



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

Membership Fee Review Project

Consultation Pack

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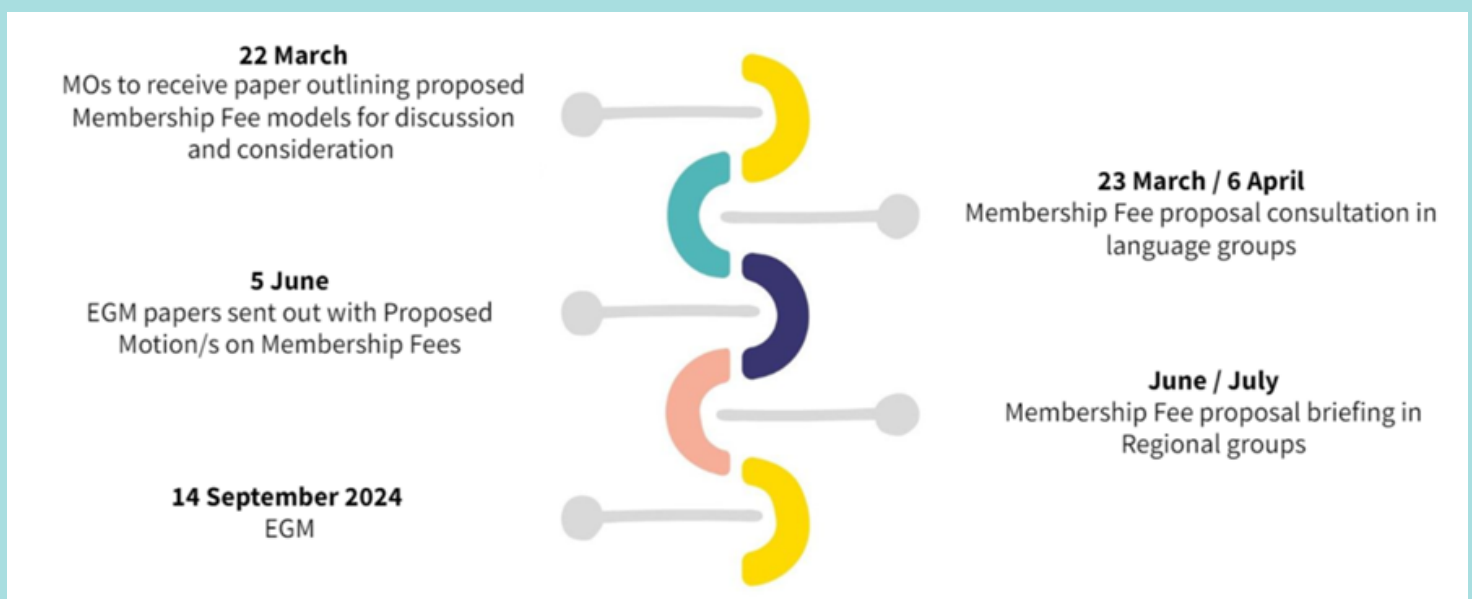
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Introduction

At the 38th WAGGGS World Conference in 2023, Motion 12 was adopted. This included a commitment to “review the current membership fee model, taking account of WAGGGS’s offer moving forward and the need to ensure financial and operational sustainability”.

Following this motion, it was decided that an [Extraordinary General Meeting \(EGM\)](#) would take place with [Member Organisations](#) (MOs), to decide on a membership fee model.

This continues the work started by the Membership Fee Working Group in 2022, to review WAGGGS's current method of calculating membership fees.



This consultation pack

- Reminds us of the Movement’s mission and how this is supported by WAGGGS’s offer, articulated in the [Action Plan and Budget 2024-26](#)
- Summarises how membership fees support the Movement
- Explores potential membership fee principles and options for new models

Before the consultation session in March and April 2024, we invite decision-makers in MOs to:

- 1** Discuss this document within your MO with individuals with relevant expertise and those who will make the decisions about membership fees (e.g. Chair of Board, Treasurer, Chief Executive etc.)
- 2** Be prepared to listen, exchange and constructively challenge the paper during the consultation sessions
- 3** Share feedback after sessions via follow-up survey, email or by requesting a call (via: MembershipFeeReview@waggs.org)

The consultation will help the World Board to develop a proposal/s for the **Extraordinary General Meeting (EGM) on 14 September 2024.**

At the EGM, MOs will vote on the future membership fee model.

PART 1 - BACKGROUND

What is WAGGGS?

The World Association of Girl Guides and Girl Scouts (WAGGGS) was founded in 1928 as the umbrella organisation for Girl Guiding and Girl Scouting associations around the world. Its stated purpose is to further the aims of the Movement.

Our **Mission** is:

To enable girls and young women to develop their fullest potential as responsible citizens of the world.

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.

We refer to our vision as [Compass 2032](#) and it is understood as a shared responsibility across all Girl Guide and Girl Scout organisations.

It is common practice for membership organisations like WAGGGS to rely on their members for income to support their activities. To support the delivery of our shared vision, all MOs make a financial contribution which WAGGGS administers.



How WAGGGS supports the Movement

As set out in the Action Plan and Budget 2024-26, WAGGGS reviewed and clarified its purpose, priorities and principles in 2023, following consultation with MOs.

These are described below and will ensure WAGGGS can continue to support the Movement

Purpose

Everything WAGGGS does must lead the Movement towards Compass 2032.

Priorities

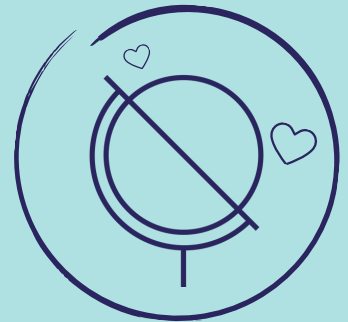
WAGGGS prioritises three areas MOs most want WAGGGS to focus on:



Identity and unity of the Movement



Strengthening the relevance and educational impact of Girl Guiding and Girl Scouting



Meaningful global connections for girls and young women

Principles

As well as aligning to one or more of these priorities, all areas of WAGGGS's work will be designed and delivered according to the following principles:

Facilitating collaboration

Volunteer-driven

Wide reaching

Responsible impact

Girl and young women-led

Realistic

Transparent

WAGGGS's Budget

The World Board is responsible for setting a budget for WAGGGS which is approved by MOs at World Conference.

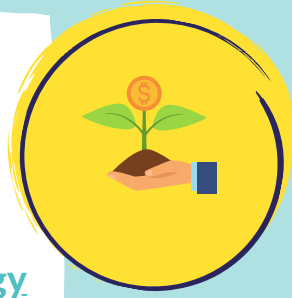
The budget estimates the amount of income WAGGGS expects to receive and the amount of money WAGGGS plans to spend each year.

WAGGGS Global Strategy 2024-2029 Budget in Million 2024-2026 (GBP)

| TOTAL FIGURES IN £000 | 2024 | 2025 | 2026 | TOTAL |
|--------------------------|----------------|----------------|----------------|-----------------|
| Unrestricted income | 4,903 | 5,249 | 5,558 | 15,710 |
| Restricted income | 3,377 | 3,318 | 3,642 | 10,337 |
| TOTAL INCOME | 8,280 | 8,567 | 9,200 | 26,047 |
| Unrestricted expenditure | (4,974) | (5,249) | (5,558) | (15,781) |
| Restricted expenditure | (4,529) | (3,318) | (3,642) | (11,489) |
| TOTAL EXPENDITURE | (9,503) | (8,567) | (9,200) | (27,270) |
| Surplus / (Deficit) | (1,223) | - | - | (1,223) |

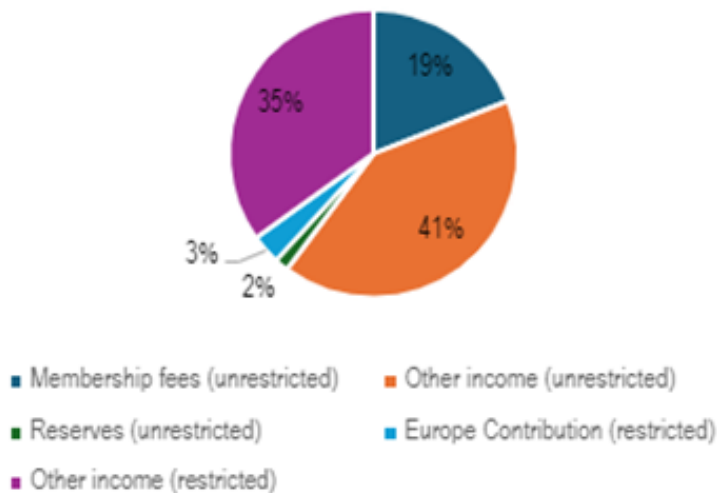
Income Sources

WAGGGS's main income sources are membership fees, commercial sales (like room bookings at the World Centres) and fundraising. Income is generally classified as unrestricted or restricted.



The pie chart below shows the unrestricted and restricted sources of WAGGGS's income in the 2024-26 budget (see [WAGGGS Global Strategy 2024-29](#)).

2024 -26 Income (%)



- Membership fees (unrestricted)
- Reserves (unrestricted)
- Other income (restricted)
- Other income (unrestricted)
- Europe Contribution (restricted)

Unrestricted income can be used for any purpose that supports WAGGGS's Mission and Vision, directly or indirectly.

Unrestricted income mainly comes from membership fees, commercial sales at WAGGGS and some donations.



Restricted income can only be used for a specific stated purpose (e.g. Dove partnership funding can only be used for the Free Being Me programme).

Restricted income mainly comes from fundraising.

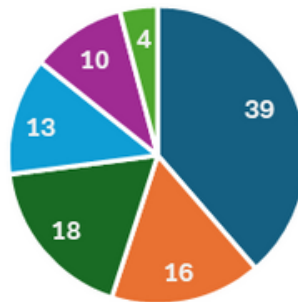


For 2024-26, membership fees represent **19% of budgeted total income** and contribute **32% of budgeted unrestricted income** (see WAGGGS Global Strategy 2024-2029).

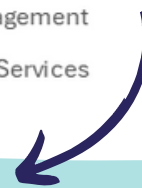
Areas of Expenditure



2024-26 Expenditure (%)



- Programmatic and Technical Support
- Governance and MO Engagement
- World Centres
- Executive and Corporate Services
- Fundraising
- Travel



Explanation of expenditure areas

- 1. Programmatic and Technical Support** - includes grant funded programmes and work on non-formal education, quality Girl Guiding and Girl Scouting and leadership development, utilising restricted funding.
- 2. World Centres** - includes all World Centre costs but operating on a financially self-sufficient model, funded by commercial income (bookings/merchandise), grants and donations
- 3. Governance and MO Engagement** - includes delivering regional plans, MO capacity building, volunteer management, governance and events (including World Conference)
- 4. Executive and Corporate Services** - includes leadership, services such as finance, human resources and IT, and other core costs of running the organisation
- 5. Fundraising** - includes costs related to delivering fundraising activities but is offset by the income raised through fundraising
- 6. Travel** - includes travel costs, primarily supporting our grant funded programme delivery



Income from membership fees supports approximately 65% of the cost of the core expenditure areas most reliant on unrestricted funds which are: 'Governance and MO Engagement' and 'Executive and Corporate Services'.

If unrestricted expenditure exceeds unrestricted income, then WAGGGS must use its unrestricted [reserves](#) to cover any deficit. WAGGGS currently holds circa £2 million GBP in unrestricted reserves.

Since 2010, WAGGGS has utilised unrestricted reserves to cover deficits on a regular basis. Moving forward, the World Board's strategy is to stabilise its unrestricted reserves to cover six months of operating costs and three months of staff salaries (c. £1.7-2 million GBP), in line with our Reserves Policy.

By 2025, the intention is to be budget neutral (zero deficit on unrestricted funds), enabling unrestricted reserves to stabilise.

Transparency and Accountability

- MOs approve WAGGGS's Global Strategy and Budget at World Conference
- At each World Conference, MOs also approve a [Triennial Report](#) which reports on progress against the strategy
- The World Board, supported by the World Bureau, provide regular [Global Update virtual sessions](#) and [Quarterly Summary Financial Reports](#) (including status of membership fee payments)
- [Audited Financial Statements](#) are also published by the end of October each year

HOME / ABOUT US / GOVERNANCE

ANNUAL REVIEWS AND FINANCIAL INFORMATION

Find out more and download WAGGGS' Annual Reviews and Financial Information


Our Annual Review reflects how we've supported girls and young women to develop, make friends and reach their potential over the last 12 months.

It is an opportunity to share highlights of the incredible impact that Girl Guiding and Girl Scouting makes for girls and young women across the world.

[READ OUR ANNUAL REVIEW 2019](#)

You can download previous Annual Reviews here:

- [Annual Review 2018](#)
- [Annual Review 2017](#)
- [Annual Review 2016](#)
- [Annual Review 2015](#)
- [Annual Review 2013/2014](#)
- [Annual Review 2012](#)
- [Annual Review 2011](#)
- [Annual Review 2010](#)



WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS

WORLD ASSOCIATION OF
GIRL GUIDES AND GIRL SCOUTS
(A Charitable Incorporated Organisation)

Trustees' Annual Report and Financial Statements
for the year ended 31 December 2022

CIO Number: 1159255

PART 2 - CONSULTATION

2024 Membership Fee Consultation

Aim

As with any significant policy review or development, WAGGGS seeks contributions from all its MOs to deliver the best outcome for the Movement.

