5,216	-£8,105
146	UKRAINE	Full	£170	£170	£0	£241	£71
147	UNITED ARAB EMIRATES	Full	£728	£915	£187	£2,347	£1,619
148	UNITED KINGDOM	Full	£157,536	£147,417	-£10,119	£125,000	-£32,536
149	UNITED STATES OF AMERICA	Full	£841,961	£780,000	-£61,961	£825,000	-£16,961
150	VENEZUELA	Full	£170	£170	£0	£301	£131
151	YEMEN	Full	£865	£170	-£695	£450	-£415
152	ZAMBIA	Full	£4,847	£21,308	£16,461	£5,000	£153
153	ZIMBABWE	Full	£2,018	£4,290	£2,272	£2,000	-£18
TOTAL			£1,659,796	£1,687,932	£28,136	£1,686,748	£26,952



WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS