

EXTRAORDINARY GENERAL MEETING
14 SEPTEMBER 2024

DOC 5A PROPOSED MOTIONS

JUNE 2024



WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS

Introduction

This document contains the Proposed Motions that will be presented, discussed and voted upon by Member Organisations (MOs) at the Extraordinary General Meeting (EGM) on Saturday 14 September 2024.

This document should be read alongside EGM Document 4, Membership Fee Proposal (Version 2), which provides further information about the membership fee review project.

Proposed Motions

The EGM is being held specifically to address Motion 12 and therefore, unlike a World Conference, Member Organisations are not be able to put forward 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.

Call for Proposed Amendments

It is possible for Member Organisations to propose amendments to any of the Proposed Motions. The deadline to submit Proposed Amendments is **17.00 UTC on Friday 5 July 2024**. If you would like to propose an amendment, please complete the [Proposed Amendment form](#) and return it by email to proceduralteam@waggggs.org. It is not possible for MOs to submit any new Proposed Amendments after this deadline.

If a Member Organisation is intending to submit a Proposed Amendment, we strongly encourage you to inform the Procedural Team as soon as possible before the deadline, by emailing proceduralteam@waggggs.org so that they can provide advice and guidance, as required.

The final set of Proposed Motions and Proposed Amendments (if any) will be circulated to Member Organisations in EGM Document 5b on **Tuesday 16 July 2024** (sixty days before the EGM, in line with the WAGGGS Constitution and Bye-Laws).

Guidelines on Proposed Amendments

A Proposed Amendment is a suggested change to a Proposed Motion. Once the Proposed Motions have been circulated to Member Organisations, any Member Organisation may submit a Proposed Amendment, in writing. The Proposed Amendment must be relevant to the Proposed Motion and be submitted before the stated deadline.

A Proposed Amendment should not introduce a different topic but should clarify, strengthen, or challenge the original Proposed Motion. For example, through a suggested alteration to the text by addition or deletion of words.

Proposed Amendments should not contradict the central purpose of the Proposed Motion, or it will produce a proposed counter motion. A proposed counter motion is a motion which addresses the same issue as a Proposed Motion, but which is basically opposed to the purpose of the original Proposed Motion. If a Member Organisation does not agree with a Proposed Motion, it should demonstrate its disagreement by debating and voting against the motion at the EGM.

Voting Rights

All of the Proposed Motions to be considered at the EGM relate to finance and therefore, in line with the WAGGGS Constitution and Bye-Laws and the Rules of Procedure, each Proposed Motion will require a 75 per cent majority of votes cast in favour to be adopted and only Full Member Organisations will be able to vote.

To be eligible to vote at the EGM, Full Member Organisations must have paid their annual WAGGGS Membership Fee up to and including 2023, or have an agreed payment plan in place for these fees, by **14 August 2024**.

Implementation of Decisions

As per [Motion 12](#) from the 38th World Conference, any adopted Proposed Motions would take effect from 1 January 2025.

If no Proposed Motions pass, then the [membership fees agreed at the 38th World Conference in 2023](#) will remain in operation.

Table of contents

Number	Proposed Motion	Proposer	Page
Proposed Motion 1.1	Initial year of free membership for new Member Organisations	World Board	5
Proposed Motion 1.2	Membership fees for Associate Members	World Board	6
Proposed Motion 1.3	Reduction of membership fee cap (from 55% to 50%) by an individual Member Organisation	World Board	7
Proposed Motion 1.4	Application of a minimum and maximum rate-per-member range	World Board	8
Proposed Motion 1.5	Application of an inflationary uplift	World Board	9
Proposed Motion 1.6	Flexibility to adjust fees on an individual basis	World Board	10
Proposed Motion 1.7	Transitional relief arrangements	World Board	11
Proposed Motion 1.8	WAGGGS wealth bands	World Board	12
Proposed Motion 1.9	Cap on the number of members counted in each Member Organisation's membership fee calculations	World Board	14
Proposed Motion 2	Calculation method for future fee model	World Board	16

PROPOSED MOTION 1.1

Initial year of free membership for new Member Organisations

Proposer: World Board

Voting Eligibility: Full Members

Majority required: 75% majority of votes cast

PROPOSED MOTION

The Extraordinary General Meeting agrees that, following their admittance to membership of WAGGGS [1], new Member Organisations will be given one full year of free membership.

RATIONALE

The Membership Fee Review Project consultation identified that it would be beneficial to offer new Member Organisations one full year of free membership, after their application has been approved at a World Conference.

The World Board recommends this Proposed Motion as it would enable new Member Organisations to ensure they have sufficient financial resources developed before they are required to pay a membership fee. It would also be a gesture to warmly welcome the new Member Organisation to the Movement.

RESOURCE IMPLICATIONS

When the Membership Fee Policy is updated, this change can be incorporated and then applied in the future, as required.

There are minimal resource implications, as this could be included in WAGGGS's budget setting moving forward.

[1] The new Member Organisation could be either an Associate or Full Member, depending on their status when joining WAGGGS for the first time.

PROPOSED MOTION 1.2

Membership fees for Associate Members

Proposer: World Board

Voting Eligibility: Full Members

Majority required: 75% majority of votes cast

PROPOSED MOTION

The Extraordinary General Meeting agrees that:

- a. the membership fee paid by Associate Members in the first triennium of their membership will be calculated based upon a reduction of 50 per cent; and
- b. that in subsequent triennia, and until full membership is achieved, the membership fee paid by Associate Members will be calculated based upon a reduction of 25 per cent.

RATIONALE

Currently, Associate Members receive a permanent 50 per cent reduction on their fees. This is not sustainable for WAGGGS where significant additional support is usually provided to Associate Members. There is also a financial disincentive for an Associate Member to move to Full Member status.

The Membership Fee Review Project consultation proposed that Associate Members should continue to receive a discount of 50 per cent in their first triennium of membership and then in subsequent triennia, and until full membership is achieved, should receive a discount of 25 per cent.

The World Board recommends this Proposed Motion as WAGGGS wishes to encourage Associate Members to achieve Full Member status and provides capacity building support to achieve this.

RESOURCE IMPLICATIONS

WAGGGS currently has nine Associate Members. They have all been Associate Members for more than one triennium and therefore the level of discount they receive on their membership fees would reduce, from a 50 per cent discount to a 25 per cent discount.

Normal transitional relief arrangements would apply for those experiencing a more significant change in membership fee.

PROPOSED MOTION 1.3

Reduction of membership fee cap (from 55% to 50%) by an individual Member Organisation

Proposer: World Board

Voting Eligibility: Full Members

Majority required: 75% majority of votes cast

PROPOSED MOTION

The Extraordinary General Meeting agrees to amend the maximum percentage that any Member Organisation pays of the total membership fee income from 55 per cent to 50 per cent.

RATIONALE

The Membership Fee Review Project consultation suggested that a cap of 50 per cent was preferable to 55 per cent to ensure that no single Member Organisation is invoiced for more than half of the total income that WAGGGS forecasts to receive from membership fees.

The World Board recommends this Proposed Motion because being over-reliant on one Member Organisation for a significant amount of unrestricted income poses a risk to WAGGGS's financial sustainability.

Implementing a 50 per cent cap fosters a more equitable distribution of financial responsibility among Member Organisations. It also safeguards WAGGGS's financial health, reducing the impact of possible sudden and severe budget shortfalls should a major contributing Member Organisation be affected by significant economic or political changes.

RESOURCE IMPLICATIONS

There are no immediate resource implications from this decision as the cap currently does not apply to any Member Organisation. In future, should this be the case, it would be known in advance and could be included in WAGGGS's budget setting moving forward.

PROPOSED MOTION 1.4

Application of a minimum and maximum rate-per-member range

Proposer: World Board

Voting Eligibility: Full Members

Majority required: 75% majority of votes cast

PROPOSED MOTION

The Extraordinary General Meeting agrees to introduce a minimum and maximum rate-per-member contribution for any Member Organisation (both Full and Associate) of between £0.01 GBP and £1.00 GBP.

RATIONALE

Currently, the range of rate-per-member that Member Organisations are paying can vary considerably (from essentially £0 GBP to over £10 GBP).

The World Board recommends this Proposed Motion because the Membership Fee Review Project consultation identified that it could be beneficial to apply an upper and lower limit to the rate-per-member, to adjust for any outliers and deliver a more equitable model. The consultation feedback also demonstrated that it is not equitable nor sustainable for some large Member Organisations to continue pay such a low membership fee (in some cases, this is as low as £0.00 GBP rate-per-member when rounded to two decimal places).

If this Proposed Motion is passed, the only remaining exception to the minimum and maximum rate-per-member rule would be Member Organisations that are paying the minimum fee of £170 GBP for Full Members or £85 GBP for Associate Members with very small numbers of members, who may still have a residual rate-per-member of more than £1 GBP.

RESOURCE IMPLICATIONS

Whilst this change would bring some initial challenges, it is likely to lead to a more sustainable model in the future.

Implementing this Proposed Motion to the Rate-per-Member Fee Model impacts mostly the large Member Organisations with lower [Gross National Income \(GNI\) per capita](#) (GNI-pc) who would have to rise to the £0.01 GBP minimum.

The Membership and Regional Support team and relevant Regional Committees would continue to provide support to these Member Organisations with capacity building and fund-raising to help them to achieve this.

PROPOSED MOTION 1.5

Application of an inflationary uplift

Proposer: World Board

Voting Eligibility: Full Members

Majority required: 75% majority of votes cast

PROPOSED MOTION

The Extraordinary General Meeting agrees that an inflationary uplift will be applied to ensure that the Membership Fee Model is sustainable.

RATIONALE

Over time there is generally an increase in prices and a fall in the purchasing value of money, and this is known as inflation. This means that the membership fee income to WAGGGS reduces in 'real' terms each year, unless an inflationary uplift is applied on a regular basis.

Therefore, membership fee uplifts are required to meet rising costs due to inflation.

In 2023, a significant inflationary uplift was approved at the 38th World Conference (rate-per-member rose from £0.40 to £0.52 GBP) because there had been no inflationary uplift applied automatically each triennium and the level of income raised had significantly reduced in 'real' terms. Sudden changes are difficult for Member Organisations and the intervening loss of income is difficult for WAGGGS.

Therefore, it is proposed that the Membership Fee Policy includes a mechanism to add an inflationary uplift (or a decrease, where there has been deflation).

The World Board recommends using the [UK Consumer Price Index \(CPI\)](#) rate to establish what the inflationary uplift should be. This is because most of WAGGGS's costs remain in the UK and so the UK CPI rate is the most relevant. In addition, this benefits Member Organisations as the UK CPI consistently tracks lower than the Global CPI rate [2].

RESOURCE IMPLICATIONS

This Proposed Motion will ensure that the income to WAGGGS remains at a sustainable level in the future.

[2] Average UK CPI from [January 2000 to January 2020 was 1.99 per cent](#). Average global CPI in the same period was [3.40 per cent](#).

PROPOSED MOTION 1.6

Flexibility to adjust fees on an individual basis

Proposer: World Board

Voting Eligibility: Full Members

Majority required: 75% majority of votes cast

PROPOSED MOTION

The Extraordinary General Meeting agrees that, in exceptional cases (for example but not limited to, during conflict situations or natural disasters), the World Board is able to agree a reduction in the fees payable by a Member Organisation.

RATIONALE

The Membership Fee Review Project consultation identified that Member Organisations believe that a degree of flexibility is essential to any Membership Fee Model to enable the World Board to respond to unpredictable events that significantly impacts any individual Member Organisation. For example, this could include hyper-inflation, conflict, natural disasters etc.

The current Membership Fee Policy has a clear and transparent process for Member Organisations to apply to the Membership Fee Support Fund. There will also be improvements to the current MO-to-MO support process, following the positive support shown for 'solidarity' through the recent consultation process. Where possible, these two options would be used in the first instance to support Member Organisations who are finding it challenging to pay their membership fees.

However, it is also recommended that there should be a process to enable the World Board to consider if the membership fee of a specific Member Organisation should be adjusted temporarily, where there are exceptional circumstances.