Through this consultation, the World Board aims to bring a proposal/s to the EGM that reflects the ambition of MOs and that could be implemented from 2025 onwards.

Focus

The consultation seeks to address how membership fees are calculated. It will focus on:

- Principles
- Calculation methodologies

Output

The World Board is not seeking to increase Membership Fee income beyond the amounts included in the WAGGGS Global Strategy 2024-2029, as approved by World Conference in 2023

For 2024-26, this means the model will need to generate income of GBP 1,666,000 in 2025 and GBP 1,736,000 in 2026.

Review

If a new model is approved at the EGM and implemented from January 2025, it could be evaluated at the 39th World Conference taking place in 2026.

Membership Fee History

A look back over the last decade ...

Our Constitution states that “WAGGGS may require Member Organisations to pay reasonable membership fees to WAGGGS”.

Originally, these fees were known as ‘quota’.

Payments were calculated by taking the total quota income figure and dividing this by a methodology across all MOs.

From 2015, ‘quota’ changed to ‘membership fee’.

Membership fee payments are established by a methodology based on a rate-per-member, adjusted by the wealth of the country where the MO is located.

In 2022, the World Board established a Membership Fee Working Group to explore alternative methodologies for calculating fees.

Their work was paused in 2023 so that the World Board could complete its review of WAGGGS’s offer, in order to deliver on commitments made in Outcome 3 of the Global Strategy 2024-29 to ensure ‘A Sustainable WAGGGS’.

Membership Fee Observations

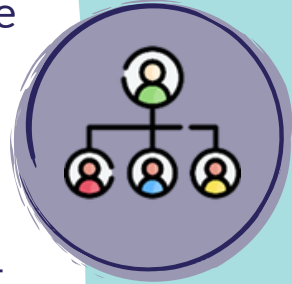


153 Member Organisations

Ranging from fewer than 100 members to over 2 million

There are many realities to accommodate into the ideal model

MOs operate across a wide variety of contexts - they can be WAGGGS-only, Scout and Guide National Organisations, [Federations](#) etc. Units can be school-based, faith-based or community-based.



The setup of MOs varies greatly too - some have significant staff teams and others are run entirely by volunteers.

Some MOs are Government funded, some receive subscriptions from members and others are reliant on grants and donations.

Contribution by MOs towards Membership Fees



Currently the top 10 payers account for 80% of the total fee income.

Uncertainty of income and cash flow from fees



5% of 2024 membership fees have been received (deadline: 31 January 2024) and 110 MOs out of 153 are yet to pay. WAGGGS's cash flow is affected by late payment of membership fees.

There are also a number of repayment plans in place with specific MOs and the [Membership Fee Support Fund](#) is well utilised.

WAGGGS also holds historical membership fee debt of approximately £118,000 GBP.

Learning from 2022

During the 2022 Regional Conferences, under the theme '**Together We Thrive**', we asked participants to give their opinion on membership fees. These responses contributed to the Membership Fee Working Group's (MFWG) exploration of potential new models.



A clear majority of MOs that membership fees should accommodate **solidarity**, to provide mutual support across the Movement

Finding a model that works well for all 153 MOs is challenging and a membership fee calculation cannot address all individual needs. Therefore, mechanisms like the Membership Fee Support Fund will always be important to support MOs facing challenging circumstances, such as currency collapse.



The MFWG devised four potential new model concepts:

- Pay for services
- Contribution based on MO income
- Diversified model with less economically developed countries paying a basic fee and more economically developed countries paying a rate-per-member
- Basic fee for all

Based on consultation feedback, the 'pay for services' model has been removed as it is likely that those with greatest need may be least able to afford to pay. Therefore, it would not meet the solidarity principle. However, a potential model based on a basic fee plus a solidarity contribution fee has been introduced during this consultation.



Principles

Before considering calculations, we want to consider what the overarching principles of any model should be. Initial suggestions are set out below.

What principles should we use?

- 1** Support the delivery of WAGGGS's strategic objectives, in line with Compass 2032
- 2** Contribute to WAGGGS's financial viability as a membership organisation and reduce WAGGGS's financial reliance on any single MO
- 3** Provide a more equitable membership fee structure that responds to MO needs
- 4** Continue to be transparent and provide an objective framework for fee calculation
- 5** Be designed so that it can be applied on a long-term basis; with the ability to make adjustments within an agreed framework

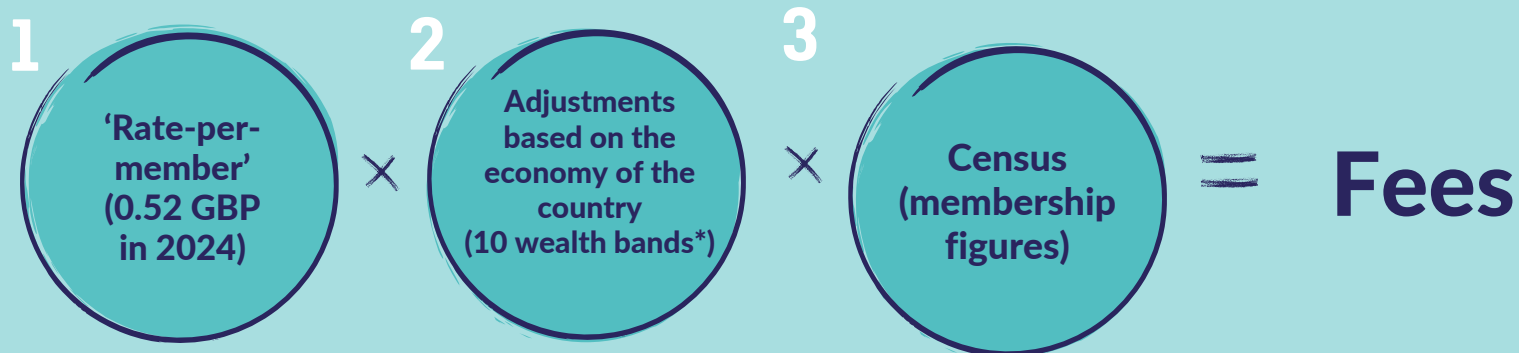
Do you agree with these principles?

Are there any that should be removed, changed, or new ones added?



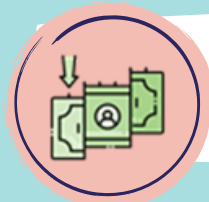
Current Model / Model 1

There are **three elements** taken into account in the current fee model approved by the World Conference in 2023.



*Gross National Income (GNI) per capita (Atlas method) is used to place MOs into 10 WAGGGS wealth bands from A to J. The Atlas method incorporates an adjustment for exchange and inflation rate fluctuation.

There are **five additional rules** impacting the basic elements:

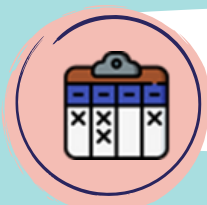
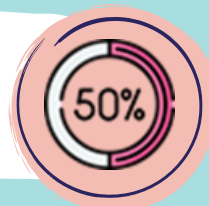


Minimum fee for Full Members is **170 GBP / year** and **85 GBP / year** for Associates

1

2

Associate Members above the minimum fee are entitled to a **reduction of 50%** in the membership numbers on which their fee is calculated



Calculation of fees of MOs from wealth bands B-D are **capped at 500,000** members

3

4

No MO pays more than **55%** of the total income from membership fees

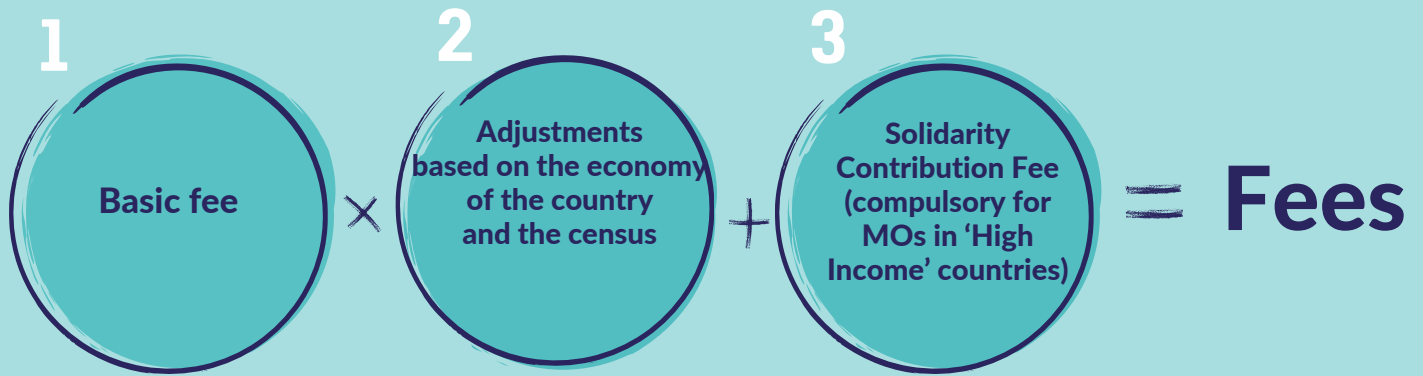


Transitional relief applies if there is an increase or decrease in fees of **33% or more**, compared to the previous triennium

5
18

Model 2

A basic fee applies to all MOs which is adjusted according to the wealth of the country that the MO is in and the [census](#). Plus there is a compulsory 'Solidarity Contribution Fee' for MOs in higher income countries (as defined by the World Bank). MOs not required to pay the Solidarity Contribution could still opt to make an additional voluntary donation.



Model 1's additional rules could also be applied. Plus an additional rule could be considered, for example that no MO pays less than 0.01 GBP or more than 1 GBP per member.

Basic fee and solidarity contribution fee calculation

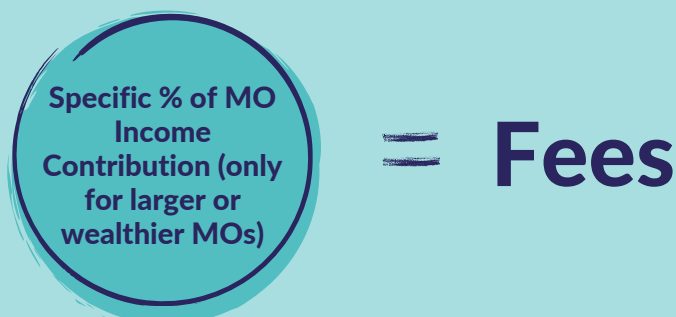
| World Bank Wealth Band | Basic Fee (GBP) |
|------------------------|-----------------|
| A | 174 |
| B | 503 |
| C | 1,421 |
| D | 6,823 |

| Membership Band | Solidarity Contribution (GBP) |
|-----------------|-------------------------------|
| 1,001-5,000 | 5,000 |
| 5,001-20,000 | 10,000 |
| 20,001-50,000 | 15,000 |
| 50,001-100,000 | 20,000 |
| 100,001-250,000 | 30,000 |
| 250,001-500,000 | 100,000 |
| >500,001 | 500,000 |

EXAMPLE: An MO with 2,500 members based in a Wealth Band D country would pay a basic fee (£6,823) plus a compulsory solidarity contribution (£5,000) making a total of £11,823 GBP.

Model 3

Instead of measuring the wealth of the country, this model is based on the wealth of individual MOs.



Model 1's additional rules could also be applied. Plus an additional rule could be considered, for example that no MO pays less than 0.01 GBP or more than 1 GBP per member.

Applying to the majority of income, not to the majority of MOs

To avoid administrative complexity, this model could be applied to a minority of larger / higher income MOs. If the income model was only applied to the current top 25 MO contributors, this method would still cover 91% of all membership fee income. Other MOs would pay a 'basic fee' (as in Model 1 or Model 1, for example).

This model requires agreement on a threshold for when MO income applies (for example, MO size and / or wealth) and discussion with about how to apply the income contribution (for example, on all income, unrestricted income etc.)

EXAMPLE 1

An MO currently contributing below the threshold (7,000 GBP used for the model calculation) would have the basic fee rate applied, as per Model 2 (or Model 1).

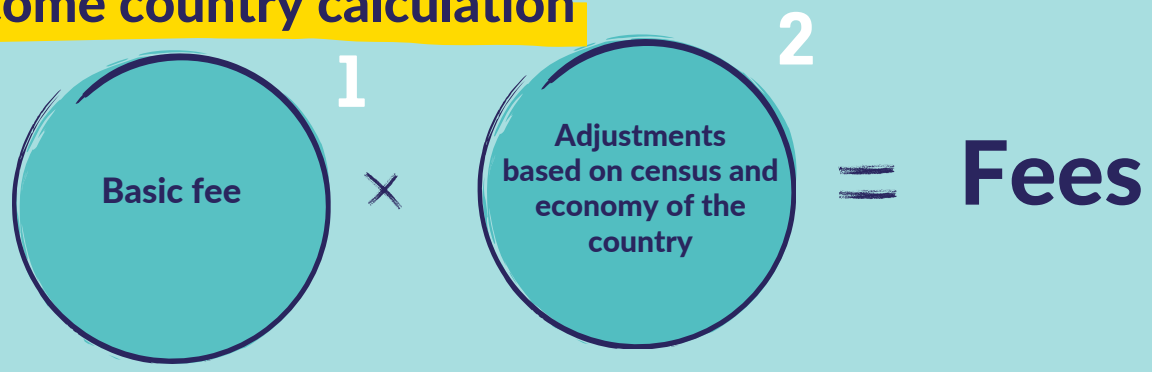
EXAMPLE 2

An MO currently contributing over the same threshold would contribute a fixed level of income contribution (for example, c. 1% of unrestricted income).

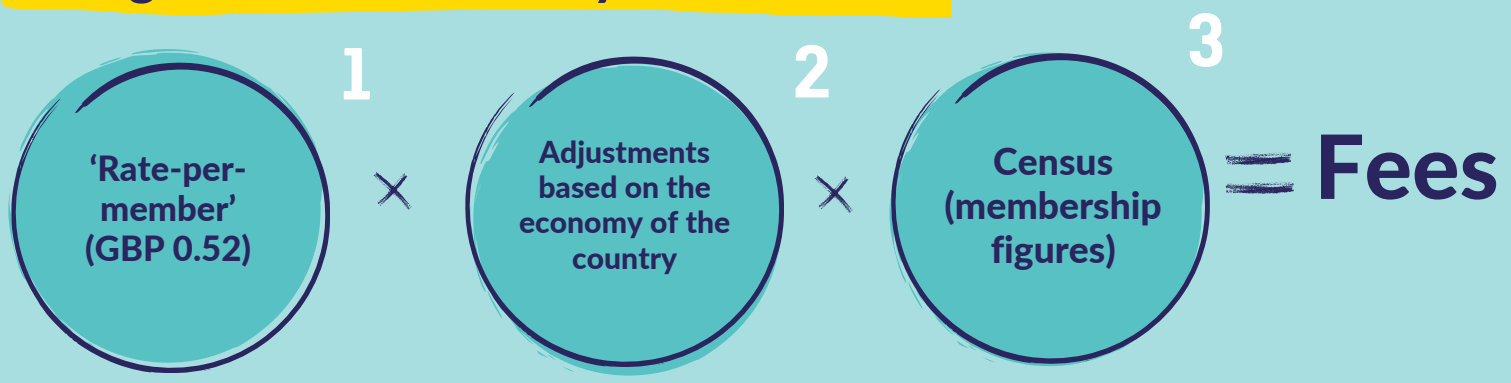
Model 4

This model applies a basic fee for MOs in 'low' and 'lower middle' income countries and an adjusted rate-per-member for MOs in 'upper middle' and 'high' income countries (as defined by the World Bank).

Lower income country calculation



Higher income country calculation



EXAMPLE 1
An MO from the lower two World Bank income category countries would have the basic fee rate applied (similar to Model 2).

EXAMPLE 2
An MO from the higher two World Bank income category countries would have an adjusted rate-per-member applied (similar to Model 1).

Model 5

This is the simplest model - a basic fee is applied to all MOs.



All MOs are placed into a membership size band and [World Bank wealth category](#) and a set fee is applied to each group. Additional rules from Model 1 could also be applied, plus a maximum / minimum threshold per member.

Model 5 Basic Fee Table

| Membership band | A | B | C | D |
|--------------------|-----|-------|--------|---------|
| <1,000 | 150 | 350 | 550 | 1,000 |
| 1,001-5,000 | 250 | 550 | 850 | 5,000 |
| 5,001-20,000 | 350 | 750 | 1,150 | 10,000 |
| 20,001-50,000 | 450 | 950 | 1,450 | 20,000 |
| 50,001-100,000 | 550 | 1,150 | 1,750 | 30,000 |
| 100,001-250,000 | 650 | 1,350 | 2,050 | 50,000 |
| 250,001-500,000 | 750 | 1,550 | 2,350 | 100,000 |
| 500,001-1M | 850 | 1,750 | 25,000 | 125,000 |
| Each extra 100,000 | 500 | 1,500 | 20,000 | 100,000 |

EXAMPLE: An MO with less than 1,000 members in the 'high income' category D would pay a set fee, for example £1,000 GBP.

Additional considerations

Country wealth measurement

- Should we continue to use GNI per capita ([Atlas method](#))?
- WAGGGS wealth bands (A to J) were introduced in 2015
- Should we use bands based on an external reference point, such as World Bank wealth categories?

Currency risk

- The current wealth measure (Atlas) includes an element of currency adjustment
- The majority of WAGGGS's costs are in GBP (why fees are set in GBP)
- It is difficult to build a model which adjusts for future global fluctuations in currency

Alternative payment schedules and mechanisms

- How can we incentivise prompt membership fee payment?
- Would a discount for fees being paid on time or an incentive to pay in advance for the triennium be useful?
- Is there an easier way to process membership fee payments, especially where there are limitations to international transfers?

Additional rules

- Should the existing additional rules in Model 1 remain the same?
- Would it be useful to add a minimum and maximum cap on rate-per-member (after the model is calculated, fees could be adjusted so that no one pays more or less than a specified amount per member)?

Membership Fee Support Fund

- We already have mechanisms to provide support to MOs in exceptional circumstances and know something like this will still be required.
- Should this continue in the same form? Should there be any changes?

Introduction of a new model

- How should we phase in a new model?
- How should the new model be evaluated and reviewed?

Associate Member Organisations

- Current model allows for a 50% reduction in membership figures used to calculate fees on an ongoing basis
- Should this be time limited?

Consultation Sessions

We have a diverse Movement. MOs deliver Girl Guiding and Girl Scouting in many ways, across a variety of settings, with different funding and organisational structures. Designing a membership fee model that responds to this diversity is a challenge but is important to achieve for the long-term benefit of the Movement.

Working together, we can develop proposals that support the Vision and Mission for the Movement to thrive, especially as we head towards WAGGGS's Centenary in 2028.

You may find it helpful to utilise the '[Worldly Mindset](#)' from WAGGGS's leadership model as you approach this challenge.



The Steering Group would love to hear your views. Consultation sessions are available by language-group.

MO representatives can attend whichever proposed session is convenient, please register below. There is no limit on attendance.

Click below to register

- [Arabic Only](#) @ 09:30 UTC 23rd March (1.5h)
- [English Only 1](#) @ 06:00 UTC 6th April (1.5h)
- [English Only 2](#) @ 14:00 UTC 6th April (1.5h)
- [French Only](#) @ 08:00 UTC 6th April (1.5h)
- [Spanish Only](#) @ 16:00 UTC 6th April (1.5h)

Preparing for the Consultation

Below are questions that might be discussed during the consultation sessions. We hope it will allow some time for you and the financial experts of your Member Organisation to think them through.

All MOs will also be invited to complete a short online survey after the consultation sessions to gather some quantitative data on the topic.

Questions to reflect on

- Do you agree with the membership fee model principles suggested in this document?
- Are there other principles that should be included?
- Does your MO find challenges with the current fee model? If yes, what are they and how could they be best solved?
- Which factors are most important to your MO when a new membership fee model is designed?
- If measuring MO size, do you prefer to use membership numbers or membership bands?
- If measuring country wealth, would you like to continue to use GNI-per capita (Atlas method)? Or another measure, and why?
- Would you prefer to continue to use the 10 WAGGGS wealth bands or transfer to the 4 World Bank categories, or something else?
- If measuring MO wealth, do you have any suggestions on the best way to do this?
- Which of the potential fee models do you prefer, and why?
- Are there any other models you would like to propose?
- If a new model is adopted, are there any special arrangements needed for a smooth implementation?

Feedback, Questions and Next Steps

Remember you can speak to a member of your regional team about this topic.

If you have questions or feedback about this consultation, or would like to request a conversation with members of the Steering Group, please send an email to:

MembershipFeeReview@waggggs.org

Scan the QR code to access the EGM and Membership Fee Review pages on Campfire.



Next Steps

- 22 March - Consultation opens
- 23 March and 6 April - language-based consultation sessions
- 15 April - deadline for written feedback by MOs via email/survey
- 5 June - EGM papers distributed
- June - August - regional-based virtual EGM engagement sessions
- 23 June - deadline for Proposed Amendments
- 16 July - Circulation of Proposed Amendments distributed
- 14 September - EGM takes place including voting by MOs

WAGGGS Glossary

- **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.

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 owed by MO.
- **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.
- **Solidarity** - unity or agreement of feeling or action, especially among individuals with a common interest; providing mutual support within a group.
- **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 wealth categories** - 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).