

WAGGGS Governance Review: Briefing Pack

April 2025





TABLE OF CONTENTS

Introduction

- Mission and Vision of WAGGGS
- How WAGGGS supports the Movement
- What is governance?
- WAGGGS charity registration

Governance Review

- About the Governance Review
- Focus and scope of the governance review
- Links to previous governance reviews

WAGGGS Governance

- Background Resources
- Size and composition of the World Board
- Recruitment and selection processes
- Term of Office
- Young Women's Participation in WAGGGS governance roles
- Other areas

Consultation Process and Timeline

- Consultation Sessions
- Written feedback
- One-to-one meetings
- Survey

Next Steps

Further Information, Feedback and Questions

Appendix 1: Glossary of key governance terms and abbreviations



INTRODUCTION

Mission and Vision of 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. Today WAGGGS represents a Movement of 153 Member Organisations (MOs) around the world with a reach of 10.8 million girls and young women. WAGGGS is led by a World Board, who reflect the diversity of the Movement and are passionate about empowering girls and young women as leaders and advocates.

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.



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, and
- 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



What is governance?

Governance is the way rules, decisions, and actions are made and managed in an organisation. It ensures things run smoothly, fairly, and responsibly. Good governance means clear rules, accountability, and making decisions that benefit everyone involved. It involves a group of people (trustees) who make important decisions, oversee finances, and ensure the charity stays ethical and effective. Good charity governance includes transparency, accountability, and making sure the charity benefits the people or cause it was created for.

WAGGGS charity registration

At the 34th World Conference in 2011, Member Organisations identified the need for WAGGGS to modernise its governance through a more effective legal structure. A Task Group was formed to review governance, and in 2013, they recommended WAGGGS incorporate as a Charitable Incorporated Organisation (CIO), a form of charity (non-profit) organisational structure in the UK.

Following approval at the 35th World Conference in 2014, WAGGGS officially became a CIO on 18 November 2014, registered with the Charity Commission for England and Wales. This change provided a clear legal identity, improved governance, and ensured compliance with charity law in the UK.

Since 2014 WAGGGS has operated under its CIO Constitution and Bye-Laws, which defines its structure and decision-making processes. As the Trustees of the organisation, members of the World Board have specific legal responsibilities set by the Charity Commission, including financial oversight and ensuring ethical operations. Being a trustee is an important role that requires commitment, integrity, and effective leadership to support the organisation to thrive and grow.



GOVERNANCE REVIEW

About the Governance Review

WAGGGS is working towards its 2024-2029 Strategy, and to make this a reality, we are continually reviewing how the organisation operates to strengthen our governance structures and processes. The review will assess WAGGGS's governance structures and current practices to ensure they align with best practices, remain fit for purpose both now and in the future, and support the long-term sustainability of the organisation. Our goal is to have a governance framework that fosters effective, inclusive participation from stakeholders, with particular emphasis on young women, while enhancing the overall governance of WAGGGS.

This review will address key issues raised in Motion 7 (38th World Conference) and will be conducted in the context of enhancing the participation of young women in governance roles, in line with motions passed at recent World Conferences. This governance review, set to conclude by the 39th World Conference in 2026, aims to address these motions and further enhance WAGGGS' governance framework. This work may result in recommendations and motions being brought to the 39th World Conference in 2026. Additionally, the review may lead to operational improvements and developments that can be implemented progressively over time.

Focus and scope of the governance review

Through Motion 7, the 38th World Conference tasked WAGGGS with conducting a review of its governance structures, including but not limited to the World Board's structure and composition, term of office, nomination and election procedures, and efforts to ensure diversity in governance. This governance review will particularly focus on governance practices related to the World Board, as outlined in the motion. This review will also address points that are carried over from the previous work conducted by the Governance Design Team (see section below).



The scope of this governance review, as outlined in Motion 7, includes:

- World Board governance structure: Assessing the size, composition, and recruitment processes of the World Board.
- Term of Office: Reviewing the term lengths of World Board members.
- Young Women's Participation: Evaluating how changes in governance can enhance the participation of young women.