Where any decision has been taken to discount fees for a specific Member Organisation, it will be reported via the Membership Fee accounts already included in WAGGGS's Quarterly Financial Reports to Member Organisations.

The World Board recommend this Proposed Motion as they believe it will allow them to be more responsive and supportive of any individual Member Organisation facing significant challenges.

RESOURCE IMPLICATIONS

The resource implications cannot be specifically quantified at this stage.

Applications from Member Organisations for this special consideration will need to be reviewed in line with the process outlined in the Membership Fee Policy.

WAGGGS's three-year Action Plans and Budget will consider appropriate contingencies for fees not received to ensure that WAGGGS can operate prudently within its budget.

PROPOSED MOTION 1.7

Transitional relief arrangements

Proposer: World Board

Voting Eligibility: Full Members

Majority required: 75% majority of votes cast

PROPOSED MOTION

The Extraordinary General Meeting agrees that transitional relief arrangements will continue to be applied where a Member Organisation has faced an increase or decrease on its membership fees between triennia of more than 33%. In addition, any increase in membership fees for a specific Member Organisation between triennia is capped at 100% [3].

RATIONALE

Transitional relief remains an essential tool to support Member Organisations moving between wealth bands and / or experiencing sudden changes in membership size.

To avoid any dramatic changes, it is recommended that we cap any increase in the membership fees paid by a specific Member Organisation between triennia at 100%. This means that no Member Organisation would have to pay more than double its membership fee from one triennium to the next.

Decreases in the membership fees paid by a specific Member Organisation between triennia would not be capped at 100% and these would reduce in the current way (one-third reduction each year of the triennium).

RESOURCE IMPLICATIONS

Transitional relief applies to both increases and decreases to help to off-set the net resource implications.

Over time, the impact of transitional relief can be positive or negative for WAGGGS depending on membership numbers and changes in GNI-pc which may lead to a change in WAGGGS wealth band levels.

Overall, the transitional relief arrangements help to make any fee increases more manageable for Member Organisations which supports the overall sustainability of any fee model. Protecting those experiencing very large increases in membership numbers supports membership growth.

The Membership Fee Policy would be updated, and transitional relief implications can be included in relevant WAGGGS budgets.

[3] As described within EGM Document 4 'Membership Fee Proposal', transitional relief arrangements can also be applied to support a change in Membership Fee Policy where this occurs within a triennium.

PROPOSED MOTION 1.8

WAGGGS wealth bands

Proposer: World Board

Voting Eligibility: Full Members

Majority required: 75% majority of votes cast

PROPOSED MOTION

The Extraordinary General Meeting agrees to adopt the following new wealth bands for the calculation of membership fees which will be updated on a triennial basis using the latest available World Bank income groups:

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 to 4 x World Bank High Income
8	0%	>\$55,383	> 4 x World Bank High Income

RATIONALE

The Membership Fee Review Project consultation clearly identified that, wherever possible, data from external sources which is routinely updated should be utilised within a fee model.

The World Board recommends using the World Bank's income groups as a basis for setting WAGGGS's wealth bands. The World Bank update their income group boundaries regularly and the most recent data set will be used when applying WAGGGS's Membership Fee Policy.

Instead of just using the four World Bank income groups, the World Board recommend using a standard mechanism to sub-divide these categories to respond to the wide variation of Member Organisations within WAGGGS and ensure fee models are as equitable as possible. This results in a total of eight WAGGGS Wealth Bands (a reduction from the existing ten bands, including the elimination of Band J which added a 10 per cent surcharge to MOs in the highest income level).

RESOURCE IMPLICATIONS

Whilst there are implications on some individual MO's membership fee calculations, in the mid to long term, this proposal will ensure a more robust and transparent process for establishing wealth bands.

PROPOSED MOTION 1.9

Cap on the number of members counted in each Member Organisation's membership fee calculations

Proposer: World Board

Voting Eligibility: Full Members

Majority required: 75% majority of votes cast

PROPOSED MOTION

The Extraordinary General Meeting agrees to extend the existing membership cap (which may limit the number of members counted in each Member Organisation's membership fee calculations) across all wealth bands as follows:

WAGGGS Wealth Band		Cap (any members above this number are not included in the MO fee calculations)
(if Motion 1.8 is passed)	(if Motion 1.8 is not passed)	
1	A	>100,000
2 to 3	B to C	>250,000
4 to 5	D to E	>500,000
6 to 7	F to G	>1 million
8	H to J	>1.5 million

No Member Organisation will pay for less than 20 per cent of their total membership once these caps have been applied.

