

# WAGGGS Governance Review: Report and Proposals

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# GOVERNANCE REVIEW CONSULTATION PROCESS

As shared earlier this year, WAGGGS is conducting a governance review to strengthen its structures, align with best practices, and support long-term sustainability. The review addresses items from [Motion 7 of the 38th World Conference](#), as well as other motions from recent World Conferences.

For more information on the background and scope of the Governance Review, please refer to the [Briefing Pack](#) which was circulated to Member Organisations in March 2025.

Between April and May 2025, the Governance Review Team undertook a broad and inclusive consultation process, engaging a wide range of stakeholders including Member Organisations, Regional and Functional Committees, former World Board Chairs, young women under 30, and external partners. This process included multilingual virtual sessions, individual meetings, and a dedicated focus group for young women. Resources such as briefing packs, explainer videos, and a [Governance Review Hub](#) on Campfire were developed to support informed participation.

The approach was intentionally open, encouraging stakeholders to share challenges, opportunities, and ideas without being limited by predefined proposals. This consultation phase has laid a strong foundation for identifying key governance principles and areas for further exploration as the review progresses. Importantly, we heard and acknowledged the feedback shared during the first round of consultations, and it has directly informed and shaped the direction of our current work.

The consultation process gathered input from a wide range of stakeholders, highlighting several recurring themes and values. These insights provided a foundation for identifying the principles (introduced in the next section) that underpin WAGGGS' governance structures/model and guide the next phase of the Governance Review.

# WAGGGS GOVERNANCE PRINCIPLES

Based upon the feedback shared during the Governance Review consultation we have identified the following core governance principles:

We ensure that governance decisions are guided by **WAGGGS' mission, vision, and strategic goals**, with an emphasis on long-term sustainability, collective impact, and data-informed decision-making. The World Board focuses on strategic oversight rather than operational tasks.

We believe leadership should include **people of all ages**, with shared responsibilities across generations. We are committed to ensuring that young women under 30 have a strong, meaningful voice in decision-making at all levels. Their perspectives are vital to shaping our Movement's future, and we actively create opportunities for them to lead, influence, and contribute alongside leaders of all generations.

We use our **regional structure** to identify and then implement the Movement's strategic goals. Our approach strengthens collaboration across global, regional, and national (Member Organisation) levels. We share good practices, foster mutual support, and engage constructively with external partners when it adds value.

Our Board is **skilled, accountable, and inclusive**. It has the right size, composition, skills, and experience to govern effectively as a UK-based charity, supported by committees that provide specialised expertise. We ensure our Board reflects the rich diversity of our global Movement—bringing a global mindset and embracing varied experiences and viewpoints to enhance decision-making and leadership. Roles and responsibilities are clearly defined across all levels of WAGGGS' governance, with timely, open, and transparent communication that builds trust and supports effective collaboration. By fostering a culture of respect and inclusion and actively removing barriers to participation, we enable full, meaningful discussions and balanced, agile decisions that benefit from diverse viewpoints.

**We regularly review and improve how we work to stay agile and responsive.**

The Board actively reflects on its performance and effectiveness, using feedback and evaluation to strengthen governance and decision-making. Defined terms of office and a structured rotation plan support this by introducing fresh perspectives while retaining valuable experience. This balance helps keep the Board dynamic, forward-looking, and equipped to respond to changing needs. We deliver good governance in the most cost-effective way possible, to ensure we maximise investment in delivering our value proposition to our Members.

# WAGGGS GOVERNANCE PROPOSALS

Following the first round of consultations, we are now inviting Member Organisations and other stakeholders to consider a set of proposed governance changes organised by key themes that emerged from the consultation process.

This thematic approach allows us to explore the different dimensions of governance—such as recruitment, Board structure, and youth participation—in a more focused and coherent way. These are initial proposals intended to gather your input on the scale and direction of change that should be prioritised. They reflect a range of options—from smaller operational improvements to more ambitious structural reforms—and are grounded in the consultation feedback, governance principles, and strategic goals of WAGGGS.