Motion 24 (37th World Conference), which called for a study on the barriers to in-person participation in global conferences is being reviewed in a separate project but we are mindful that there may be overlap between the two projects. Additionally, as part of the continuous improvement cycle, an external review of the World Board will be conducted in early 2025. It is best practice to have an external review every 3-4 years in addition to the internal reviews the Board undertakes annually. The outcomes from these projects may contribute to this governance review.

Links to previous governance reviews

This governance review is part of WAGGGS' ongoing commitment to continuous improvement. It builds upon the foundation laid by the Governance Task Force, which was established between the 34th (2011) and 35th (2014) World Conferences, and WAGGGS' continued efforts to evaluate and enhance its governance over time.

In 2019, WAGGGS formed a Governance Design Team, consisting of members from the Governance Committee, experienced volunteers, and staff. This team was tasked with evaluating the governance structures necessary for a modern, efficient and sustainable WAGGGS. Their work, along with input from the Young Women (Motion 32) Research Team (2019-2021), led to several proposals for the 37th World Conference in 2020. These included proposed changes to the size and composition of the World Board, the term of office of World Board members, the ability to co-opt an additional voting member and increasing the representation of young women. However, due to the pandemic, the conference was postponed and held online in 2021, where only some of the proposals were considered.



After the 37th World Conference in 2021, WAGGGS continued refining its governance processes through regular evaluations. As part of developing the current Global Strategy, the need to revisit the governance design work was recognized, leading to its inclusion in the workplan for 2024 and beyond. The desire of Member Organisations for WAGGGS to continue to review its governance was further affirmed during the 38th World Conference with the passing of Motion 7. The scope of this review has been defined to deliver according to this motion.

Governance Review Team

The governance review project is being led, on behalf of the World Board, by a Governance Review Team.

The Team consists of, Inari Timonen-Nissi (Project Lead and member of the Governance Committee), Fiona Bradley (Governance Committee Chair and member of the World Board), Fiona Lejosne (Vice-Chair of the World Board) and Nicola Lawrence (Head of Governance),



WAGGGS GOVERNANCE

Background Resources

We have created some short video guides to refresh your knowledge of WAGGGS governance and help you prepare for the upcoming discussions.



WAGGGS Governance Series: World Board

WAGGGS Governance Series: WAGGGS Committees

WAGGGS Governance Series: World and Regional Conferences

Size and composition of the World Board

The World Board is currently comprised of 17 individuals:

- twelve Elected Trustees, elected by Full Member Organisations at World Conference;
- five Regional Chairs, elected by their respective Regional Committees, who are elected by Full Member Organisations at each Regional Conference.

Possible opportunities

- A larger Board can offer greater opportunities for diversity in terms of geography, age, perspectives, skills, and experience. However, with the current election process, this diversity is not always guaranteed within the final composition of the World Board after election. While the nominations process strives to ensure a balanced mix of desired skills and experience among candidates, because all positions on the World Board are elected ultimately the collective skills, knowledge and experience of the World Board is not known until after election. A diverse Board could equally potentially be achieved with a smaller group, recruited and elected through a different process.
- There is no definitive "right" or "wrong" size for a Board. Each organisation is unique and must determine the governance structure that best suits its specific needs and goals.



Possible challenges

- A large Board can make it impractical to hold effective trustee meetings where everyone can meaningfully participate in decision making. A smaller World Board could be more agile and conducive to effective discussion and decision-making whilst still being suitably representative of the Movement. Research has shown that Trustees in organisations who have reduced their Board size to less than 15 have reported an improved governance experience both as individual Trustees and collectively as a Board. When the World Board was reduced to 11 members during 2020-2021 due to the global pandemic the experience of the World Board at that time was that it was more conducive to deeper discussions, greater levels of participation and collaboration, and more effective decision-making. Board members felt it enabled the Board to be more agile in responding to the needs of the organisation and the Movement despite the considerable challenges presented by COVID-19.
- In a large board, some members may feel less engaged or may struggle to contribute meaningfully, leading to a lack of participation and involvement in board activities.



Questions to consider:

- What are your views on the opportunities and challenges shared above?
- What other opportunities and challenges do you see?
- Are there other models which could be considered?
- What is the optimal size and composition of the World Board to best meet WAGGGS' needs and support its continued growth?

Each board member brings unique skills and expertise, which are essential for managing the diverse functions of the organisation. WAGGGS currently has several different roles within the World Board including the Chair, up to two Vice-Chairs, a Treasurer, and five Regional Chairs.

The Chair and Vice-Chair(s) are elected by the World Board from amongst their members after the World Board election has taken place at World Conference.




The **Chair of the World Board** provides leadership and oversight, ensuring the organisation operates in alignment with its mission and legal obligations. They guide board discussions, represent the organisation internally and externally, and ensure the board is effective, accountable, and transparent in its decision-making. The Chair serves as the direct line manager to the Chief Executive, providing guidance, oversight, and strategic support.

The **Vice-Chair(s)** support the Chair with governance and strategic tasks and may take on specific projects or areas of focus.

The **Treasurer** is selected by the World Board and supports the World Board in its role of overseeing the organisation's financial health and ensuring sound financial management. If there is a suitably qualified individual amongst the elected World Board members, the Treasurer may be appointed from amongst the Board. Alternatively, the World Board may appoint a Treasurer from outside the World Board. In this case, the Treasurer will attend World Board meetings but will not have voting rights. For example, after the election in 2021 and 2023, it was identified that none of the elected members had the skills to serve as the Treasurer and Chair of the Audit, Finance and Risk Committee and so a call was held for an external person to undertake this role.





The **Regional Chairs** ensure that regional perspectives are included in board discussions and decisions. As a member of the World Board, each Regional Chair has a responsibility to consider the interests of the Girl Guide/Girl Scout Movement as a whole, and to make decisions in the interests of WAGGGS at all times.

In addition, some members of the World Board are also asked (after election) to carry a specific portfolio by chairing a World Board Committee or Working Group of the World Board, focusing on areas such as governance, and people management.

Possible opportunities

- By dividing these responsibilities among board members, WAGGGS can leverage the specialised skills and strengths of each individual.

Possible challenges

- As the World Board is entirely elected, there can occasionally be an imbalance in the skills and experience among board members, or a lack of expertise in certain areas.
- The Regional Chairs may sometimes face a challenging position, as they must act in the best interests of WAGGGS, which may conflict with the views of their respective regions.
- Workloads can be unevenly distributed, with those chairing committees often having a higher time commitment or workload compared to others.



Questions to consider:

- What are your views on the opportunities and challenges shared above?
- What other opportunities and challenges do you see?
- Are there other models which could be considered?
- What could be the opportunities and challenges of directly electing individuals with specific skill sets to designated roles on the Board, such as electing a Treasurer at the World Conference?

Recruitment and selection processes

An essential part of ensuring an effectively functioning board is the recruitment process for World Board nominees. Effective recruitment processes are key for attracting a diverse and skilled World Board. This involves not only identifying the skills and experiences needed but also ensuring that the recruitment process is inclusive and transparent. A robust recruitment process helps in building a board that is capable, committed, and aligned with the mission of WAGGGS.

As outlined in Motion 7, this governance review will examine the recruitment and selection processes for World Board nominees to ensure they support an effectively functioning board. This review aims to assess how well the current processes attract board members with the appropriate skills and expertise, how they ensure inclusivity and transparency, and to identify any areas for potential improvement.

Possible opportunities

- Member Organisations help identify skilled and experienced individuals within their organisation who can serve on the World Board, people WAGGGS might not otherwise find.
- The Nominations Committee plays a key role in screening nominees to ensure those standing for WAGGGS governance roles meet the required criteria.

Possible challenges

- There may be instances where leaders within Member Organisations are unaware of the nomination processes or are reluctant to support certain candidates, potentially blocking qualified individuals from being nominated.



- Some Member Organisations may prioritize their own needs and retain volunteers for internal roles, rather than encouraging or supporting their involvement at the global level within WAGGGS. This can result in a limited pool of candidates for positions on the World Board or other global roles, as Member Organisations may be reluctant to allow their most experienced or skilled volunteers to participate in broader, international initiatives. This practice may restrict the diversity and expertise of individuals contributing to the governance and decision-making processes at WAGGGS.
- As mentioned earlier, every effort is made through the nominations process to ensure a diverse range of skills and experience among candidates. However, since all Board members are elected, the collective skills, knowledge, and experience of the World Board only become apparent after the election, which can sometimes result in imbalances or gaps in essential skills and expertise.
- The Nominations Committee may be faced with providing difficult feedback to an MO and a nominee that the nominee does not meet the required criteria.



Questions to consider:

- What are your views on the opportunities and challenges shared above?
- What other opportunities and challenges do you see in ensuring a diverse and skilled World Board?
- How can the nomination and election process for the World Board be improved?
- How can we ensure that the World Board collectively possesses the full range of skills and expertise needed for effective governance?
- How can we ensure that the nomination process is inclusive and transparent?
- Are there other models which could be considered for candidate recruitment and selection?

Term of Office

The term of office for most Trustees is one six-year term, with the exception of the five Regional Chairs who are elected for one three-year term with the possibility to stand for, and serve (if elected), for a second term of three years. Regional Chairs are elected in the year before the World Conference, while other World Board members are elected during the World Conference. As a result, the composition of the World Board changes every two out of three years.

Possible opportunities

- A six-year term can provide continuity by guaranteeing that at each World Conference only six out of the twelve Elected Trustees will change, whereas if all served a three-year term and required re-election there would be a risk of higher turnover.
- A six-year term allows elected trustees the opportunity to understand the role, make an effective contribution within the term and focus on the trustee role without considering re-election processes.
- WAGGGS planning and governance cycles have been implemented as per the Constitutional requirement that the World Conference be held every three years.

Possible challenges

- The six-year term for Elected Trustees may deter some candidates due to its length, while the three-year term for Regional Chairs may be too short to fully implement strategic initiatives. Additionally, candidates may find the six-year commitment challenging due to evolving personal, academic, or professional obligations. Balancing these factors is essential for effective governance.
- The current term-length model for World Board members presents challenges in maintaining continuity and stability due to these frequent changes in board composition.

- The differing term lengths for Elected Trustees and Regional Chairs may create challenges in board dynamics and alignment with strategic goals.
- A six-year term is a long time for an ineffective trustee to continue in the role. This could be managed with performance management processes and learning and skill development opportunities.

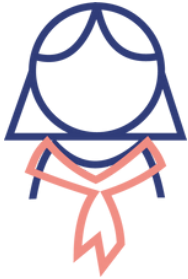


Questions to consider:

- What are your views on the opportunities and challenges shared above?
- What are your views on the current term length for World Board members?
- What other opportunities and challenges do you see?
- Are there other models which could be considered?



Young Women's Participation in WAGGGS governance roles



Click [here](#) for background information on the **Young Women in Governance Research (Motion 32) Project** undertaken in 2019-2020.

The 37th World Conference in 2021 passed a number of motions increasing the provision for Young Women under 30 on the World Board and on Regional Committees. The passing of these motions has ensured that, as far as practicable, at least two members of the World Board and each Regional Committee will be under the age of 30 at the time of the elections.

As per Motion 7, this review will consider the potential impact that any governance changes could have on enhancing the participation of young women in WAGGGS governance roles. This review will utilise WAGGGS's new meaningful youth participation framework to review how young women's participation in the governance of WAGGGS can be enhanced.

The participation of young women in WAGGGS's governance is important to harness their unique perspectives and innovative ideas. When young women have a meaningful voice and involvement in decision making, the organisation has an inclusive governance structure and stays responsive to the needs of its younger members. This promotes a strong sense of engagement and contribution.



Additionally, meaningful involvement of young women is crucial for developing future leaders within WAGGGS. By mentoring and empowering young women in governance roles, the organisation ensures its long-term sustainability and growth. This approach strengthens the connection with younger members, supporting the organisation’s continued relevance and success.

Between 2018 and 2024 the numbers of young women in WAGGGS governance roles were as follows:

| | Under 30 | | | | | | Over 30 | | | | | |
|--|-----------|------------|-----------|------------|----------|------------|-----------|------------|-----------|------------|-----------|------------|
| | 2024 | | 2022 | | 2018 | | 2024 | | 2022 | | 2018 | |
| | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % |
| World Board | 2 | 12% | 2 | 12% | 0 | 0% | 15 | 88% | 15 | 88% | 17 | 100% |
| Regional Committees <i>(excluding Regional Chairs as they are included under the World Board)</i> | 7 | 29% | 6 | 24% | 5 | 22% | 17 | 71% | 19 | 76% | 18 | 78% |
| Functional Committees <i>(excluding World Board members sitting on these committees)</i> | 6 | 19% | 6 | 25% | 3 | 16% | 25 | 81% | 18 | 75% | 16 | 84% |
| Total | 15 | 21% | 14 | 21% | 8 | 14% | 57 | 79% | 52 | 79% | 51 | 86% |

Note: The table above does not include any members of a Working Group or those involved in short-term governance roles such as individuals serving on a Procedural Team, as a Conference Teller, or as a Chair or Vice-Chair of a World or Regional Conference etc.



Questions to consider:

- What are the potential barriers to the participation of young women in WAGGGS governance roles, and how can we address them?
- How can we ensure that the participation of young women is meaningful and not tokenistic?
- How can we enhance young women's participation in governance roles?

Other areas

The scope outlined above is based upon the remit set by Motion 7 but we recognise that there may be other areas that Member Organisations feel should be incorporated into the scope of the Governance Review.



Questions to consider:

- Are there any other areas related to WAGGGS's governance that you feel should be explored as part of this Governance Review?
- Are there specific areas of current WAGGGS Governance that you think work well and should continue?



CONSULTATION PROCESS AND TIMELINE

WAGGGS will be consulting with Member Organisations and other key stakeholders throughout 2025 using various formats to ensure a comprehensive and inclusive review process.

These consultations will gather input from a wide range of stakeholders, including:

- Member Organisations,
- the WAGGGS World Board,
- Regional Committees,
- World Board Committees (Audit, Finance and Risk; Governance; Nominations; People),
- young women under 30, and
- groups within the Movement (such as the Olave Baden-Powell Society and World Foundation).

We will also examine the governance structures of other similar organisations to gain insights into best practices, identify successful strategies, and understand how they address challenges. This will help ensure that WAGGGS' governance framework is aligned with best practices and is adaptable to the evolving needs of the organisation.

The governance review will continue through to the 39th World Conference in 2026, ensuring that decisions made are well-informed and support the long-term sustainability of WAGGGS.



How To Get Involved

Attend one of our Consultation Sessions

In late April/early May, we will be hosting a series of consultation sessions in language groups, providing Member Organisations with the opportunity to contribute to the review. Details on the sessions and how to register can be found below.

- Arabic: Wednesday 23 April @ 4pm UTC | [Register here](#)
- Spanish: Saturday 26 April @ 9pm UTC | [Register here](#)
- English: Sunday 27 April @ 7am UTC | [Register here](#)
- French: Saturday 3 May @ 9am UTC | [Register here](#)
- English: Saturday 3 May @ 6pm UTC | [Register here](#)

These sessions will be provided in the language indicated. Interpretation will not be available. MO representatives can attend whichever proposed session is convenient, and there is no limit on attendance. We hope to have an intergenerational dialogue, so we encourage people of all ages to join, including young women under 30.

Don't miss out! Register now and be part of the conversation shaping our global movement.

Preparing for the Consultation Session

Below are some actions that you can take to prepare for the consultation session:

- Read this pack
- Review the [videos](#)
- Think about the information and questions shared in this document and come prepared to discuss this with representatives from other Member Organisations.

We encourage you to utilise the ‘Worldly Mindset’ from [WAGGGS’s leadership model](#). Our Movement is diverse, and the understanding of governance structures, laws, and practices can vary significantly between Member Organisations and countries. As you approach the consultation sessions, we ask you to focus on the needs of WAGGGS at the global level, recognising that these may differ from how things operate within your own Member Organisation. For example, the skills and experience required to effectively govern a global organisation may differ from those needed at a national or regional level.

Send written feedback

You can also send written feedback to governancereview@waggs.org up to 4 May 2025.



Complete the survey

After the consultation sessions we will be circulating a short survey for Member Organisations to add any additional input by 4 May 2025.

Request a one-to-one meeting

If you would like to request a one-to-one meeting with members of the Governance Review Team, please send an email to: governancereview@waggs.org.



NEXT STEPS

April – May 2025

The initial consultation period, running from April to May 2025, will engage Member Organisations, young women, and other stakeholders through consultation sessions, written feedback, a survey, one-to-one meetings and focus groups to gather valuable input. WAGGGS aims to ensure that every Member Organisation has the opportunity to participate and provide feedback.

Key dates:

- 23/26/27 April and 3 May - language-based consultation sessions
- 3 May – Young Women Focus Group session(s)
- 4 May - deadline for written feedback by MOs via email and the survey

May - September 2025

Following the initial consultation period, the Governance Review Team will analyse the feedback and develop feedback to share with the World Board. In September 2025, the review findings will be published, and online sessions will be held to share the feedback and possible next steps.

October 2025 – June 2026

Finally, from October 2025 to June 2026, proposed motions (if applicable) will be developed and circulated in preparation for the 39th World Conference.



FURTHER INFORMATION, FEEDBACK AND QUESTIONS

Scan the QR code to access the Governance Review hub on Campfire. On this page, you will find a complete collection of resources, including videos, FAQs, and more.

If you have any questions or feedback about the Governance Review, please send an email to:

governancereview@waggggs.org

Appendix 1: Glossary of key governance terms & abbreviations

| | |
|--|--|
| Campfire | WAGGGS's multi-lingual digital learning and community platform |
| Charity | A charity is a non-profit organisation that exists to provide support for a specific cause or group of people. These organizations must meet specific criteria, such as having a charitable purpose to be considered a charity. |
| Charitable Incorporated Organisation (CIO) | This is a type of charity (non-profit) organisational structure in the UK. WAGGGS officially became a CIO on 18 November 2014. |
| Charity Commission | The Charity Commission regulates charities in England and Wales, making sure they are accountable, well-run, and follow the law. Since WAGGGS is a registered charity in England and Wales, it is also regulated by the Commission. |
| Compass 2032 | The Movement's 12-year Vision from 2021 to 2032 |
| Constitution and Bye-Laws | The governing document of WAGGGS. |
| Elected Trustee | Elected Trustees are members of the World Board who are elected at a World Conference by Full Member Organisations. There are twelve Elected Trustees who, together with the five Regional Chairs, make up the seventeen members of the World Board. |
| Global Team | The WAGGGS Global Team includes all staff and volunteers at Regional and global levels. |
| Governance | Governance is the way rules, decisions, and actions are made and managed in an organisation. It ensures things run smoothly, fairly, and responsibly. Good governance means clear rules, accountability, and making decisions that benefit everyone involved. It involves a group of people (trustees) who make important decisions, oversee finances, and ensure the charity stays ethical and effective. Good charity governance includes transparency, accountability, and making sure the charity benefits the people or cause it was created for. |
| Governance Review Team (2025-2026) | The 2025-2026 governance review project is being led, on behalf of the World Board, by a Governance Review Team comprising World Board members, members of the Governance Committee and WAGGGS Staff. |
| Governance Design Team (2019-2020) | In 2019, WAGGGS formed a Governance Design Team, consisting of members from the Governance Committee, experienced volunteers, and staff. This team was tasked with evaluating the governance structures necessary for a modern, efficient and sustainable WAGGGS. Their work, along with input from the Young Women (Motion 32) Research Team (2019-2021), led to several proposals for the 37th World Conference. |

| | |
|-----------------------------------|--|
| Governance Task Force (2011-2024) | The Governance Task Force was established between the 34th (2011) and 35th (2014) World Conferences to review WAGGGS' governance and bring forward recommendations for improvement. The current Governance review builds upon the foundation laid by it. |
| Meaningful Youth Participation | Youth participation is about young people being able to make decisions on issues that affect their lives and communities. Meaningful youth participation builds on this and means that young people are considered the experts in their own lives, are informed, empowered, safe and valued when they participate. |
| Member | When written with a capital "M" this refers to a Member Organisation that is either an Associate or Full Member of WAGGGS |
| member | When written with a small "m" this refers to an individual (usually a girl or a woman aged 18+) who is a member of a national organisation. |
| MO | Member Organisation of WAGGGS. These can take different forms including WAGGGS-only, Scout and Guide National Organisations (SAGNOs) and Federations. |
| Motion | A proposal that has been adopted at a WAGGGS World Conference/ General Meeting or Regional Conference. |
| Motion 32 | <p>In the context of this document, Motion 32 refers to a Motion that was approved by Member Organisations at the 36th World Conference in 2017. The text of the Motion is as follows:</p> <p><i>"The World Conference tasks the World Board to conduct an investigation</i></p> <p><i>a) looking into the reasons why more young women are not standing for governance positions in consultation with Member Organisations and their young women, and;</i></p> <p><i>b) to develop a concrete set of actions that will significantly increase the number of young women standing for governance positions,</i></p> <p><i>The outputs of the investigation will be presented at the Regional Conferences in order to give the opportunity to the MOs to participate actively in the discussion and take forward the key recommendations to the 37th World Conference".</i></p> <p>Out of this Motion came the Motion 32 project, also know as the Young Women in Governance Research Project that resulted in a number of recommendations.</p> |

