



# WAGGGS WORLD BOARD ELECTION 2017

**Nominations Pack**

# WAGGGS WORLD BOARD ELECTION, 2017

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# WELCOME FROM THE CHAIR OF THE BOARD

Dear Member Organizations and Nominees,

Thank you for your ongoing dedication and contribution to the growth and impact of our worldwide Movement. One of your most important and influential responsibilities as a Member Organization is to propose and elect the members of the World Board. These individuals are collectively responsible for listening, learning and leading WAGGGS and to set the unifying policies, strategies and direction toward an even brighter and bolder future for girls and young women.

Should you have an outstanding volunteer with the vision, skills and dedication to serve our Movement at the global governance levels, please review the attached materials and consider submitting a nomination. We greatly value your active partnership and careful judgment in identifying the most talented, versatile and committed individuals to join the WAGGGS Global Team at the Board level.

It is your Organization's choice and privilege to select and elect the best candidates.

## WHY VOLUNTEER ON THE WAGGGS WORLD BOARD?

**You will contribute to the leadership of the world's largest movement dedicated to girls and young women**

In partnership with our global staff and volunteers, and our Member Organisations, the World Board challenges the status quo. We strive to ensure that WAGGGS is a dynamic and agile organisation, committed to continuous learning and innovation. We focus on strengthening the effectiveness of our governance and designing strategies that will better support thriving, united and growing Member Organisations.

For over 100 years we have been the only global movement geared entirely to every girl and any girl. In places local to them – safe from judgement, stereotyping and violence – girls learn by doing, making friends and having fun. Our Movement supports and empowers girls to achieve their fullest potential. They develop skills and the attitude that sees them changing their community and their world. As a member of the World Board you can help provide this opportunity to many more girls. Your skills, knowledge and dedication to girls and young women can be put to good use on the World Board – for her world.

**You will strengthen your mind-sets of international leadership as you deliver visionary stewardship of our Movement.**

Leadership in WAGGGS will challenge you to explore complex issues and question your assumptions. You will need to explore different perspectives and be open to changing your own. You will learn to recognise the similarities and differences of socially and culturally diverse situations and adapt your leadership to the context. You will strengthen your abilities to harness social capital from within and outside the Movement, and build shared leadership approaches.

Leadership in WAGGGS is not about titles, positions or status. It is about commitment to the core

purpose and values of the Girl Guiding and Girl Scouting Movement for the benefit of the Movement. You will be challenged to reflect on your own leadership actions and how they impact the Movement. You will grow as a responsible citizen of the world, celebrating diversity and inspiring a global Movement to collectively reach their fullest potential.

### **You will be part of a passionate global team**

The WAGGGS Global Team comprises the World Board, all of its sub-committees and working groups (including Regional Committees), all WAGGGS staff, and those dedicated volunteers working with WAGGGS to deliver world and regional projects. This team of people is passionate about doing the best they can to support a thriving and growing Movement. On the World Board you will have an integral role to play in the success of the WAGGGS Global Team. You will have the opportunity to learn from others, be exposed to new ideas and situations, and make new friends from around the world. Your commitment and contribution to the team matters to all the young people the Movement reaches.

If you have the skills and experiences to help us achieve our vision and mission, and the passion and the personal time to commit to this, please apply to join the World Board and contribute to its journey of transforming WAGGGS to deliver More Opportunities for More Girls in 2020 and beyond.

As a member of the World Board you will be supported with a comprehensive induction, tailored mentoring and the opportunity to strengthen and extend your international leadership skills.

Within this booklet you will find testimonials from current board members about their experiences to help you understand what it is like to volunteer on the World Board. You will also find information about the roles and responsibilities of World Board members.

If you have any further questions, please contact Clare Parry, Head of Governance at the World Bureau, [governance@wagggs.org](mailto:governance@wagggs.org) who will be happy to speak with you.

I very much appreciate your support in identifying and nominating well-qualified candidates for the World Board and I look forward to meeting the talented and committed nominees at World Conference.



*N Grinstead*

**NICOLA GRINSTEAD | World Board Chair**  
**World Association of Girl Guides and Girl Scouts**



# 2018 – 2020 STRATEGIC THEMES

In the 2015-2017 strategic plan, WAGGGS focused its work around the six outcomes agreed in 2010 as part of the Vision 2020 strategic framework

**Vision:** All girls are valued and take action to change the world.

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

**Goal 1:** Provide more opportunities for girls and young women to grow and lead through the programmes and methods based on the fundamental principles of Girl Guiding and Girl Scouting

**Goal 2:** Empower girls and young women to be agents of change in the world through the programmes and methods based on the fundamental principles of Girl Guiding and Girl Scouting

