

November 2015  
Reviewed March 2016



World Association  
of Girl Guides  
and Girl Scouts

Association mondiale  
des Guides et des  
Eclaireuses

Asociación  
Mundial de las  
Guías Scouts

## REGIONAL COMMITTEE TERMS OF REFERENCE

### PREAMBLE

For much of WAGGGS' history, the Regional Committees and the triennial Regional Conferences have been an important way for the global organization to support and engage Member Organisations in the five Regions: Africa, Arab, Asia Pacific, Europe and Western Hemisphere. Today, the Regions continue to be a vital and highly valued part of WAGGGS' operations.

As part of the World Board's triennial work plan (2015-2017), the attached Regional Committee Terms of Reference have been updated in the wider context of the triennial review of the Regional Guidelines. This is to ensure that the Terms of Reference reflect current practice and ways of work and, looking forward, that they enable the committees to contribute to the delivery of WAGGGS' global and regional strategies.

This review of the Regional Committee Terms of Reference does not affect the WAGGGS governance structure and current position of WAGGGS towards the Regions. These remain unchanged and fully aligned with the WAGGGS CIO Constitution (Ref. CIO Constitution Art. 19-22). In particular, the powers delegated to the Regional Committees by the World Board remain as outlined in the CIO Constitution (Art. 21).

Within this framework, WAGGGS is committed to continue supporting the Regional Committees as they facilitate WAGGGS' work with, and between, Member Organizations. The overarching principles in the Regional Guidelines include that *"Membership of a girl or woman is at national level and the regional structure does not alter this. Member Organizations have direct links to WAGGGS. The regional structure serves to enhance the working relationship between WAGGGS and its Member Organizations."*

The Regions will continue to play a vital role in delivering WAGGGS' global strategy, which in this triennium includes a focus on increasing and diversifying our membership and providing improved support to Member Organizations to better meet their needs.

## TERMS OF REFERENCE FOR REGIONAL COMMITTEES

The Regional Committees are Committees of the World Board. Each committee shall have Terms and conditions determined by the World Board. (CIO Constitution, Art 18.1)

A Regional Committee assists the World Board in defined geographical areas, called Regions, in the promotion and expansion of Girl Guiding/ Girl Scouting in these areas. (Bye-Law VI – 6.1.2)

In addition, Regional Committees deliver WAGGGS Strategic Plan through the implementation of its current two goals (2014-2017):

- Goal 1 - Provide more opportunities for girls and young women to grow and lead
- Goal 2 - Empower girls and young women to be agents of change in the world

They also provide advice and information to the World Board on specific Regional matters.

### A. Roles and Responsibilities

#### Purpose

The purpose of the Regional Committees is:

- To set the strategic direction of the Region in line with WAGGGS vision and mission, in order to implement the global strategic plan.
- To represent the interests of WAGGGS in the Region.
- To ensure the values and ways of work of WAGGGS are respected and implemented in the Region.
- To be the voice of the Region to ensure WAGGGS' global strategies and initiatives meet the needs of the Region.
- To provide support to Member Organizations in the development of quality Girl Guiding/Girl Scouting and implementation of the regional operational plan and global strategic plan
- To provide WAGGGS with feedback and information from Member Organizations in the Region.
- Specific duties and decisions to be undertaken in coordination with Membership staff.

#### 1. Leadership and strategic direction

- Lead the development, strategic oversight, monitoring and evaluation of the Regional Operational Plan to achieve WAGGGS' goals and strategic plan.
- Propose the use of any budget delegated to it by the World Board, including donated funds and MO contributions that have been restricted for use within the Region, ensuring that it is used wisely and effectively to meet the goals and outcomes of the Global Strategic Plan. Proposals may be subject to formal ratification by, for example, the World Board as described in the WAGGGS Scheme of Financial Delegation.
- Actively contribute to discussions on the Vision, strategic direction and initiatives of WAGGGS.
- Enhance the achievement of WAGGGS' Mission in the Region by introducing new thinking, innovations and programmes to meet the needs of a changing world in line with WAGGGS' Strategy.

## **2. Leadership development/Training/Programme**

- Initiate, develop and oversee the implementation of plans to enhance training in the Region including leadership development and Regional training events.
- Agree appropriate support so that Member Organizations implement and revise their training schemes to remain up to date with educational thought and practice in meeting the needs of girls and young women.

## **3. Fund Development**

In collaboration with the Fund Development Committee / department:

- Have input into a Regional fund development strategy, including new fund development initiatives as they may apply to the Regions
- Collaborate with the Regional “Friends of” group/supporters groups, donor groups, and encourage their activities.

## **4. Communication/ Advocacy/Networking**

- Raise the regional profile by overseeing the development and maintenance of partnerships with other regional/ international organizations and media in line with the Region’s priorities as outlined in the region operational plan.
- Promote and support the implementation of WAGGGS’ advocacy plan in the Regions.
- Have input in the development of regional communication tools and resources, with the support of the WAGGGS Communication team in coordination with the broader WAGGGS communication plans.

## **5. Membership**

- Develop and oversee strategies for the development and growth of Girl Guiding/Girl Scouting in the Region in line with WAGGGS membership growth strategy (both for existing MOs and for potential countries working towards membership).
- Ensure Member Organizations are prepared for Full and Associate membership and provide the World Board with all relevant information as required in the Membership Policy.
- Make recommendations to the World Board for Full and Associate membership.
- Make recommendations for the suspension or cancellation of Member Organizations.

## **6. Regional Conference**

- Ensure that all bids submitted are considered in order to assess suitability of the site proposed and its facilities, the financial commitment of the bidding Member Organizations and that there is strong administrative structure for this purpose.
- Ensure that risk assessment is carried out. If bids submitted are found to be unsuitable or no bids are submitted, the Regional Committee will be responsible to select suitable host(s) and work with them to present the bid for voting at the Regional Conference. If no host is found, the Regional Committee will select a venue and an appropriate format for the Regional Conference.
- Make the final decision on which MO(s) can submit a bid to host the next Regional Conference.
- Ensure the implementation of the Terms of Reference and Rules of Procedure for Regional Conferences
- Ensure that the decisions of the Regional Conference are considered and implemented as far as is feasible.

- Ensure that MOs are engaged, committed, enthused and that the Conference demonstrate value for them.

## **7. Support to Member Organizations**

Support Member Organizations to maintain the standard necessary for membership of WAGGGS including:

- Ensuring that they are actively working towards delivering the six global outcomes.
- Paying the annual membership fee to the World Bureau and the regional contribution, where applicable.
- Taking part in meetings of the World Conference and the respective Regional Conferences, and exercise such voting rights as are appropriate to their category of membership.
- Encouraging and ensuring quantity and quality of nominations to future Regional and world committees, in co-operation with the Nominations sub-group of the Governance Committee.
- Promoting and supporting World Thinking Day and World Thinking Day contributions.
- Supporting and using the WAGGGS World Centres.

Encourage Member Organizations in their further development and progress by:

- Following up on the implementation of Member Organizations' development plans using the Annual Membership Survey, visits and other activities and tools.
- Enhancing ways of working as a global hub.
- Participating in WAGGGS initiatives - in addition to World Thinking Day, in accordance with their organizational needs and capacity.
- Actively supporting WAGGGS' events through promotion, participation and post event follow up of attendees
- Providing strategic support to other Regional events.

## **B. Ways of work**

### **1. Election of Regional Chair and Vice Chair**

- For the purpose of this process, the outgoing Regional Chair, if not re-elected to the Regional Committee, is considered a member of the World Board and thus oversees the election process of the new Regional Chair and Vice Chair for the next triennium. If the outgoing chair is a continuing member of the Committee, then the World Board member present at the Conference, or in her absence, an outgoing member of the Committee will oversee the election.
- The newly elected Regional Committee will elect the Chair and Vice-Chair via written ballot.
- These ballots will be counted by a World Board member (or outgoing Committee member).  
The results of the election of the Chair and Vice Chair are communicated to the newly elected Committee, who are to keep the results confidential until the official announcement.
- Chair and Vice-Chair are officially communicated to the Regional Conference and Member Organizations, as far as is practicable, by a World Board member.

### **2. Meetings**

- The Regional Committee meets in person, no less than once in each calendar year.
- Notice of meetings, together with the agenda, is sent to all members at least one month in advance of the meeting.
- Three voting members constitute a quorum.

- Each member with power to vote has one vote. The Regional Chair has a deciding vote, as well as a deliberative vote.
- All matters are decided by a simple majority vote.
- Work between meetings is undertaken by other forms of communication.
- The Committee can have an extraordinary meeting at the request of any member of the Committee. The request for an extraordinary meeting must state the purpose and be submitted in writing to the World Board.
- Thereafter notice of the extraordinary meeting, together with the agenda, is sent to all members of the Committee one week in advance of the meeting. The meeting can take place virtually.
- Committee members are expected to continue to make a contribution or work on their portfolios between meetings.

A considerable amount of the work of the Regional Committee is carried out by email and remote meeting, and therefore all members – voting, substitute and ex officio are expected to:

- a. Deal promptly with all correspondence.
- b. Keep the World Bureau informed of their postal address, email and telephone numbers. This would include making arrangements for contact, if absent from the usual addresses for any length of time.

### **3. Code of conduct**

The Members of the Committee shall:

1. Act only in the best interests of WAGGGS and its members
2. Keep confidentiality and not disclose, reveal or provide confidential information to any person.
3. Declare any conflicts of interest
4. Be flexible, open-minded and willing to express concerns
5. Communicate effectively and in a timely fashion
6. Take responsibility for asking if they don't understand something so that the Committee can make informed decisions
7. Take responsibility for ensuring that all Committee Members are able to participate in the decision-making process
8. Take personal responsibility for keeping themselves informed of the business of the Committee, reading supporting papers and meeting agreed deadlines.
9. Support and care for each other, maintaining a positive attitude and positive approach to the work of the Committee.
10. Model WAGGGS values: being team players and working in partnership with each other and staff.

## **C. Characteristics of a Regional Committee**

### **Introduction:**

In order to be eligible for membership of a Regional Committee, a candidate must be a person of wide experience, and be a member of a Member Organization. (In line with WAGGGS CIO Constitution, Art. 14.1.2. applying to World Board)

### **Skills, Knowledge, Ability and Experience:**

Collectively the Regional Committee should cover a variety of skills and have knowledge and ability in a number of areas which are listed below.

### **Skills and knowledge:**

Individual Committee members will not need all the listed skills, but they should be able to demonstrate a good level of proficiency/experience in some of the following areas:

- i. To show an understanding of diverse points of view and to have appreciation of cultural diversity and skills in working in international/global/cross-cultural settings.
- ii. To have skills in strategic planning and visioning
- iii. To have skills in financial management and oversight
- iv. To have strong communication/public speaking/facilitation/presentation skills
- v. To be able to communicate easily in English, both verbally and in writing, for those wishing to qualify for the position of Chair.
- vi. To have positive influencing skills
- vii. To have skills in conflict resolution
- viii. Leadership skills, proven in an intercultural environment
- ix. To have marketing and brand promotion skills
- x. To have advocacy skills
- xi. To have legal expertise
- xii. To have fund development skills
- xiii. To have skills in international/external partnerships
- xiv. Non-formal education
- xv. An awareness of the varied organizational structures of Member Organizations.
- xvi. Have a good general knowledge of the business management, economics and politics of an interdependent world, especially of one's own Region.
- xvii. Understand the duties and responsibilities involved in membership of the Regional Committee.
- xviii. Members should have interests outside Girl Guiding/Girl Scouting.

### **Ability:**

- i. The ability to take a collaborative approach and work as part of a team of volunteers and staff, with a good understanding of how to work with professional staff.
- ii. To be able to work on a strategic level.
- iii. To be able to assess situations and exercise wise judgement, and to adopt an independent, analytic and objective approach to decision making.
- iv. To have the ability to analyse and interpret information.
- v. Development of Girl Guiding / Girl Scouting – has record of successful delivery of projects or pieces of work which have moved forward Girl Guiding / Girl Scouting in own country or internationally, for example increasing membership, working in partnership with new MOs, programme, training or strategy, among others.
- vi. Involvement of girls and young women in decision making.
- vii. To be in a position to attend Regional Committee meetings, and to undertake all necessary preparatory work. Regional Committee meetings are normally held annually, for a period of up to four days. During the year of the Regional Conference, the Committee meets for a day prior to the Conference, and/or for half a day at the end of the Conference.
- viii. To be able to attend the Regional Conference.
- ix. To attend additional meetings if necessary.
- x. To be in a position to give the necessary time –as detailed in the Call for regional nominations between meetings, to World Board, and Committee work.
- xi. To be aware that as a large amount of work of the Regional Committees is carried out remotely between meetings, Committee members must deal promptly with papers and emails received.

### **Experience:**

- i. Members of the Regional Committee are expected to have a commitment to Girl

- Guiding/Girl Scouting and to have good standing in their own Girl Guide/Girl Scout Organization.
- ii. Experience in positions of responsibility in other voluntary or service organizations, and/or in business or a profession is useful.
  - iii. Governance/trustee experience in a voluntary organization/NGO/INGO is not essential but would be beneficial.
  - iv. Experience in any of the following roles is beneficial:
    - an officer of a Member Organization, for example someone who has served on a national board/council/committee
    - a trainer for WAGGGS
    - a WAGGGS Group or Committee member
    - a WAGGGS Representative at the UN.
  - v. To have attended one or more WAGGGS events at global and Regional levels e.g. World Conferences, World Centres and Regional events would be useful in understanding the work of the Regional Committees.

Regional Committee members will be expected to bring/contribute the following:

- An understanding and a commitment to the Vision, Mission and Goals of WAGGGS and a proactive interest and enthusiasm in shaping and advising on the future of the Region within the context of the global strategy.
- An understanding of WAGGGS' new organizational values (to be member-driven, brave, inclusive, empowering, transparent and professional), demonstrated through their behaviours.
- Relevant external skills and experience drawn from a professional or community background outside of WAGGGS.
- The ability to work effectively as part of a team, with an awareness of collective decision making and a democratic way of work, while contributing an independent perspective.
- A willingness to devote time and effort in both preparing for, and attending, Regional Committee meetings and any other relevant meetings.
- Good independent judgement and the ability to give constructive challenge.
- An ability to think creatively and strategically.
- An understanding and acceptance of responsibilities of the role of the Regional Committee.
- The ability to represent WAGGGS internally and externally.
- A good general knowledge of the challenges and opportunities facing girls and young women across the Region.
- Cultural sensitivity and an ability to work in a multicultural context.

Committee members must ensure that their private or personal interests do not influence their decisions, and that they do not use their position to obtain personal gain of any sort. Committee members should be meticulous about declaring a conflict of interest.

A Regional Committee member cannot be an employee of WAGGGS or a Member Organization.

### **Skills, Ability, Knowledge and Experience of the Chair of a Regional Committee, or the Vice-Chair should she replace the Chair**

The skills, ability, knowledge and experience required for the Chair of a Regional Committee, or Vice-Chair should she replace the Chair, should be in line with the requirements described in the Governance Policy *'Qualities, skills and experience required of World Board members'* (March 2010, revised December 2012), including the ability to communicate



*easily in English, both verbally and in writing*’, to allow the Regional Chairs to contribute fully to the work and meetings of the World Board.

1. Together with the relevant World Bureau staff member, develop appropriate and relevant agendas for Group or Committee meetings, and ensure the efficient conduct of the business of the Group or Committee.
2. Ensure that all Group or Committee members are given the opportunity to express their views, prior to a recommendation being made to the World Board.
3. Ensure those decisions taken by the World Board, on the recommendation of the Group or Committee, are implemented.
4. Establish a constructive working relationship with the relevant staff person.
5. Report annually to the World Board on the business of the Group or Committee, and, as agreed by the Group or Committee, make any recommendations for decisions to the Board.
6. Together with the relevant staff person, ensure that the Group or Committee develops a long-term strategy for its area of work, with objectives that are congruent with the Strategic Plan of the World Association. The Plan should be monitored at each Group or Committee meeting.
7. Monitor the work of the Group or Committee between its meetings, and communicate with, and take decisions as requested by, the relevant staff person.
8. Review the skills of the individual members of the Group or Committee, and ensure action is taken to remedy any deficiencies.
9. Represent WAGGGS, as appropriate, at functions, meetings and in the press and broadcasting media and when necessary, to act as a spokesperson.
10. Represent WAGGGS at regional and national events, both internal and external to the Association.
11. Be a Trustee of WAGGGS and a member of the World Board, therefore agree to the role description and qualities of a Board member.
12. Although the Chair should provide leadership and ensure performance the tasks can be delegated.

#### **D. Nomination Procedure:**

- i. The Terms of Reference of the Regional Committee is circulated to Member Organizations. Nominators and Nominees should study them with care to ensure that the Nominee has the time and the commitment to fulfil the role. Full and Associate Member Organizations may nominate women from within their own or any other Member Organization in their Region. In order to be eligible for election to the Regional Committee, a nominee must be a member of a Girl Guide/ Girl Scout National Organization, which is a Member of WAGGGS. Employees of Member Associations or WAGGGS are not eligible for nomination.
- ii. Candidates for the Regional Committee are nominated by Member Organizations within the Region. Regional Committees, working with the Nominations Sub-Group may suggest prospective candidates to MOs.
- iii. Eligible persons from any Full or Associate Member Organization within the Region may be nominated. Member Organizations may consult with other Member Organizations in the Region.
- iv. Where a Member Organization comprises of Component Associations, the Associations should collaborate in the submission of nominations. Nominations can only be accepted from the Member Organization, and not directly from Component Associations.
- v. Nomination Forms, available from the World Bureau, must be completed by the Member Organization and the nominee. These must all be returned to the World Bureau by the Member Organization, together with the required information from the



nominee, before the advertised date which will be six months before the Regional Conference.

- vi. At any one time, not more than one elected person from any Member Organization can serve as a member of the Regional Committee. Member Organizations should consider this point when nominating candidates for the Committee.  
Current members of a Regional Committee who are eligible for re-election and who wish to serve a second term, need to be re-nominated.
- vii. Readiness to accept nomination and re-election will not be assumed. If Member Organizations wish to nominate current Committee members who are eligible for re-election for a second term, it should be confirmed whether they are prepared to stand for re-election. Election, for those eligible to serve a second term, should not be regarded as automatic.
- viii. Every effort should be made by Regional Committee members, in consultation with the Nominations Sub-Group, to encourage Member Organizations to nominate sufficient candidates for an election. If necessary, the closing date for receipt of nominations will be extended. If there are no nominations from women under 30, then the Regional Chair should write to Member Organizations, encouraging relevant nominations. If no nominations are forthcoming, then the election will still take place and this fact noted.
- ix. When submitting nominations, a Member Organization should refer to WAGGGS' CIO Constitution and Bye-Laws.
- x. Should the Nominations Group have significant concerns about the nominee's ability to serve as a committee member, the Chair of the Nominations Group will contact the MO and discuss these concerns. The MO may then decide to withdraw the candidate or continue with the nomination process. This part of the process is completely confidential.

### **Procedure following Nomination**

Once a nominee has received the nomination form from either her own, or another Member Organization, she should complete the forms as appropriate, and return everything to the Member Organization for submission:

- A Nomination Form: Part A of the Nomination Form is completed by the nominating Member Organization, prior to sending it to the nominee.
- The request for Biographical Information.
- If necessary, a Clearance Form to be completed, if the nominee is not a member of the nominating Member Organization.

Copies of the Terms of Reference for Regional Committees and the Role Description and Responsibilities for Regional Committee members are also made available to the Nominee.

The Nomination Sub Group will lead a small interview panel, who will interview all nominees standing for a first term. This is to check that the nominee is eligible to stand, and that there are no significant concerns as to suitability to serve. References will also be sought. Should there be concerns, these will be discussed with the nominating Member Organization, who will decide whether they wish to continue with the nomination. This process is confidential,

Once all the required details, including biographical information, have been collected and checked by the Nominations Sub-Group, Regional Committee candidate details are distributed to Member Organizations, and discussed by their delegates prior to the elections at the Regional Conference.

The Nominations Sub-Group will confirm to the nominee, her Member Organization, and nominating Member Organization if appropriate, once these formalities have been completed successfully.

#### **E. Removal of a member**

In case the performance of a member of a Regional Committee gives rise to serious concerns, all efforts will be used to work towards the improvement of her performance. The Regional Committee may decide by a two-thirds majority of those present and voting to remove any member of the Regional Committee for good and sufficient reason which shall include, but not be limited to, being in substantial breach of this Constitution and its Bye-Laws, bringing the Girl Guide/Girl Scout Movement into disrepute, or otherwise causing harm to the name and/or goodwill of the Girl Guide/Girl Scout Movement.

Before a vote is taken, the member of the Regional Committee concerned shall be given the opportunity to be heard by the other members. She may be accompanied at such hearing by a person of her choice before a decision is made. The member of the Regional Committee concerned may lodge an appeal with WAGGGS' Appeals Body against the decision to remove her from the Regional Committee within a month after receipt of that decision. The decision of this body shall be final.

This is taken from Art 21.7 of WAGGGS' CIO Constitution.

#### **F. Uniform**

Members of the Regional Committee may wear the WAGGGS uniform, or may wear the WAGGGS badge and bar on their National uniform. The badge, bar and WAGGGS scarf are presented to new Committee members by the Chair of the Committee. WAGGGS will also provide a uniform blouse.

### **AMENDMENTS**

These Terms of Reference are approved by the World Board. They may be reviewed by Regional Committees and the Governance Committee each triennium, and once agreement has been reached, the World Board approves any amendments (WAGGGS CIO Constitution, Art. 18.1).

Agreed by the World Board at its 91<sup>st</sup> meeting, January 1999. Issued W.Board.3965 January 1998.

Agreed as amended by the World Board at its 96<sup>th</sup> Meeting, October 2000

Amended by the World Board by postal ballot – March 2002

Amended by the World Board by postal ballot – July 2003

Amended by the World Board at its 106<sup>th</sup> Meeting, September 2006.

This version was approved by the World Board in September 2009.

This version was approved by the World Board in October 2012

**This version was approved by the World Board in (TBC)**