RATIONALE

The current Membership Fee Policy includes a cap of 500,000 members for Member Organisations in existing WAGGGS Wealth Bands B to D on the number of members counted in their membership fee calculations. Currently this only applies to one Member Organisation.

The World Board propose a staggered approach to the membership caps to support Member Organisations experiencing significant membership growth and /or GNI-pc increases.

Overall, this cap supports large Member Organisations and by introducing a staggered approach to the cap, it becomes more sustainable into the future for all Member Organisations, by continuing to encourage membership growth.

RESOURCE IMPLICATIONS

With the Existing Model and the most recent Census data (2024), there are two Member Organisations that would have this cap applied.

If the cap is extended to all proposed WAGGGS wealth bands, then additional Member Organisations will also benefit from this adjustment.

The financial impact of this Proposed Motion is quantifiable for each triennium (as demonstrated in the [data table](#)). Therefore, the adjusted membership fee income would be included in WAGGGS's budget setting on an ongoing basis.

PROPOSED MOTION 2

Calculation method for future fee model

Proposer: World Board

Voting Eligibility: Full Members

Majority required: 75% majority of votes cast

PROPOSED MOTION

The Extraordinary General Meeting adopts the Census Band fee calculation methodology.

RATIONALE

As per [Motion 12](#) passed at the 38th World Conference, the World Board has delivered a review of the current membership fee model, taking account of WAGGGS's offer moving forward and the need to ensure financial and operational sustainability.

The Membership Fee Review Project consultation explored five different potential fee methodologies, building on the work of the Membership Fee Working Group in 2022, and sought to identify any other approaches to membership fee models.

Consistent feedback was received that any future WAGGGS membership fee model should continue to use the size of the Member Organisation and country wealth as its underlying basis.

As a result, two fee calculation methodologies are being presented to the EGM. The first is to continue to use a Rate-per-Member Fee Model, as is currently in place, with any of the additional parameters or adjustments that have been adopted. The second is to change to a Census Band Fee Model which places Member Organisations into a size and wealth category and applies a set fee.

There were pros and cons identified to both the Rate-per-Member and Census Band approaches.

In summary:

The perceived benefits of the rate-per-member methodology are:

- Relatively simple and transparent model
- Already in place, therefore a known and understood methodology
- Potentially delivers more of an incremental change to WAGGGS's membership fee income, avoiding the step changes seen within the Census Band approach

The perceived disadvantages of the rate-per-member methodology are:

- Any membership growth leads to a higher fee, therefore there could be a perceived financial disincentive to grow (or declare growth)

The perceived benefits of the Census Band methodology are:

- Simple and transparent model
- Removes financial disincentive to grow (within a census band)
- Potentially provides more consistent income to WAGGGS as there is likely to be less triennial change between bands

The perceived disadvantages of the Census Band Fee Model are:

- Places a higher fee burden on Member Organisations at the bottom-end of their census band
- Could potentially discourage Member Organisations to declare accurate membership data as they approach the end of a census band
- Creates greater variation in rate-per-member, although this can be adjusted with Proposed Motion 1.4

Because both methods (Rate-per-Member and Census Band) have pros and cons and also generate a similar level of income, the World Board is not making a recommendation on which should be adopted.

The Proposed Motion enables MOs to express their preference between the existing rate-per-member and the alternative Census Band methodologies.

If a majority of 75 per cent approve Proposed Motion 2, then the Census Band methodology will be introduced, with any of the newly adopted parameters or adjustments.

If there is not a 75 per cent majority, then the existing rate-per-member methodology will continue to be applied, with any of the newly adopted parameters or adjustments.

RESOURCE IMPLICATIONS

Both fee methodologies generate a similar level of membership fee income.

EXTRAORDINARY GENERAL MEETING 14 SEPTEMBER 2024



WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS