



Task Force, “Board Diversity”

Terms of Reference

Purpose:

The Task Force “Board Diversity” under the strategic guidance of the World Scout Committee (WSC), will:

- Develop a concept of what constitutes a “diverse board” drawing on international best practices and including specific focus on
 - o Regional and geographical diversity as a key focus.
 - o Gender diversity.
 - o Generational diversity.
 - o Competence, skills and expertise diversity aligned with the WSC external advisers’ focus on competence diversity.
- Analyse how the World Scout Committee performs in terms of this diversity and identify the barriers and underlying causes, including at regional and national level, that limit diverse representation in governance.
- Propose actions to make future WSCs more reflective of the diversity of the movement and outline recommendations to remove systemic obstacles to diversity.
- Develop actionable recommendations for the WSC (and other bodies where relevant) to enhance diversity, ensure representation across the key demographics and foster inclusivity in its processes, leadership and decision-making.

Scope of Work

The Task Force will:

1. Carry out an analysis of the diversity of the current and past World Scout Committees, specifically the 2014-2017, 2017-2021, and 2021-2024 triennia.
2. Identify visible and unseen barriers that hinder diversity within the WSC, considering regional or national, and local factors.
3. Examine pre-candidature, election, and post-election appointment processes to identify barriers to diversity.
4. Understand how underrepresented groups within the WSC perceive governance and decision-making processes (both formal and informal), and whether they feel heard.
5. Analyse both current and past candidate pools to assess diversity trends, identify barriers to participation and evaluate how volunteer pool diversity and international versus national experience influence elections and representation in the WSC.
6. Review historical trends to uncover systemic issues, root causes, and their impacts. Identify any data gaps and propose strategies to address them, ensuring that future decisions are informed by comprehensive and diverse data.
7. Assess global volunteer trends where data is available to contextualize governance diversity within the WSC.
8. Consider whether an external perspective (e.g., post-colonialism in aid/development sectors, gender bias) is needed to address potential biases.

Remit

In line with the WOSM Constitution, Standing Orders, Triennial Plan 2024-2027, Strategy for Scouting and the scope of work approved by the WSC, the Task Force will:

1. Consider reports and outcomes from, but not limited to:
 - a. Governance Review Task Force 1 (2005–2008 triennium).
 - b. Governance Review Task Force 2 (2008–2011 triennium).
 - c. WSC Size and Effectiveness Report (2017–2021 triennium), including proposals on WSC composition.
 - d. Youth Engagement in decision making Task Force (2021-2024 Triennium).
2. Explore comparable research from other federative and confederative entities (e.g., YMCA, WAGGGS, IFRC, FIFA, Olympics Committee, Lutheran World Federation, UN Associations, World Council of Churches). Engage partners with similar structures or those undergoing governance reviews and seek insights and support from external experts like Accountable Now or a similar external expertise body to leverage their support and expertise.
3. Use Regional conferences as appropriate to gather data and insights.
4. Conduct focus groups with former and current WSC/RSC members, candidate pools, and external partners.
5. Combine quantitative data analysis with qualitative insights.

Working methods

To achieve its objectives, the Task Force will:

1. Hold regular Task Force meetings and provide progress updates to the WSC.
2. Develop reports and materials to share findings and recommendations.

Membership:

The Task Force shall comprise:

- 2 Co-Chairpersons, appointed by the World Scout Committee (WSC); one from within its ranks and one from outside, based on the recommendation of the WSC Chairperson.
- 1-2 current WSC members, appointed by the WSC, based on the recommendation of the WSC Chairperson.
- 1-2 former RSC members with expertise in governance and leadership at regional level.
- 3-5 other volunteers with competences in diversity and inclusion, governance and/or data analysis.
- 1-2 external expert with technical knowhow in governance, diversity or federated international organisations, preferably with a focus on geographical diversity.

The membership of this team shall, in so far as possible, ensure:

- Regional diversity.
- Gender balance (50-50).
- At least 40% of appointees below the age of 30.

Staff support will be provided by such staff members as appointed by the Secretary General.

Appointment processes for individuals will follow the principles approved by the WSC for the 2024-2027 Operational Framework.

Term of office:

Membership and performance of members of the Task Force will be reviewed by the Chairperson and the staff support of the World Scout Bureau so appointed by the Secretary General.

The Task Force will initiate work in August 2025 and complete its work by submitting a final report and recommendations to the World Scout Committee no later than December 2026.

Frequency:	The Task Force will meet based on its agreed work plan and considering budget provisions.
Key Milestones	The Task Force will follow this timeline to achieve its objectives, aiming to expedite its work where possible to create time for stakeholder consultation and buy in. - August: Task Force is established, and kick-off meeting is planned. - September-December 2025: leverage Regional Conferences for any data gathering from NSO membership. - March 2026: An interim analysis is presented to the WSC, followed by facilitated reflection and input session(s) with the WSC, the format to be proposed by the Task Force. - July 2026: Draft recommendations presented to WSC for discussion. - Nov 2026: Near-final draft circulated to WSC for final comments. - December 2026: Final report and recommendations submitted to WSC for approval and WSC decision-making on proposals.
Quorum	Half of the members will make a meeting of the Task Force quorate.
Attendance	The following have right of attendance in a non-voting capacity. - Ex-officio member (WSC Chairperson). - Ex-officio member (Secretary General). - Support staff so appointed by the Secretary General. - External experts, and other specialists or consultants invited by the Task Force Co-Chairpersons to participate in discussions/decisions as and when necessary. It is noted this will be of particular importance for this Task Force.
Expected Outcomes:	The Task Force is expected to deliver the following: - Interim progress reports on the analysis conducted. - reflection and input session(s) with the WSC to discuss the analysis and explore the potential directions for recommendations, in a format to be proposed by the Task Force. - Final report and recommendations to WSC for approval by December 2026 including: - o actionable recommendations to enhance diversity and inclusivity in governance structures. - If requested so by the WSC; a communication plan and relevant resources for communication to NSOs for any scenario retained.
Authority:	The Task Force has delegated authority from the World Scout Committee to: - liaise with other Standing Committees, Work Streams and Task Forces. - reach out to NSOs through established World Scout Bureau channels. - reach out to external organisations.
Practicalities:	The following practicalities will apply to the work of the Task Force on Board Diversity - The WSB staff support will provide support to the Task Force as agreed with the Co-Chairs. - An agenda and accompanying papers will be circulated to members minimum 3 days in advance of a meeting taking place. - The minutes and actions of a meeting will be circulated to members within 14 days after a meeting takes place; and

- Progress updates on the work of the Task Force as well as the minutes from Task Force meetings (redacted where appropriate in the case of confidential items) will be shared openly with interested parties.
- All data will be handled in line with WOSM's Data Privacy and Protection Policy
- Further rules governing the functioning of the Task Force shall be decided by the Task Force itself and advised to the WSC Chairperson.
- These terms of reference, and any amendments thereto, shall be approved by the WSC.

Approved World Scout Committee 22 March 2025
Amended by Word Scout Committee on 5 October 2025