Within each theme, we have outlined potential changes at three levels: operational, moderate, and transformational. This structure is intended to support flexible decision-making, enabling you to consider different levels of ambition across different themes. Your feedback will help us identify which areas and levels of change should be prioritised as we prepare for the next phase of the review and look towards implementing potential changes.

At this stage, we are seeking your reflections on which types of changes feel most appropriate and impactful. Your feedback will help the Governance Review Team fine-tune the scope and ambition of the changes we may recommend. This is a key opportunity to influence the direction of the review before proposals are developed in more detail for sharing back with Member Organisations, consideration by the World Board and, where necessary, the World Conference.

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 (MOs) 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 MO. For example, the skills and experience required to effectively govern a global organisation may differ from those needed at a national or regional level.

## Questions to consider as you read through the proposals:

- What are your views on the proposals shared below?
- Are there other models which could be considered?
- What opportunities and challenges do you see in implementing the proposed changes?
- Are there specific proposals you see should be prioritised at this stage?
- Are there any aspects of the proposals or governance review that you feel require further reflection or discussion before moving forward?



# 1. Recruitment and Selection

## Summary of feedback received

Stakeholders consistently emphasised the need for a more inclusive, transparent, and competency-based nominations process. Stakeholders highlighted barriers such as unclear role descriptions, limited access to nomination pathways, and inconsistent expectations regarding governance roles. Respondents felt that the current process overly relies on CVs and soft skills and suggested a shift toward clearer role descriptions and hard skill assessments.

Proposals included a two-phase recruitment model with an induction year, mentoring for potential nominees and improved onboarding. There was some support for enabling self-nomination to reduce barriers linked to national politics and broaden access. There was also a call to strengthen the role of the Nominations Committee in assessing candidates based on skills and diversity, and to provide clearer information to MOs during the election process. Some participants also noted opportunities to enhance the Nomination Committee's diversity and authority, with calls to strengthen its mandate and ensure it can actively manage performance and candidate suitability.

Following a review of the proposals raised during the consultation phase, the World Board does not recommend advancing two of the proposals. These are:

- **Introduce self-nomination:** This proposal would allow individuals to nominate themselves for governance roles, rather than relying solely on nomination by Member Organisations. Self-nomination applications would still need to be confirmed in some way by Member Organisations. In practice, this could involve creating a more accessible application process, publishing eligibility criteria, and providing guidance on how to prepare a strong application. Risks include the potential for an overwhelming number of applications, additional complexity and/or concerns about legitimacy. Resource needs include digital infrastructure for receiving and processing applications, volunteer and staff time for application review, and outreach materials.
- **Introduce a two-phase recruitment process (e.g. induction year followed by nomination):** This proposal would introduce a staged recruitment process where candidates first complete an induction or preparatory phase before being formally nominated. In practice, this could involve a pre-nomination training programme or shadowing opportunity, followed by a formal assessment and nomination. This approach aims to build candidate readiness and ensure alignment with WAGGGS' values and governance needs. Risks include added complexity and longer timelines, which could deter participation. These can be mitigated by offering flexible formats and clear communication about the benefits of the process. Resource implications include the development of training content, facilitation, and coordination.

The World Board and Nominations Committee have concerns regarding the proposals for self-nomination and a two-phased recruitment process and therefore do not recommend moving forward with these. Key concerns include the practical capacity to manage a potentially high volume of self-nominations, the need to verify candidate endorsements with Member Organisations, and the risk that these proposals could inadvertently bypass existing MO processes for candidate identification and vetting.

Instead, the Board and Committee are committed to collaborating with Member Organisations to actively promote governance roles among their members, leveraging diverse information channels and fostering alternative learning pathways, as outlined on pages 12-13 of this document. They believe this approach will ensure greater reach, accessibility, and engagement across the Movement.

## Proposals relating to recruitment and selection:

The proposals outlined below aim to ensure that governance roles are filled by individuals with the right skills and motivations, while also broadening access and reducing bias. This aligns with the governance principles of **leadership including people of all ages**, and a **skilled and accountable Board**.

### Non-constitutional:

#### Strengthen education and communication around existing governance role expectations (*operational level*)

- This proposal aims to improve understanding and alignment around governance roles by enhancing the way expectations are communicated to potential and current governance volunteers.
- In practice, this could involve developing clearer, more accessible materials that outline the purpose, responsibilities, and time commitments of each governance role. These materials could be integrated into recruitment packs, onboarding processes, and shared through webinars or explainer videos.
- The goal is to ensure that individuals considering or holding governance roles have a realistic and shared understanding of what is expected, which in turn supports better performance, accountability, and satisfaction in the role.
- While this change does not require constitutional amendments, it may involve updating internal guidance documents, improving communication channels, and coordinating with Member Organisations to ensure consistent messaging.
- Risks include the potential for information overload or inconsistent uptake across regions. These can be mitigated through phased roll-out, translation support, and feedback loops to refine materials.
- Resource implications include volunteer and staff time for content development and delivery.
- The benefit is a more informed and prepared governance community, contributing to a stronger and more transparent governance culture across the Movement.

## Enhance the election booklet to better reflect required skills (*operational*)

- This proposal involves redesigning the election booklet to provide clearer, more detailed information about the skills, experience, and expectations for each governance role.
- In practice, this could mean including competency matrices, role-specific case studies, and examples of successful leadership profiles. The booklet would also outline the strategic priorities of WAGGGS and how each role contributes to them, helping candidates and voters make more informed decisions.
- While this change may require additional coordination and design effort and could face resistance from those accustomed to the current format, these challenges can be mitigated through stakeholder engagement and piloting the revised materials.
- Resource implications include volunteer and staff time for content development, design, and translation.
- The advantage is a more transparent and competency-aligned nominations process that supports inclusive and effective governance.

## Strengthen the Nominations Committee's role in assessing skills and diversity (*operational*)

- This proposal aims to enhance the Nominations Committee's effectiveness by formalising and clarifying its responsibility to assess the skills and diversity of candidates for governance roles.
- In practice, this could involve developing structured assessment criteria, aligning candidate evaluations with WAGGGS' strategic priorities, and ensuring that diversity is actively considered in the nominations process. The committee would also be encouraged to provide feedback and guidance to Member Organisations on how to strengthen candidate pipelines.
- While this change does not require constitutional amendments, it may involve updating internal procedures, terms of reference, and collaboration practices.
- Potential challenges include ensuring consistent application across regions and managing expectations around the committee's influence. These can be addressed through clear communication, training, and phased implementation.
- The result is a more intentional, transparent, and inclusive nominations process that supports stronger governance outcomes.

The World Board and Nominations Committee support these proposed operational changes to strengthen education and communication around governance roles, including proposals to enhance the election booklet to better reflect the skills required. Work is already underway: nominations and related materials are being updated, and the Regional Committee election booklets earlier this year introduced clearer mapping of candidates' skills against role criteria. Building on this progress, we are continuing to refine and expand these resources to strengthen transparency, alignment, and understanding. We warmly welcome feedback from Member Organisations on how we can further enhance these efforts.

## 2. World Board Composition and Structure

### Summary of feedback received

Feedback on the World Board's structure revealed a wide range of perspectives. Some stakeholders advocated for a smaller, more agile board supported by a broader advisory group, while others stressed the importance of maintaining regional representation.

There was a clear interest in reviewing the size, structure, and composition of the World Board to ensure it remains agile, representative, and effective. Suggestions included introducing clear portfolios for Board members, co-opted roles to fill skill gaps, and clarifying the responsibilities of Board members to avoid underutilisation. The idea of democratic representation and ensuring that volunteers—not external experts—hold key leadership roles was also raised.

One proposal put forward in the consultation was to restructure the World Board into a smaller executive board and establish a larger advisory council. Whilst appreciating there could be some benefits to this, the World Board feel that an advisory council would add additional complexity to WAGGGS' governance in terms of coordination, potential confusion about authority and decision-making and the relationship between World Conference, this advisory council and the World Board. They therefore do not intend to explore this model further. However, the World Board feels comfortable exploring the option of restructuring the World Board to a smaller executive board that could be more strongly supported by the WAGGGS Committees.

While some feedback suggested introducing quotas to enhance representation, the Governance Review Team has decided not to include proposals in this area. This decision reflects both concerns about feasibility and the potential tension between quotas and the aspiration to focus on building a more skills-based World Board.

### Proposals relating to World Board composition and structure:

The proposed changes outlined below reflect the principles of **strategic focus**, being **agile and responsive**, **regional structure** and **leadership including people of all ages**.

#### Non-Constitutional:

##### Define clear portfolios for Board members (*operational*)

- This proposal involves assigning specific portfolios or areas of responsibility to each Board member, such as finance, governance, fundraising or communications.
- In practice, this would be reflected in role descriptions, onboarding materials, and performance evaluations. It would help clarify expectations and improve accountability and strategic alignment.
- Risks include rigidity in role allocation or mismatches between skills and responsibilities. These can be mitigated through flexible portfolio assignment and regular review.
- Resource implications include updates to governance documentation and training.
- The advantage is improved clarity, focus, and effectiveness in Board operations.

#### Constitutional:

##### Elect Board members directly into defined portfolios (*moderate*)

- This proposal would allow candidates to run for certain specific Board portfolios (such as finance, governance, fundraising or communications) rather than general Board membership.
- In practice, this would involve publishing detailed descriptions of each portfolio and allowing voters to select candidates based on their fit for those roles.
- It aims to improve role clarity and ensure the right expertise is elected for each area.
- Risks include some reduced flexibility in Board composition and potential gaps if certain portfolios attract fewer candidates. These can be mitigated through proactive outreach and support for underrepresented areas.
- Resource needs include election process redesign and communication materials.
- The benefit is a more strategically aligned and skills-based Board.

### Allow co-optation of members with voting rights to fill skill or diversity gaps (*moderate level*)

- This proposal allows the Board to co-opt a limited number of additional members with full voting rights to address gaps in skills or representation.
- In practice, this would involve a transparent process for identifying needs, selecting candidates, and integrating them into the Board's work.
- Members could be co-opted from within the Movement through an open call for nominations or externally if needed. It provides flexibility to respond to emerging challenges and opportunities.
- Risks include concerns about legitimacy or bypassing democratic processes. These can be mitigated through clear criteria, oversight, and communication.
- Resource implications include onboarding and support for co-opted members.
- The advantage is a more agile and responsive governance structure.

The World Board supports the proposals to define clear portfolios for Board members and the direct election of members into these portfolios, viewing this as a way to build a strategically aligned and skills-based Board. The Board also supports exploring the proposal to enable the co-optation of members with voting rights to address specific skill or diversity gaps. While recognising Member Organisations' concerns about recruiting from outside the Movement, the Board would prioritise filling any identified gaps with candidates from within the Movement wherever possible. Safeguards could be implemented to limit the number of co-opted roles, ensuring they are used only in exceptional circumstances and that elected Trustees remain the majority at all times.

### Review the role of Regional Chairs and explore new models for regional representation and engagement (*transformational*)

- This proposal involves re-evaluating the current role of Regional Chairs on the World Board and exploring alternative models for regional representation on the Board. The evaluation will focus on aligning regional input more closely with global strategy and identifying approaches that best support effective governance and engagement across all regions.
- Alternative models for regional representation could include:
  - appointing Regional Chairs as ex-officio advisors to the World Board, allowing them to contribute regional insights without holding full voting rights.
  - regions directly electing someone onto the World Board for their region as regional liaison.
  - assigning World Board members as regional liaisons, to strengthen engagement while maintaining a streamlined Board structure.
- While this change could disrupt established practices and raise concerns about representation, these risks can be mitigated through inclusive dialogue, phased implementation, and clear communication of the rationale.
- Resource implications include facilitation, governance design support, and coordination across regions.
- The benefit is a more dynamic and responsive regional governance model that strengthens engagement and strategic alignment.

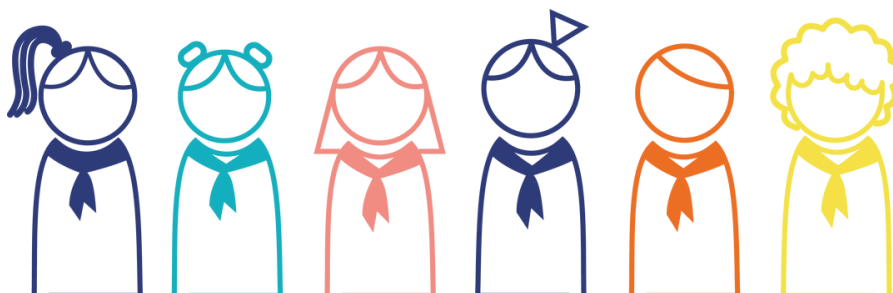
## 2. World Board Composition and Structure

Reflecting on input from Member Organisations and other stakeholders during the recent consultation, feedback from previous Regional Chairs, and the findings of the Vibrant Regions Working Group in 2019, the World Board believes it is valuable to explore this further. The aim is to identify the most effective model for achieving regional diversity on the World Board, without necessarily linking this directly to the Regional Chair role.

### Restructure the World Board into a smaller executive board (*transformational*)

- This proposal would restructure the World Board into a smaller executive group focused on decision-making with the board being more strongly supported by the different WAGGGS Committees.
- In practice, this would involve defining the roles, responsibilities, and interactions between the different bodies, ensuring clarity and cohesion. This structure could allow for more focused leadership while maintaining access to diverse expertise and inclusive participation across the wider governance framework.
- Risks include complexity in coordination, potential confusion about authority, and resistance to change. These can be mitigated through clear governance documentation, stakeholder engagement, and piloting the model before full implementation.
- Resource needs include legal review, facilitation, and administrative support.
- The perceived advantage is improved agility in decision-making while maintaining inclusivity and access to diverse expertise.

The World Board supports further exploration of this model, recognising its potential to enhance agility, streamline decision-making, and strengthen the role of committees in governance.



## 3. Young Women's Participation

### Summary of feedback received

Young women's meaningful participation was a recurring theme across all stakeholder groups. Feedback emphasised that participation should be based on skills and perspectives rather than age alone. Feedback called for more structured pathways, mentorship, and recognition of the skills young women bring to governance. There was enthusiasm for mentorship schemes, governance training pathways, and the creation of a Young Women's Advisory Group to support leadership development and feed into Board nominations. Stakeholders also highlighted the need for Member Organisations to actively support young women through capacity building and clearer pathways into governance roles.

Some suggested extending the age range for young women in governance to 35. While the Board understands the idea, it feels this could dilute the focus on youth and have wider implications for WAGGGS. The benefits are likely small compared to the potential downsides, so the proposal will not be pursued at this time. The Board encourages the Movement to continue focusing on our Compass 2032 vision of being girl- and young woman-led.

### Proposals relating to young women's participation:

These proposals aim to include **leaders of all ages** and ensure that **young women** are not only present but empowered to lead and influence at all levels.

### Non-constitutional:

#### Develop a governance learning pathway (*operational*)

- This proposal involves creating a structured learning programme to prepare individuals for governance roles.
- In practice, this could include online modules, mentoring in groups, events, and practical assignments tailored to build leadership capacity and confidence. The pathway would be open for all ages, with resources and some programme elements particularly targeted at young women.
- Risks include uneven access across regions and varying levels of engagement. These can be mitigated through flexible delivery formats, partnerships with Member Organisations, and targeted outreach.
- Resource implications include curriculum development, facilitation, and coordination.
- The benefit is a stronger, more diverse pipeline of future leaders equipped to contribute meaningfully to WAGGGS governance.

### Establish a clear support system to implement the learning pathway (operational)

- This proposal would create different types of support for young women in governance, and interested in governance, to explore.
- Types of support could include but is not limited to peer network spaces, tailored training on governance topics and skills, and opportunities for mentorship. This support system should be a community for young women to be a part of.
- Risks include inconsistent quality of mentorship and limited reach. These can be mitigated through standardised frameworks, mentor training, and feedback mechanisms.
- Resource needs include coordination, training materials, and facilitation.
- The advantage is enhanced readiness and retention of young women in governance roles, contributing to more inclusive and effective leadership.

The World Board and Nominations Committee support the proposal to explore a governance learning pathway. There are many strong examples from global, regional, and national initiatives within the Movement that support young women in governance, which could inform the development of a more structured pathway. The Board and Committee believe this approach could help build a stronger, more diverse pipeline of future leaders, equipped to contribute meaningfully to WAGGGS governance.

### Create a Young Women in Governance Network (moderate level)

- This proposal involves forming a programme for young women to learn about governance, develop related skills and have a support network with other like-minded young women. The programme aims to allow young women to learn about governance and have the chance to experience governance in a supported environment, as well as introduce participants to governance within WAGGGS and some of the skills that they can further develop. The Asia Pacific Region is currently running a similar programme and the experiences from this programme could be scaled to the other Regions.
- Risks include concerns about unequal participation from MOs and Regions, which in turn could lead to unequal representation in governance roles. This can be mitigated by providing support and visibility.
- Resource needs include coordination, facilitation, and capacity-building. The advantage is meaningful engagement of young women in shaping the future of the Movement, as well as strengthening the pool of young women joining governance roles.
- The original proposal that was made during the consultation phase involved forming a dedicated advisory group of young women to provide input on governance matters, the Young Women's Advisory Group. After reflection and research by the Governance Review Team, it was concluded that a separate advisory group would not be an ideal approach for holistic youth engagement. World Scouting discontinued their World Youth Advisor system for similar reasons. On the other hand, the Asia Pacific Region has had positive experiences through their Young Women in Governance activities and the same model could be scaled to be used by other Regions.

### Introduce a Global Consultation Pool (*moderate level*)

- Create a Global Consultation Pool of young women aged 14-18 years old. This would not just be for governance, but would be a pool that could be consulted on by all parts of the organisation e.g. Learning and Leadership Development, Membership and Regional Support, Global Programmes etc.
- Within the governance space, this pool could be asked to identify two key topics of importance to girls and young women within the Movement to be discussed at World Conference.
- In this way young women are involved in agenda setting and not only reacting and ensure that the topics discussed are not disconnected from the reality of girls and young women.

### Allow 16+ year olds to participate in World Conference and other WAGGGS governance events (*moderate level*)

- This proposal would ensure that 16- and 17-year-olds have the possibility to participate in WAGGGS governance structures.
- In recent years there have been requests from Member Organisations to bring delegates from the age of 16 upwards to WAGGGS governance events. WAGGGS internal practice to date has been to limit governance events to 18+. This has mainly been due to needing to consider and put in place adequate safeguards and resource to ensure a safe environment.

The World Board is interested in exploring further the idea of a global consultation pool and lowering the participation age at World Conference and other WAGGGS governance events to 16, contingent upon the provision of a safe, sustainable, and supportive environment. The Board looks forward to hearing the views of Member Organisations on these proposals.

### Constitutional:

#### Introduce a Young Women Delegation at World Conference (*transformational*)

- This proposal will see the creation of a delegation that will be composed of, and represent, young women at World Conferences/General Meetings of WAGGGS. They will have the same rights as the MO delegations (being able to vote, propose motions and amendments, etc.).
- Consideration would need to be given to the composition and selection of this delegation and how it will work in practice to ensure independence from MOs and proper representation of young women across the movement.

The World Board is open to this idea but feels further research would be needed into how this would work in practice. The Board looks forward to hearing the views of Member Organisations on this proposal.

## 4. Governance Culture and Transparency

### Summary of feedback received

Stakeholders expressed a desire for a governance culture that is transparent and grounded in shared values. There were calls for clearer expectations, better communication, and more visible accountability. Stakeholders emphasised the importance of more consistent engagement between the World Board and the wider Movement. Suggestions included improving communication about the Board's role and decisions, simplifying recruitment materials, and ensuring that governance volunteers understand the expectations and responsibilities of their roles. The importance of learning, induction, and ongoing support was emphasised as key to fostering a culture of service and trust rather than reward.

### Proposals relating to governance culture and transparency:

The proposed changes outlined below support the principles of **strategic oversight**, being **agile and responsive** and a **skilled and accountable Board**, and aim to build trust across the Movement. The World Board and Nominations Committee support both of these operational proposals, and work is already underway to enhance role descriptions and strengthen performance management processes.

### Non-Constitutional:

#### Clarify expectations and responsibilities for governance roles (*operational*)

- This proposal involves publishing detailed role descriptions, time commitments, and performance expectations for all governance positions.
- In practice, this would be reflected in recruitment materials, onboarding, and annual reviews.
- Risks include rigidity or misalignment with evolving needs. These can be mitigated through regular updates and stakeholder feedback.
- Resource needs include documentation, communication, and training.
- The advantage is improved transparency, accountability, and alignment across governance roles.

#### Introduce performance expectations and review mechanisms for Board members (*operational*).

- Feedback received during the consultation recommended establishing regular performance reviews for World Board members, including self-assessments, peer feedback, and structured evaluations. These reviews should be linked to individual development plans, ensuring that every Board member receives constructive feedback and support throughout their term.
- Risks such as defensiveness or reluctance to participate can be addressed by framing reviews as developmental, maintaining confidentiality, and providing appropriate support.
- Resource implications include review tools, facilitation, and training.
- The benefits are continuous improvement, stronger accountability, and more effective governance.

# 5. Term of Office and Continuity

## Summary of feedback received

Views on term lengths varied, but stakeholders highlighted the importance of continuity, learning, and leadership development. Some stakeholders supported maintaining the current six-year term, whilst others advocated for shorter terms to make roles more accessible and reduce barriers to entry. A compromise model was also suggested, where elected members serve a six-year term but undergo a review or step-down process after three years which could be seen as balancing stability with flexibility and accountability.

## Proposals relating to term of office and continuity:

Proposals in this area aim to balance fresh perspectives with institutional memory, in line with the principles of being **agile and responsive** and **strategic focus**.

### Non-Constitutional:

#### Improve induction and handover processes (*operational*)

- This proposal involves standardising onboarding and transition procedures for new Board members.
- In practice, this could include welcome packs, orientation sessions, and mentoring by outgoing members.
- Risks include variability in implementation and resource strain. These can be mitigated through templates, checklists, and support from the outgoing members and Chairs.
- Resource needs include training materials and coordination.
- The advantage is smoother transitions, faster integration, and stronger continuity in governance.

The World Board is committed to continued improvement in this area. Work is already underway, and the ongoing external Board review by the National Council for Voluntary Organisations (NCVO) will provide further valuable insights to guide this progress.

### **Provide more options for evaluating Board Member performance throughout term and provide more options for stepping down from role during ongoing term (*moderate level*)**

- This proposal introduces mid-term check-ins and feedback loops to assess performance and address challenges early.
- In practice, this could include surveys, coaching, or facilitated discussions. Additionally, Board Members would have access to clear, supportive pathways for stepping down from their role if needed. This area is already being explored as part of broader performance management processes, which will help ensure alignment and consistency across governance practices.
- Risks include resistance or inconsistent application. These can be mitigated through supportive framing, clear processes, and regular follow-up.
- Resource implications include facilitation, tools, and staff time.
- The benefits are proactive governance, improved member experience, and early identification of support needs.

As mentioned earlier, the World Board and Nominations Committee are supportive of strengthening performance management processes.

### **Constitutional:**

### **Change the World Board term to a term of three years with possibility for re-election for a second three-year term (six years total) (*transformational*)**

- This proposal would revise the current term structure to allow members to serve a three-year term, with the possibility of standing for re-election after the first term for a second term of three years.
- In practice, this would require constitutional amendments and updates to election procedures.
- Switching from a single six-year board term to a renewable three-year term introduces greater flexibility and accountability, allowing for performance-based continuity and potentially attracting a more diverse pool of candidates.
- However, it also carries risks such as increased turnover, and potential distraction from governance due to re-election pressures. These risks can be mitigated through staggered terms, clear re-election criteria, strong onboarding, and cultural normalisation of both re-standing and stepping down.
- While the change may require updates to internal processes and communications, it supports a more dynamic, inclusive, and strategically responsive governance model.

The World Board is eager to explore this proposal further and looks forward to engaging with Member Organisations in discussions around it.

### Realign conference cycles, elections and terms to meet strategic and operational planning needs (*transformational*).

- This proposal involves exploring realigning governance cycles with strategic planning and operational timelines.
- In practice, this could include reflecting more broadly on the role and rhythm of Regional Conferences and regional governance. The evaluation of this year's Regional Conferences is still ongoing, and the feedback received will help shape the direction of this work.
- Synchronising governance cycles with strategic planning and operational timelines offers the potential for more coherent decision-making and long-term alignment.
- However, this change carries some risks such as disruption to established routines, resistance from stakeholders accustomed to current cycles, and logistical challenges in adjusting term dates and conference schedules. These can be mitigated through phased implementation, transparent communication, and consultation with Member Organisations.
- Resource implications include legal review, administrative coordination, and updates to governance documentation.
- The advantage is a more streamlined and strategically aligned governance rhythm that enhances planning, continuity, and responsiveness.

Although governance cycles were initially considered outside the scope of this review, feedback highlighted the significant value of exploring this area further. Stakeholders noted that the timing and alignment of governance activities—such as Board terms, strategic planning, and World Conference cycles—can significantly impact continuity, learning, and effectiveness.

The World Board is eager to explore this proposal further to assess whether current cycles support good governance practice and to explore opportunities for better alignment and long-term planning.

# CONSULTATION PROCESS AND TIMELINE

## How To Get Involved

### Attend one of our Consultation Sessions

In September, we will be hosting two consultation sessions, providing Member Organisations with a further opportunity to contribute to the ongoing review. Details on the sessions and how to register can be found below.

**Session 1:** Sunday 28 September @ 8.30am UTC | [Register here](#)

**Session 2:** Sunday 28 September @ 6pm UTC | [Register here](#)

We hope to offer interpretation in Arabic, English, French and Spanish at both sessions. This depends on registrations, so we encourage you to sign up as soon as possible. Member Organisation representatives are welcome to join any session and there's no limit on how many people from your organisation can attend.

We also hope to have an intergenerational discussion, 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 the governance of 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
- Think about the information and questions shared in this document and come prepared to discuss this with representatives from other Member Organisations.

### Send written feedback

You can also send written feedback to [governancereview@waggs.org](mailto:governancereview@waggs.org) up to 30 September 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](mailto:governancereview@waggs.org).

# NEXT STEPS

## September 2025

This second consultation period, running through September 2025, will engage Member Organisations, young women, and other stakeholders to gather valuable input. Following the publication of this written summary, online sessions will be held to share the feedback and possible next steps. WAGGGS aims to ensure that every Member Organisation has the opportunity to participate and provide feedback.

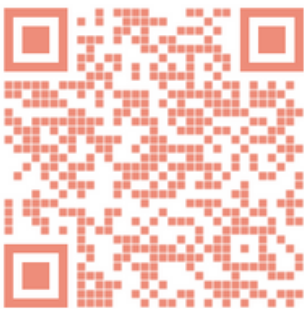
## October 2025 – June 2026

From October 2025 to June 2026, the Governance Review Team will continue developing proposals in preparation for the 39th World Conference. Should any constitutional motions be required, these will follow a phased timeline to ensure transparency and allow Member Organisations sufficient time to engage.

- **October–December 2025:** Further development of proposals and drafting of any constitutional motions.
- **January–February 2026:** Draft constitutional motions shared with Member Organisations, with an opportunity to propose amendments.
- **April 2026:** Circulation of all final proposals, proposed motions and amendments.
- **June 2026:** Decision-making at the 39th World Conference.

This timeline is designed to support meaningful consultation and ensure that Member Organisations are well-informed and prepared ahead of the 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 collection of different resources including the original [briefing pack](#) and a [glossary of key governance terms and abbreviations](#).

If you have any questions or feedback about the Governance Review, please send an email to: [governancereview@wagggs.org](mailto:governancereview@wagggs.org)