**Outcome 1** Increased and diversified membership

**Outcome 2** Improved image and visibility of Girl Guiding and Girl Scouting at every level

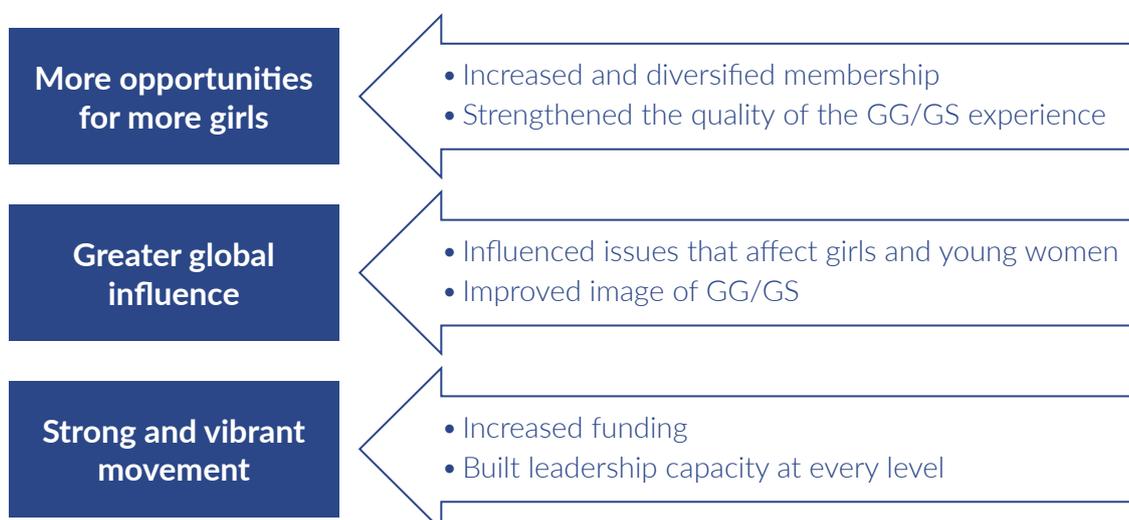
**Outcome 3** Influenced issues that affect girls and young women

**Outcome 4** Strengthened the quality of the Girl Guiding and Girl Scouting experience

**Outcome 5** Built leadership capacity at every level

**Outcome 6** Increased funding

For the 2018-2020 strategic plan, these six outcomes are condensed into three strategic themes that describe our work in a more succinct and powerful manner.



# TESTIMONIALS FROM CURRENT WORLD BOARD MEMBERS



*'Being on the World Board has allowed me to continue serving the Movement, albeit while wearing a different lens. I have had the opportunity to reach out to members from across the globe and view both the similarities and the differences in the challenges faced by our Member Organisations. The enthusiasm of our young members and the dedication of our volunteers has truly been an inspiration.'*

**Shaleeka Abeygunasekera**

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*'I have always said that Guiding provides you with lots of opportunities and by being a member of the World Board, I have indeed been "spoilt" with many of these opportunities. I have been given the opportunity to move out of my comfort zone of my own Member Organization and to meet the bigger Guiding Family that we all belong to. A Guiding Family of dedicated, enthusiastic members from different countries, speaking different languages, challenged daily by environmental, political, violent or social issues but yet still dedicated to achieving our mission of enabling girls and young women to develop their fullest potential. It has been an exciting journey with a front row seat to a few new beginnings of WAGGGS: becoming a CIO, keeping up with technology with our successful I-Glow and I-Lead online courses and new funky website, and then of course the launch of Africa's own World Centre, Kusafri - need I say more! It has been an honour being a trustee and member of the highest decision making body of our movement that not only empowers our members with life skills but also is a global voice for issues that affect girls and women! I am also grateful for being empowered by being part of a dynamic team of women (and some men) who have been both my mentors and friends. To the young women of WAGGGS, Guiding indeed offers you so many opportunities but it is up to you to make the most of them!'*

**Michelle February**

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*The responsibilities of a Board member are significant and require specific skills, time and commitment – but if you can offer this it is also one of the most rewarding of experiences. Shaping and influencing the strategic direction of the Movement, ensuring a strong governance and financial framework is in place, acting as an ambassador to support fund development and membership growth are all really important ways of securing and strengthening the future of our organization.*

*On a personal level, the opportunities gained from being an active member of the Board are huge – I have had a chance to learn new skills which are transferable to my professional employment, I have been stretched and challenged to think beyond my normal horizons and comfort zone, and I have a global network of similarly committed volunteers who provide an active support and positively influence my thinking well beyond just my guiding activities!*

**Nicola Grinstead**

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*'Working in partnership with the staff team and taking on board feedback and thoughts from our members I have had the exciting challenge of helping shape the WAGGGS brand. This work is focused on helping member organisations to articulate the value of global Girl Guiding and Girl Scouting in their countries and to enable us to have a strong global voice.'*

**Fiona Harnett**

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*Many years ago a mentor shared with me that I will get out of my Girl Guiding volunteering only what I am prepared to put into it. These words have held true for my time on the World Board.*

*My World Board role has required commitment and effort, but the personal reward has been incredibly enriching. I have learnt to juggle my life to accommodate global team meetings and fulfil Board responsibilities, and have travelled to places I've never been before and made new friends from all over the world. I have had to be self-driven and motivated to spend time learning new skills and working on Board projects. This has developed my skills in strategy & planning, policy frameworks, business design, organisational structures, communication, monitoring & evaluation etc. ... all of which will contribute to future professional and volunteer endeavours. I have been challenged to listen and understand different perspectives, and so have grown to understand more deeply what it means to govern a global organisation and the responsibilities that come with that.*

*Most importantly, I believe that the effort I'm dedicating to my World Board role will make a difference to the lives of the millions of girls who join Girl Guides / Girl Scouts seeking fun, friendship and the opportunity to belong to an international sisterhood.*

*Offering your time and skills to be a World Board member requires personal commitment. But I have no doubt it will be one of the most amazing journeys of your life time!*

**Natasha Hendrick**



*The last three years as a member of the World Board has been one of enriching experiences, learnings and satisfactions.*

*The World Board has a significant responsibility to govern, set direction and supervise the organization and make the best use of its opportunities and resources. As a Board member you require special competencies, commitment and dedicated time to fulfill your responsibilities. In exchange, you develop new skills, widen your perspective, challenge your thinking and train yourself for innovation and planning for the future.*

*Through the Governance Committee and Membership Services Working Group we are strategically working to improve our Governance and be responsive to the MOs' desires and needs. Leading the Membership Growth Working Group has made us resourceful and flexible to respond appropriately to potential MOs keen to join WAGGGS.*

*I'm privileged to work with inspiring women at the WAGGGS global team and staff members and meet amazing people at the Juliette Low Seminar, the Asia Pacific and Arab Regional Conferences.*

*We require competent members with the passion to contribute significantly to the future of the organization.*

**Ana-Maria Mideros**

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*'WAGGGS is a global organization in which various stakeholders including the members worldwide have diverse interests. In order for WAGGGS to efficiently pursue its Missions and Goals, it has to have a healthy and effective governance system that reflects stakeholders' views and effective ways of reciprocal communication through which the Mission and Goals are shared among its Member Organizations and member individuals. I am very honoured to work for the further improvement of the governance of WAGGGS as the Chair of Governance Committee.'*

**Teruko Wada**

# ABOUT THE WORLD BOARD

The World Board is responsible for ensuring effective leadership of the organisation, planning the future strategy, implementing the decisions of the World Conference and ensuring accountability. The functions and duties of the World Board are defined in the Constitution and Bye-Laws of the World Association of Girl Guides and Girl Scouts <https://www.waggs.org/en/about-us/governance/waggs-constitution-and-byelaws/>

There are 17 members of the World Board: 12 members elected by Full Member Organizations at the World Conference and five Regional Chairs elected at the Regional Conferences.

The Chair and up to two Vice-Chairs will be selected from among the 12 elected members. The Treasurer will either be selected from among the twelve elected members if any have the required skills, otherwise the Treasurer will be co-opted.

As far as is practicable, at least one of the 12 elected Board members will be under the age of 30 at the time of the election.

In addition, two approved persons are elected to the World Board. The approved persons will fill any vacancies during the triennium should they arise.

The full Board usually meets once a year in person. The Chair's Team, which is the executive group addressing urgent matters and ensuring decisions taken by the Board are implemented, also meets once a year.

The Board is currently supported in its work by the 5 Regional Committees. In addition there are 6 standing committees and 3 working groups. This structure may change to reflect the work and priorities of the Board each Triennium. In addition to the 5 Regional Committees, current areas of work cover Audit and Risk, Finance, Fund Development, Global Engagement, Governance, Human Resources, Membership Growth, Membership Services and Strategy and Planning. All elected members of the World Board are expected to contribute to one or more of the Board's standing committees and working groups. All committees meet face-to-face at least annually. Virtual meetings are held regularly throughout the year.

All World Board members are nominated and appointed based on a role description and person specification, and a skill and experience grid reflecting the role specifications and the needs of WAGGGS' governance.

To be eligible for election to the World Board, you must be a Member of a Member Organisation. It is required that once elected, Board members are not in paid employment of WAGGGS or a Member Organization. Section 14 of the WAGGGS Constitution and Bye-Laws sets out in detail the process for the 'Appointment of the members of the World Board'.

An induction programme and pack are provided, as well as ongoing leadership and personal development support throughout the triennium.

Candidates do not need to have served on their National Board. It is more important that they have relevant governance skills, and the time and commitment to work for WAGGGS.

# SKILLS NEEDED

The Chair's Team have identified specific potential gaps in the skills composition of the World Board going forward. Nominees who have a high level of proficiency or experience in one or more of the following areas are strongly encouraged to apply:

- The ability to think strategically, with the capability to drive the organisation towards achievement of a challenging vision
- Professional background in accountancy/finance with strong governance experience and an interest in serving as World Board Treasurer
- Experience in managing technology strategy and implementation at a senior organisational level
- Knowledge and experience in marketing
- Knowledge and experience in fund development
- High level influencing skills, advocacy skills and partnership development skills
- Governance / trustee experience in a voluntary organisation / NGO / INGO
- Experience within their Membership Organisation of leading organisation wide projects or programmes of work (e.g. change initiatives, development of new programmes or training materials, senior advisor roles, launching WAGGGS initiatives etc.)

Collectively the Board of Trustees should contain a variety of skills, which are listed below. Individual Board members will not need all the listed skills, but all should be able to demonstrate a high level of proficiency/experience in at least some of the following areas:

- Financial management
- Fundraising
- Fund development
- International/external partnerships
- Legal expertise
- Governance/trustee experience in a voluntary organization/NGO/INGO
- Marketing and brand promotion
- Advocacy
- Strategic planning and visioning
- Leadership development
- Non-formal education
- International/global/cross cultural context
- Working in partnership with volunteers and staff
- Human resource management

The Treasurer of the past 6 years is retiring from the World Board in September. We are seeking a new treasurer from the 6 elected incoming World Board Members or as a co-opted Member of the World Board. If you are interested in applying for the Treasurer post please do contact us at your earliest convenience at [governance@waggs.org](mailto:governance@waggs.org)

# LEADERSHIP ATTRIBUTES

**From 2017 to 2020, WAGGGS will reshape how it develops and supports leadership in our 146 Member Organisations around the world.**

We believe that leadership development is the heart of Girl Guiding and Girl Scouting. From the moment a five year old child promises to “do their best”, they step into a values based leadership development journey that can shape their perspectives and behaviours. Girl Guiding and Girl Scouting never defines a child by where they come from, but by what they can bring to the world around them. Every member has the same leadership responsibility; to reach their fullest potential and work together to harness that potential and build the world they want to see.

This global network of resilient, empowered girls and women is a powerful force for social impact, and our leadership development offer will activate this network to achieve greater impact than ever before.

This leadership model is based around six mind-sets of:

- Reflection
- Collaboration
- Responsible action
- Critical thinking
- Worldliness
- Gender

We will be looking for candidates for the World Board to be able to demonstrate that they are able to work in a way which reflects these leadership attributes.

# RESPONSIBILITIES OF THE WORLD BOARD

The WAGGGS World Board has overall responsibility for the direction, governance and control of the organization and is collectively accountable for compliance with relevant UK legislative and regulatory requirements.

The Board member position therefore carries legal duties and responsibilities. It is a voluntary role which should be undertaken because you are committed to furthering the purposes of WAGGGS and have the skills, experience and personal qualities needed for the strategic management of this complex, global organisation.

The Chair and the Board have overall responsibility for the policy and strategic management of the organisation. The day to day operations are conducted by WAGGGS Bureau staff and volunteers under the overall leadership and supervision of the Board.

To serve as a member of the World Board, you must be over the age of 16. You must not act as a trustee if you are disqualified under the Charities Act. This includes if you:

- are disqualified as a company director
- have an unspent conviction for an offence involving dishonesty or deception (such as fraud)
- are an undischarged bankrupt (or subject to sequestration in Scotland), or have a current composition or arrangement including an individual voluntary arrangement (IVA) with your creditors
- have been removed as a trustee of any charity by the Charity Commission (or the court) because of misconduct or mismanagement

# WORLD BOARD MEMBER PERSON SPECIFICATION

## WORLD BOARD MEMBERS WILL BE EXPECTED TO CONTRIBUTE:

- A commitment to the aims and objectives of WAGGGS and a proactive interest and enthusiasm for shaping and advising on the future of the organisation.
- Relevant external skills and experience drawn from a professional or community background outside of WAGGGS
- A willingness to devote time and effort in both preparing for and attending World Board (usually one week annually) and other relevant meetings (estimated time up to 20 hours per month).
- Good independent judgement and the ability to give constructive challenge
- An ability to think creatively and strategically
- An understanding and acceptance of the legal duties, responsibilities and liabilities of the role of the Board.
- The ability to represent WAGGGS both inside and outside of the Girl Guiding / Girl Scouting Movement
- A good general knowledge of the challenges and opportunities facing girls and young women across the world
- An ability to work effectively as a member of a team while contributing an independent perspective
- Strong communication skills and the ability to analyse and interpret information
- Cultural sensitivity and an ability to work in a global and multi-cultural context
- The ability to communicate easily in English both verbally and in writing

Board members must be at least 16 years old.

# ROLE DESCRIPTION FOR A WORLD BOARD MEMBER

## RESPONSIBLE TO:

The Chair of the World Board

## MAIN ROLE:

To set the mission, vision, strategy and high-level policies for WAGGGS within the powers and the restrictions in its charitable objects and governing instruments and within its delegated authority from the World Conference.

## RESPONSIBILITIES:

1. To ensure that WAGGGS complies with its Constitution and Bye-Laws, English Charity Law, and any other relevant legislation or regulations.
2. To ensure that WAGGGS focuses on its Objects as defined in the Constitution and Bye-Laws, and to ensure it applies its resources exclusively in the support of the Objects.
3. To contribute to the World Board's role in giving strategic direction and setting over-arching policy.
4. To contribute towards defining goals and setting targets, then evaluating performance against the agreed targets.
5. To consider the interests of the Girl Guide / Girl Scout Movement as a whole and to vote in the interests of the Movement as a whole.
6. To review the strategy on a regular basis, and to consider changes in the external environment which may affect the plan, and the ongoing need for changes which may need to be made to ensure it remains relevant.
7. To undertake the functions and duties of the World Board as defined in the WAGGGS Constitution and Bye-Laws Article 13.
8. To attend the annual World Board meeting and the triennial World Conference and to effectively contribute to their business through effective and adequate preparation and full and informed participation.
9. To participate in regular evaluation of the performance of the World Board.
10. To establish and maintain the values of the World Association and safeguard its good name.
11. To ensure the efficient and effective administration of the Association.
12. To ensure the financial stability of the Association, and to protect and manage the property of WAGGGS and to ensure the proper and appropriate investment of its funds.
13. To set strategic and organisational risk appetite and policy, review the risk register and ensure mitigating actions are in place.
14. To appoint the Chief Executive and to monitor their performance.

15. To undertake assignments as required, involving travel. Some visits involving travel may be en-route to or from World Board meetings.
16. To represent the World Association at external events.
17. To use any specific skills, knowledge and experience to help the World Board reach sound decisions – this will include the scrutiny of proposals, leading and initiating discussions, providing advice or guidance on new initiatives and utilising any specialist expertise and experience.
18. To agree terms of reference for standing committees of the Board and Working Groups.
19. To ratify appointments to the standing committees of the Board and Working Groups.
20. To provide structures and effective stakeholder management as requested to MOs, partners and donors as appropriate.
21. To be ready to serve:
  - a) on a World Board Committee or Working Group
  - b) as a Chair of a Committee or Group
  - c) as a member of a task group established to achieve a specific task during and in between World Board meetings.
22. A considerable amount of the work of the World Board is carried out by correspondence and email. Therefore all members – voting or ex-officio are expected to:
  - a) Deal promptly with all correspondence
  - b) Keep the World Bureau informed of postal address, fax, email and telephone numbers. This would include making arrangements for contact, if absent from the usual address for any length of time.
23. To sign and adhere to a Trustee contract, including confidentiality agreement, trustee declaration and a conflict of interest declaration upon election to the World Board, and annually thereafter.
24. To maintain confidentiality of all World Board, Group and Committee matters, until information has been officially released.
25. To role model positive and effective volunteer behaviours at all times and to ensure that the values of WAGGGS are central to all decision making.

# CODE OF CONDUCT

## THESE PRINCIPLES WILL GOVERN OUR WORK AS WORLD BOARD MEMBERS:

- We are personally trustworthy. We can trust each other to support and implement Board decisions.
- We ensure that the decision-making process is inclusive, so that we can make informed choices.
- We are responsible. We set realistic deadlines and each member takes responsibility to meet agreed deadlines. Members communicate in a timely manner if circumstances prevent them from meeting a deadline.
- We are realistic, allowing adequate time for informed decision-making and managing the workload so it is doable.
- We are transparent in our processes and decision-making.
- We respect confidentiality.
- We are open between ourselves and willing to express concerns.
- We never knowingly let someone fail.
- We communicate effectively by speaking slowly and clearly, and by listening actively. We remember that differences in language, accents and terminology can hinder communication. We take responsibility for asking if we don't understand something.
- We respect each other and are tactful and non-judgemental.
- We participate actively in discussions – and contribute to virtual discussions. We encourage those among us who are not as vocal as others to contribute.
- We read all the materials – and ask questions if there are items we don't understand.
- We are decisive, willing to take tough decisions, and willing to admit if decisions made need to be reconsidered.
- We support and care for each other.
- We have positive attitudes and approach our work positively.
- We model WAGGGS values.
- We focus on the Mission, and we are strategic, rather than operational in our thinking.
- We are good stewards of the resources of WAGGGS.
- We are informed about the world and sensitive to global issues.
- We work in partnership – Board member to Board member, staff to volunteer. We are team players and we cooperate.
- We are flexible, open-minded, and adaptable.
- We have fun and fellowship.
- We ensure that all members realize the process used to develop this Code, and that all members know and practice its tenets.

# THE NOMINATIONS AND ELECTION PROCESS

If you wish to nominate an individual to the World Board, you should complete Part A of the attached nomination form and send it to the nominee, together with:

- i. A copy of this pack
- ii. Part B, of the form, the request for biographical information
- iii. Part C, the clearance form which should be completed on if the nominee is not a member of your own Member Organization.

Copies of all the above papers are enclosed, and are also available on the WAGGGS website ([www.waggggs.org](http://www.waggggs.org)).

Member Organizations must make clear to nominees that the nominees themselves are responsible for returning all information to the World Bureau by 31 March 2017.

The information to be returned to the Bureau by the Nominee is:

- i. Part B, of the form, the request for biographical information
- ii. A recent photograph of her self
- iii. If necessary Part C, the clearance form

The World Bureau will pass on all nominations to the Nominations Sub-Committee who may then consult with the nominating Member Organization directly, should they have any queries. The Nominations Sub-Committee will contact candidates to discuss the applications to ensure that all candidate information is presented in a consistent manner.

All Member Organizations may submit names of candidates from any Member Organization, and are free to consult with each other.

The Nominations Sub-Committee may suggest names of candidates in full consultation with the candidate's Member Organization. The Member Organization then nominates the candidate.

Where a Member Organization is a federation of two or more associations, it is required to consult with its Component Associations before submitting a nomination. Nominations will only be accepted from Member Organizations, and not direct from component Associations.

## **Procedure following Nomination**

The Nominations Sub-Committee will contact the professional referee, and obtain a reference for the nominee.

Nominees will be asked to attend a telephone interview at WAGGGS' expense, and will last no more than an hour. The interview will ensure that the candidate is eligible to stand, will not hold any significant posts in her MO if elected, and will ensure that we have collected the best examples of her skills and experience, ready for the election booklet.

Should the Nominations Sub-Committee have significant concerns about the nominee's ability to serve as a World Board 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.

In the case of a Member Organization composed of two or more Associations, the Nominations Group will communicate with the Member Organization only, on the understanding that the Member Organization will have cleared the nomination with the Component Association concerned before replying. The names and particulars of those who have been confirmed as nominees will be circulated in time to reach Full Member Organizations at least three months before the World Conference. This allows time for the nominations to be considered by Full Member Organizations and for their delegates to the 36th World Conference to be briefed.

Candidates will be given the opportunity to present to the World Conference prior to the election being held.

### **The WAGGGS Constitution**

The World Board shall consist of Elected Trustees and Regional Chairs, the maximum number of the World Board shall be seventeen consisting of twelve Elected Trustees and five Regional Chairs (13.3)

Twelve Elected Trustees shall be elected by an ordinary decision of the Full Members from a list of nominees submitted by the Member Organizations (14.1.1).

In order to be eligible for membership of the World Board a candidate must be a person of wide experience and be a member of a Member Organization (14.1.2).

Member Organizations may nominate as candidates for election as Elected Trustees persons from within or outside their country (14.1.3).

In circumstances where the nomination is made not by the Member Organization, before accepting the nomination for election the World Bureau shall obtain the permission of the Member Organization of which the nominee is a member (14.1.4).

The twelve Elected Trustees will include, so far as practicable, at least one young woman under the age of thirty at the time of election (14.1.5).

An employee of WAGGGS or a Member Organization may not be an Elected Trustee or a Regional Chair (14.3).

Should vacancies arise in the World Board by the resignation, removal or death of any of its members, these vacancies shall be filled in the following manner (14.4):

vacancies occurring amongst the Elected Trustees shall be filled by Approved Persons, provided that, if that procedure would result in there being no member of the World Board who is a young woman under the age of 30 years (or was so at the time of her election), the World Board may instead appoint a replacement member who is a young woman under the age of 30 years at the time of her appointment to fill such a vacancy until the end of that triennium. The Approved Person shall remain a member of the World Board until the end of the term of service of the member of the World Board whose place she fills. If the portion of the six years' service filled by an Approved Person is less than two years, she shall be eligible for election at the next World Conference (14.4.1);

Each Elected Trustee shall be appointed for a term of six years at the end of which she shall retire (14.7)

### **Elections will be held at the 36th World Conference in September 2017**

New World Board members elected in 2017 should be prepared to attend the Extraordinary Meeting which occurs at the end of the 36th World Conference and the World Board meeting. The date of the first World Board meeting after the World Conference will be confirmed shortly. Further details will be sent direct to the nominees.

# PRESENT MEMBERS OF THE WORLD BOARD

The following Board members are due to retire from the World Board at the World Conference in 2017:

Name		Elected	Term ends
Shaleeka Abeygunasekera	(Sri Lanka)	2011	2017
Michelle February	(South Africa)	2011	2017
Nicola Grinstead	(UK)	2011	2017
Fiona Harnett	(New Zealand)	2011	2017
Teruko Wada	(Japan)	2011	2017
Jill Zelmanovits	(Canada)	2011	31 July 2016
Heidi Jokinen	(Finland)	1 August 2016	2017

The following Board members were elected at the 35th World Conference Hong Kong in 2014, and will retire in 2020.

Name		Elected	Term ends
Anne Guyaz	(Switzerland)	2014	2020
Natasha Hendrick	(Australia)	2014	2020
Nadine Kaze	(Burundi)	2014	2020
Connie Matsui	(USA)	2014	2020
Ana-Maria Mideros	(Peru)	2014	2020
Haifa Ourir	(Tunisia)	2014	2020

## Approved persons – elected to serve for the period 2011-2014

Heidi Jokinen (Finland) – Heidi Jokinen replaced Jill Zelmanovits following her resignation in July 2016  
Lara Tonna (Malta)

## Regional Committee Chairs

There are five WAGGGS Regional Committees. The Chairs of those Committees are also members of the World Board. They are:

Raeda Bader (Jordan) Arab Region Committee Chair, 2016-present

Marybelle Mariñas (Philippines) Asia Pacific Regional Committee Chair, 2016-present

Zoe Rasoaniaina (Madagascar) Africa Region Committee Chair, 2016-present

Joey Rosenberg (USA) Western Hemisphere Region Committee Chair, 2016-present

Marjolein Sluijters (Netherlands) Europe Region Committee Chair, 2016-present

# CONTINUING MEMBERS OF THE WORLD BOARD

## ANNE GUYAZ (SWITZERLAND)

Anne is a member of the Swiss Guide and Scout Movement and holds the Membre d'Honneur position, and is an external representative to other organizations and foundations. She previously held the position as President of the Swiss Guide and Scout movement with ten years on the National Board, was a member of the crisis management, Spirituality and Youth Political Committees, and was the Head of the External Relations team.



Anne is the Director of the Swiss NGO – Co-ordination Post Beijing.

*‘There are different kinds of leadership. It is important to me that Guiding remains open to every young person, whatever their personality. Those who work in the shadows for the good of everyone are just as important as the others who are centre stage.’*

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## NATASHA HENDRICK (AUSTRALIA) VICE-CHAIR, WORLD BOARD

Natasha is a member of the Girl Guides Australia, and has previously held the positions of Assistant Chief Commissioner and Chair of the Australian Management Team. Natasha’s role on the World Board sees her lead the Membership Services Working Group, focusing on the strategic evaluation and re-alignment of WAGGGS membership services to better support MOs to thrive and grow. Natasha is also a member of the Chair’s Team, the HR Committee and the Membership Growth Working Group.



Natasha currently works for an Australian energy company as the Chief Geophysicist, responsible for leading corporate geophysical services and supporting development of company-wide technical capability and innovation.

*‘I am a scientist, volunteer, adventurer, mentor, and advocate for women in leadership ... and being a Girl Guide has positively influenced every aspect of my life. I am committed to helping WAGGGS achieve its mission so that girls and young women can share in the incredible experiences of Girl Guiding / Girl Scouting.’*

## NADINE KAZE (BURUNDI)

Nadine is a member of the Guide Association of Burundi. She currently acts as their local advisor, and previously held positions of the National Commissioner, International and Public Relations National Commissioner.

*'I would like to bring my academic and professional experience to contribute to the development of Girl Guiding and Girl Scouting in the areas of administration, leadership and advocacy.'*



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## CONNIE MATSUI (USA) VICE-CHAIR, WORLD BOARD

Connie served as National President of the Girl Scouts of the USA (GSUSA) National Board from 1999-2002 and was a member of the National Board in various capacities from 1984-1999. She currently chairs WAGGGS Strategy & Planning Committee and was a member of WAGGGS Strategies for Growth Committee from 2002-2005. In addition, she has been on the Board of the World Foundation for Girl Guides and Girl Scouts for the past six years.

Formerly an executive in the banking and biotechnology industries, Connie is now retired from full-time employment. She continues to provide corporate and civic leadership as the Board Chair for Halozyme Therapeutics, Inc. and on the boards of foundations and nonprofits.

*'Since I attended my first World Conference in Tarrytown, New York, I have been awed and humbled by the life changing work of the World Association's member organizations and the extraordinary women and girls I've met through Girl Guiding and Girl Scouting. This pivotal experience in 1984 inspired me to accept positions of increasing responsibility within Girl Scouts of the USA as well as to serve the World Association in various volunteer positions over the past ten years.'*



## ANA MARIA MIDEROS (PERU)

During the last triennium Ana María has served as Vice Chair of the Governance Committee, member of the Constitutions Sub-group, member of the Membership Services Working Group and, since August 2016, as Chair of the Membership Growth Working Group. Ana Maria is committed to the Growth of the Movement working with potential MOs to join WAGGGS and to provide MOs an increased service value, setting strategic direction and working towards providing a tailored service offer and support, identifying innovative delivery models to increase reach along with strengthening WAGGGS governance and providing MOs with good governance practices.



*“A strategic World Board needs to be daring, to be innovative to create value, to be a good listener and continuously reflect how we offer our MOs meaningful services and tools in an effective and efficient way. My aim is that more and more girls and young women all over the world live an amazing girl guiding and girl scouting experience and leadership journey, and are thrilled to lead and change their world.”*

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## HAIFA OURIR (TUNISIA)

Until becoming a member of the World Board, Haifa was the Deputy Chief Commissioner of the Scouts of Tunisia, she had also been the International Commissioner, a member of the National Bureau responsible for Guides and online communication, and a member of the National Council. She works as a Manager in a software company.



*‘I would like to make our World Association a place that not only uses the voices of its ten million members to advocate for causes that are important to all of us as citizens of the world, but also, that allows some more noise in those ten million voices and more action and initiative on a local level’*

## APPENDIX 1

# CHECKLIST

### If you are a Member Organization

#### SEND TO NOMINEES:

- Copy of WAGGGS World Board Nomination Pack
- Completed Part A of World Board Nomination Form (Appendix 2)
- Part B of World Nomination Form for completion
- Part C (the clearance form) ONLY if the nominee is not a member of your own Member Organization

Please inform [governance@waggs.org](mailto:governance@waggs.org) that you intend to submit a nomination as soon as possible.

### IF YOU ARE A NOMINEE

#### Complete and return to the World Bureau by 17:00 (GMT) 31 March 2017 the following:

- World Board Nomination Form (Appendix 2)
- Part C (the clearance form) ONLY if you are NOT a member of the Member Organization which nominated you

## APPENDIX 2

# WAGGGS WORLD BOARD ELECTION 2017

## 36TH WORLD CONFERENCE | WORLD BOARD NOMINATION FORM

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The nominating Member Organization completes Part A. The nominee completes Part B.

If the nominee is not being nominated by her own Member Organization, then part C must be completed by her own Member Organization.

Please return all three parts of this form (Part A, B & C).

When completed, please return via email or paper, to:

**36th World Conference**  
**CONFIDENTIAL - NOMINATIONS**  
**WAGGGS, Olave Centre,**  
**12c Lyndhurst Road**  
**LONDON NW3 5PQ**  
**England**

email: [governance@waggs.org](mailto:governance@waggs.org)

**To arrive no later than 17:00 (GMT), 31 March 2017**

Please attach a recent photo (portrait photo in either JPEG or TIF format). You may also send us a printed photo. Your photo will be used as part of the election process.

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### PART A

**To be completed by the nominating Member Organization**

Name of Nominee

Name of Proposer

Proposer's Member Organization

Position held in Member Organization

Signed (electronic signature/scan is acceptable)

Date

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## PART B

**To be completed by the nominee** (please type or use capital letters)

Surname

First names (in full)

Title (Miss, Mrs, Ms, Dr etc)

Address for correspondence

Home tel. no

Work tel. no.

Fax N°:

Mobile tel. no.

Home email address

Work email address

Date of birth

Nationality

I,

(name of nominee)

**accept** the nomination to the World Board.

In doing so

- I agree to participate in a telephone interview with a member(s) of the Nominations Committee.
- I agree that references may be sought to support my application.
- I accept the principles of WAGGGS as shown in the Constitution and its values.
- I give permission, in accordance with the UK 1998 Data Protection Act, for WAGGGS to process my personal data for the purposes of my application for nomination. This information can be stored in both manual or computer form, including the data in section 2 of the Data Protection Act 1998.
- I confirm that the information on this form and any attachments is correct and complete.

Name of referee (professional context) the Nominations Committee can contact:

Name of referee (Guiding/Girl Scouting context) the Nominations Committee can contact:

Signed (electronic signature/scan is acceptable)

Date

Member Organization (if applicable)

Component Association (where applicable)

### **Personal Statement**

Please indicate, in two hundred words or less, why you would like to become a member of the World Board, and how you feel you can contribute to the work of WAGGGS.

### **Voluntary and professional appointments**

#### *Present positions (please give dates):*

Member Organization

World Association of Girl Guides and Girl Scouts

Other voluntary positions

Professional/business appointments

#### *Previous positions (please give dates):*

Member Organization

World Association of Girl Guides and Girl Scouts

Other voluntary positions

Professional/business appointments

### **Participation in WAGGGS events**

## Skills and experience

Please indicate the level of expertise you have in the following areas, giving specific examples of your experience in applicable areas. For further information, please see 'Skills needed' on page 8. Example responses are shown on page 26.

Please use 0 if no expertise, L = low, M = medium, H = high and P = professional

<i>Area of expertise</i>	<i>Skill level</i>	<i>Experience</i>	<i>Examples</i>
An ability to think strategically			
Professional background in accountancy/finance			
Experience in managing technology strategy and implementation at a senior organisational level			
Knowledge and experience in marketing			
Knowledge and experience in fund development			
High level influencing skills, advocacy skills and partnership development skills			
Governance / trustee experience in a voluntary organisation / NGO / INGO			
Experience within your MO of leading organisation wide projects or programmes of work			

## Example responses

<i>Area of expertise</i>	<i>Skill level</i>	<i>Experience</i>	<i>Examples</i>
An ability to think strategically	M	National Board member	Contributed to strategic plan of Association, sessions led by outside consultant
Professional background in accountancy/finance	P	Financial Director of family owned company	Qualified accountant Planning annual budget for company with turnover \$500k Managing investments of £1m with professional advisors

## Language Skills

The ability to use English as a working language is a requirement for World Board members. It is also essential to understand written English.

Please indicate your language skills using the following key:

1: mother tongue; 2: fluent; 3: intermediate; 4: elementary/basic

<i>Language</i>	<i>Written</i>	<i>Speaking</i>	<i>Understanding</i>
English			
Spanish			
French			
Arabic			
Others			

## Information Technology

World Board members communicate by email and Skype throughout the year.

Do you currently have regular access to the internet? Yes / No

Would you be able to respond promptly to electronic communication? Yes / No

## PART C

To be completed by the nominee's own Member Organization (if they did not nominate her)

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### REQUEST FOR CLEARANCE OF NOMINATION

**This form is only to be completed if the nominee is NOT a member of your own Member Organization**

To: (Name of Member Organization)

The following member of your Member Organization has been nominated for election to the World Board, WAGGGS, in 2017 Proposer's Member Organization

Name:

Address:

Nominated by: (insert name of Member Organization)

gives/does not give\* their consent for: (insert name of nominee)

to serve on the World Board if elected by the World Conference in 2017.

Name (please print)

Position in Member Organization:

Signed

Date

\*Please delete accordingly

**PLEASE RETURN YOUR COMPLETED FORM TO THE NOMINEE, AS SOON AS POSSIBLE.**

**THANK YOU FOR YOUR COOPERATION**

# CONTACT INFORMATION

## **World Association of Girl Guides and Girl Scouts**

World Bureau  
12c Lyndhurst Road  
London  
NW3 5PQ  
UK

[www.wagggg.org](http://www.wagggg.org)

