

EXTRAORDINARY GENERAL MEETING
14 SEPTEMBER 2024

DOC 5B PROPOSED MOTIONS AND PROPOSED AMENDMENTS

JULY 2024



WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS

Introduction

This document contains the Proposed Motions and Proposed Amendments 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 \(Version 2\)](#) and the accompanying [data table](#), 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.

Proposed Amendments

A call for Proposed Amendments was circulated on Thursday 20 June 2024 with a deadline for submission of 17.00 UTC on Friday 5 July 2024. It is not possible for MOs to submit any new Proposed Amendments.

Four (4) Proposed Amendments were received before the deadline. In this document, each Proposed Amendment is listed immediately after the Proposed Motion it relates to.

If you would like to discuss the Proposed Amendments with the proposing Member Organisation, please reach out to:

- Girl Scouts of the USA at globalgirlscouting@girlscouts.org for Proposed Amendments 1.5(A) and 1.6(A); and
- Lebanese Federation of Girl Scouts & Girl Guides at fleg.liban@gmail.com for Proposed Amendments 1.1(A) and 1.6(B).

Voting Rights

All of the Proposed Motions and Proposed Amendments 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 and Proposed Amendment 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.

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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 AMENDMENT 1.1(A) PROPOSED AMENDMENT TO PROPOSED MOTION 1.1

Proposer: Lebanese Federation of Girl Scouts & Girl Guides

Voting Eligibility: Full Members

Majority required: 75% majority of votes cast

PROPOSED AMENDMENT

The Extraordinary General Meeting approves that Proposed Motion 1.1 will be amended as follows (the proposed changes to Proposed Motion 1.1 are in blue in the following text):

The Extraordinary General Meeting agrees that, following their admittance to membership of WAGGGS, new Associate or Full Member Organisations will be given one full year of free membership when joining WAGGGS for the first time. This will not apply to any Member Organisations moving from Associate to Full membership.

RATIONALE

The Lebanese Federation of Girl Guides and Girls Scouts agrees with the World Board that new Members should be given one full year of free membership when joining WAGGGS, as a way to support the capacity building in that organisation. However, Lebanon also considers that it would be beneficial to clarify that each and every Member Organisation only can receive a year without fee either when they join as Associate Members or when they join as Full Members, but not when they move from Associate to Full Members. The World Board has clarified this in a footnote but there's less risk of Member Organisations misinterpreting the guideline if this is clearly stated in the guideline itself.

RESOURCE IMPLICATIONS

Not applicable

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. 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) whose fees 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 AMENDMENT 1.5(A)

PROPOSED AMENDMENT TO PROPOSED MOTION 1.5

Proposer: Girl Scouts of the USA

Voting Eligibility: Full Members

Majority required: 75% majority of votes cast

PROPOSED AMENDMENT

The Extraordinary General Meeting approves that Proposed Motion 1.5 will be amended as follows (the proposed changes to Proposed Motion 1.5 are in blue and ~~crossed~~ in the following text):

The Extraordinary General Meeting agrees that an inflationary uplift ~~will~~ may be applied to ensure that the Membership Fee Model is sustainable. **The World Board will explain their rationale for any inflationary change, including how the inflationary uplift impacts on both WAGGGS and Member Organisations, when triennial membership fees are published.**

RATIONALE

Girl Scouts of the USA acknowledges the World Board's rationale in its original proposal "to ensure that the income to WAGGGS remains at a sustainable level in the future".

GSUSA proposes striking "will" and replacing it with "may". GSUSA understands that the intention of this proposal is to give the World Board the flexibility to consider the effects of inflation on the existing membership fee model. The word "may" provides flexibility; the word "will" could be interpreted as requiring the World Board to impose an inflationary uplift, which takes away flexibility.

GSUSA believes that the World Board should clearly and transparently communicate to WAGGGS Member Organisations changes in the membership fee. We believe that the World Board intends to be transparent, and this amendment makes that intention clear.

RESOURCE IMPLICATIONS

May require additional work from the finance team to develop documentation that provides a thorough explanation of the factors used to calculate membership fee increases.

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 impact 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 Budgets will consider appropriate contingencies for fees not received to ensure that WAGGGS can operate prudently within its budget.

PROPOSED AMENDMENT 1.6(A)

PROPOSED AMENDMENT TO PROPOSED MOTION 1.6

Proposer: Girl Scouts of the USA

Voting Eligibility: Full Members

Majority required: 75% majority of votes cast

PROPOSED AMENDMENT

The Extraordinary General Meeting approves that Proposed Motion 1.6 will be amended as follows (the proposed changes to Proposed Motion 1.6 are in blue and ~~crossed~~ in the following text):

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, **based on clear and transparent guidelines.**

These exceptional circumstances could include, but are not limited to, external forces such as hyperinflation, conflict, natural disasters, or circumstances in the Member Organisation such as extraordinary expenses, membership growth that exceeds the rate of income growth, or loss of significant income streams.

RATIONALE

Girl Scouts of the USA supports the original motion, in principle. It offers this amendment to strengthen the original motion, provide additional illustrations of “exceptional circumstances”, and require guidelines.

The current motion refers to external circumstances impacting Member Organisations. The policy must be broadened to include both internal and external circumstances impacting Member Organisations.

In addition, the amendment requires the World Board to provide clear and transparent guidelines for Member Organisations.

RESOURCE IMPLICATIONS

Requires members of the World Board, Audit, Finance and Risk Committee and WAGGGS membership and finance teams to develop guidelines and processes to implement this proposal. Depending on how many requests are submitted annually, it may require additional administrative support.

PROPOSED AMENDMENT 1.6(B) PROPOSED AMENDMENT TO PROPOSED MOTION 1.6

Proposer: Lebanese Federation of Girl Scouts & Girl Guides

Voting Eligibility: Full Members

Majority required: 75% majority of votes cast

PROPOSED AMENDMENT

The Extraordinary General Meeting approves that Proposed Motion 1.6 will be amended as follows (the proposed changes to Proposed Motion 1.6 are in blue in the following text):

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 maximum of 25% reduction in the fees payable by a Member Organisation.

RATIONALE

The Lebanese Federation of Girl Guides and Girl Scouts agrees that the World Board, in exceptional circumstances, should be able to reduce the membership fees for Member Organisations to ensure their continuity in times of hardship. The membership fees are an important part of WAGGGS income and to ensure WAGGGS' financial stability and reduce potential risk, there should be a limit as to how much the fees can be reduced.

RESOURCE IMPLICATIONS

Not applicable

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



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