| | |
|----------------|--|
| Motion 7 | <p>In the context of this document, Motion 7 refers to a Motion that was approved by Member Organisations at the 38th World Conference in 2023. The text of the Motion is as follows:</p> <p><i>“The World Conference tasks the World Board to conduct a survey and publish a report:</i></p> <ul style="list-style-type: none"> • <i>re-evaluating the governance structure of the World Board including, but not limited to: term lengths, election processes, recruitment, and nomination processes;</i> • <i>examining the potential impact that governance changes could have on increasing the participation of young women in said governance structures.</i> <p><i>and</i></p> <ul style="list-style-type: none"> • <i>publish the results of such a study at least nine months in advance of the 39th WAGGGS World Conference, to enable Member Organisations to draft potential motions”.</i> |
| Motion 24 | <p>In the context of this document, Motion 24 refers to a Motion that was approved by Member Organisations at the 37th World Conference in 2021. The text of the Motion is as follows:</p> <p><i>“The World Conference requests the World Board to set up a working group with the task of:</i></p> <ul style="list-style-type: none"> • <i>Conducting a study on:</i> <ul style="list-style-type: none"> ◦ <i>The obstacles restraining face-to-face participation of WAGGGS member organizations in global conferences. The working group may wish to draw up a list of criteria it considers relevant to select for study. This list should include at least financial obstacles, along with other known or unknown obstacles at this stage: politics, limited volunteer resources, etc.;</i> ◦ <i>The difficulties for OMs to participate in meeting formats (digital, hybrid) other than face-to-face participation of all members of their delegation in a face-to-face world conference;</i> ◦ <i>The obstacles to the organization of world conferences in formats other than face-to-face meetings of all members of delegations;</i> ◦ <i>The benefits of the various conference formats for Member Organizations, WAGGGS and the global Girl Guide and Girl Scout movement;</i> • <i>Building our knowledge and experiences of MOs, WAGGGS Regional Committees, World Board, and anyone outside WAGGGS who they think it useful to question.</i> • <i>Developing concrete proposals to overcome barriers to MO participation in global conferences.</i> • <i>Reporting on study findings and proposals for ensuring MO’s effective participation in World Conferences in a study report submitted to WAGGGS member organizations at least four months before the next World Conference”.</i> |
| Regional Chair | Chairs the Regional Committee and sits on the World Board as a Trustee (ex-officio). |

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| Regional Committee | Each of the five WAGGGS Regions has a Regional Committee consisting of six individuals, elected by Member Organisations within the Region during the Regional Conference. The Regional Committees act as a bridge between the global Movement and the national Member Organisations, bringing WAGGGS and its opportunities closer to them. They develop and implement Regional Action Plans that support the delivery of WAGGGS's Global Strategy at a regional level, implement decisions made at Regional Conferences, and provide regional insights to the World Board to support decision-making. |
| ReCo | Regional Conference, triennial conference of the Member Organisations within a Region of WAGGGS. The Regional Conference usually take place in the year preceding a World Conference. |
| Trustee | A trustee is a person responsible for overseeing and managing a charity, organization, or trust. Trustees ensure that the organisation follows its mission, complies with legal requirements, and uses funds properly. |
| WAGGGS | World Association of Girl Guides and Girl Scouts |
| WB | World Board, the trustees of WAGGGS. |
| WoCo | World Conference, the triennial meeting of the Member Organisations of WAGGGS. |
| YW | Young Women. Within WAGGGS this typically refers to young women within the Movement under the age of 30. |

