



WORLD BOARD ELECTION BOOKLET 2017

WORLD CONFERENCE DOCUMENT NO 4

WAGGGS WORLD BOARD MEMBER ELECTIONS, 2017

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INTRODUCTION

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 and can be found [here](#).

There are 17 members of the World Board. Six members of the World Board will be stepping down at the end of their terms at the 36th World Conference in Delhi. Six continuing World Board Members complete their terms at the end of the next triennium in 2020. Six new World Board Members will be elected by Full Member Organisations at the World Conference. They will be elected from the nine nominees listed in this election booklet for a six year term. The five Regional Chairs, who are all Members of the World Board were elected at the Regional Conferences in 2016 and will serve a three year term to 2019.

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

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. However, no candidates under the age of 30 have come forward through this nominations process.

To be eligible for election to the World Board, candidates must be a Member of a Member Organisation. Article 14 of the WAGGGS Constitution and Bye-Laws sets out in detail the process for the 'Appointment of the members of the World Board'. As noted in article 14.3: 'An employee of WAGGGS or a Member Organisation may not be an Elected Trustee or a Regional Chair'.

Furthermore, it is very important that Board members do not hold significant posts in their Member Organisation, once elected, both to ensure that there is no conflict of interest, and to ensure that they are able to devote the time required to their Board role. 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. World Board Members should be able to commit 20 hours per month to Board work, in addition to Board and other meetings relevant to their Trustee responsibilities. It is important that nominees are able to adopt a global perspective on issues that will be addressed by the Board, and have external networks that can be used for the purposes of WAGGGS.

The full Board meets, face to face, once a year at a minimum. The Chair's Team, which is the executive group addressing urgent matters has an additional face to face meeting yearly.

The Board is currently supported in its work by the five Regional Committees. In addition there are six standing committees and three working groups. This structure may change to reflect the work and priorities of the Board each triennium. In addition to the five 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.

Collectively, World Board Members need to have a wide range of skills, knowledge and experience. As six Members of the World Board step down from their roles in September, specific gaps have been identified in the skills composition of the World Board moving into the next triennium. These skills are as follows:

- 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.)

Beyond these specific areas the Board of Trustees requires a variety of skills, which are listed below. Individual Board members do 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
- International/external partnerships
- Legal expertise
- Governance/trustee experience in a voluntary organisation/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

PRESENT MEMBERS OF THE WORLD BOARD

Furthermore, from 2017 to 2020, WAGGGS will reshape how it develops and supports leadership in Member Organisations around the world. Leadership development is at the heart of Girl Guiding and Girl Scouting. From the moment five year old children promise to “do their best”, they step into a values based leadership development journey that can shape their perspectives and behaviours. Members have the same leadership responsibility; to reach their fullest potential and work together to harness that potential and build the world they want to see. Our global network of resilient, empowered girls and women is a powerful force for social impact, and we want our leadership development offer to 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 and gender

We want our World Board candidates to be able to demonstrate that they are able to work in a way which reflects these leadership attributes.

There will be opportunities at the World Conference for Member Organisations to hear from and meet candidates, and ensure that candidates have the skills, time, commitment, and language ability to work for WAGGGS as a World Board member.

Member Organisations should consider carefully the types of questions they will ask candidates.

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

NAME	COUNTRY	ELECTED	END OF TERM
Shaleeka Abeygunasekera	Sri Lanka	2011	2017
Michelle February	South Africa	2011	2017
Nicola Grinstead	United Kingdom	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 in Hong Kong in 2014, and will retire in 2020.

NAME	COUNTRY	ELECTED	END OF TERM
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

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

NAME	COUNTRY /REGION	ELECTED	END OF TERM
Raeda Bader	Jordan/Arab Regional Committee	2016	2019
Marybelle Mariñas	Philippines/Asia Pacific Regional Committee	2016	2019
Zoe Rasoaniaina	Madagascar/Africa Regional Committee	2016	2019
Joey Rosenberg	USA/Western Hemisphere Regional Committee	2016	2019
Marjolein Sluijters	Netherlands/Europe Regional Committee	2016	2019

Approved persons – elected to serve for the period 2011-2014 (should vacancies occur during the triennium): Heidi Jokinen (Finland) - Lara Tonna (Malta)

* Heidi Jokinen replaced Jill Zelmanovits following her resignation in July 2016

RESPONSIBILITIES OF THE WORLD BOARD

The WAGGGS World Board has overall responsibility for the direction, governance and control of the organisation 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 one is 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, an individual must be over the age of 16 and must not act as a trustee if disqualified under the Charities Act.

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

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

CODE OF CONDUCT

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

These are the Principles which 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

KATERINA AGORGIANNI



Member of: The Greek Guiding Association (Soma Hellinikou Odigismou SHO)

Age group: 40-50

Nominated by: The Greek Guiding Association (Soma Hellinikou Odigismou SHO)

Languages spoken: Greek, English, Spanish, elementary French

Personal statement

I have had the unique opportunity to meet and work with Guides and Scouts from all five Regions, gaining a deep appreciation of the diversity of our Movement and the essence of Guiding and Scouting, the values that unite us

and our common mission. I am convinced that the Guiding/Scouting method is key to the development of strong leadership skills that will equip all girls to be the best they can be for themselves and their communities. With my extensive experience in non-formal education and in empowering girls and young women to take action, I am confident that I have much to contribute to this field.

Working for the WAGGGS Global Team means continuously driving change, engaging in healthy, open dialogue with all stakeholders and ensuring participatory governance at all levels. I believe now is the time to grow the Movement and deepen its social impact by supporting all current and prospective MOs. Sitting at the steering wheel of an organisation which spans ten million members across 146 countries entails great commitment, strategic thinking and a strong sense of direction. I wish to share my knowledge and expertise in order to build a stronger Movement and reach more girls.

Voluntary and professional appointments

Current **MO:** Trainer, Trainer of Trainers, Camp Leader, “Co-education that works” programme coordinator

WAGGGS: WLDP Facilitator, Stop the Violence Facilitator

Other volunteering: “Refugees Welcome”, Greek NGO: volunteers coordinator and trainer “Kivotos tou kosmou - Ark of the World”, Orthodox Christian Non-Profit Organisation: English and Greek tutor for underprivileged and immigrant children

Professional: Leadership Development and Training Consultant

Previous **MO:** Vice-Chair of the National Board, International Commissioner, Member of Rangers Educational Programme Team, Local Commissioner

WAGGGS: Trainers Working Group Europe Region

Other volunteering: Greek National Youth Council representative, Co-founder of Girls for Girls (empowering girls to stay in school in Londiani, Kenya)

Professional: WAGGGS Lead Global Trainer for Free Being Me, WAGGGS Lead Facilitator for Activate events on Voices against Violence, translator (Spanish-English), Head of Design and Implementation at an Events and Games Experience Company “Paixnidagogeio”, Cultural Manager at the Embassy of Mexico.

Participation in WAGGGS events: As a volunteer Facilitator and member of planning team: WLDP in Burundi 2011; Rovers and Rangers Round table 2011; Helen Storrow 2012; Roverway in Finland 2012; WLDP in Japan 2012; Stop the Violence in Rwanda 2013; Jamboree in Japan 2015, Introducing Guiding in Ethiopia 2016; JLS in Ghana 2016. Head of contingent: Eurolife02 in Portugal 2006.

As a Consultant Facilitator, organiser and coordinator (2013-2016): five Activate Stop the Violence International Events (UK, India, Zambia, USA, Togo); two international Free Being Me Training Events, three Regional Free Being Me Training Events; 14 National Free Being Me Training Events in MOs from 4 Regions.

SKILLS AND EXPERIENCE

AREA OF EXPERTISE	SKILL LEVEL	EXPERIENCE	EXAMPLES
An ability to think strategically	P	<ul style="list-style-type: none"> Head of Design and Implementation Vice Chair of National Board 	Member of the core team that founded the company Paixnidagogeio (start-up strategy): identified a market for empowering brands through games and adding value to business events. Initiated the process of creating a strategic plan for the MO after 10 years of not having one. Trained the board in strategic thinking.
Professional background in accountancy/ finance	M	<ul style="list-style-type: none"> Head of Design and Implementation 	Preparing and managing budgets for large scale projects in my work as Head of Design and Implementation and as Cultural Manager at the Embassy. Monitoring budget implementation.
Experience in managing technology strategy and implementation at a senior organisational level	H	<ul style="list-style-type: none"> Cultural Manager at the Embassy of Mexico 	Set departmental goals and developed action plans for accomplishing each goal. Managed an internal team to implement the plans and led the coordination with external partners (Ministries, Museums, Institutions).
Knowledge and experience in marketing	H	<ul style="list-style-type: none"> Chief Editor Social Media Content Creator Thinking tank contributor 	Embassy of Mexico Bimonthly newsletter Rangers' Quarterly Magazine, mini web page and fun pages. Social media campaigns (Olympic flame campaign, International Camp promotion, Scarf Day). 85 th Anniversary of my MO: Image and vision.
Knowledge and experience in fund development	H	<ul style="list-style-type: none"> International Commissioner of my MO Girls for Girls project 	EU funding programmes: writing portfolio proposals (including grants, tenders and investment funds). Crowd funding activities.
High level influencing skills, advocacy skills and partnership development	H	<ul style="list-style-type: none"> National Youth Council representative Free Being Me Global Trainer 	Created a network of partners for my MO, built strategic partnerships. Worked with more than 40 NGOs from various fields. Supported Take Action advocacy campaigns on body-confidence and helped adapt them to diverse cultural settings.
Governance/Trustee experience in a voluntary organisation/ NGO/ INGO	H	<ul style="list-style-type: none"> Guiding Member Organisation AIIESEC (Association Internationale des Étudiants en Sciences Économiques et Commerciales) Student Governing Board Co-founder Girls for Girls project 	Elected board member in these NGOs, responsible for setting up policies and overall governance.
Experience within your MO of leading organisation wide projects or programmes of work	H	<ul style="list-style-type: none"> Vice Chair of National Board 	Responsible for strategy roll out and implementation horizontally and vertically in the Association. Development of young volunteers' recruitment tools.

NORMALA BAHARUDIN



Member of: Girl Guide Association of Malaysia

Age group: 40-50

Nominated by: Girl Scouts of the Philippines

Languages spoken: Spanish, English, basic French

Personal statement

My first ever World Conference in Manila as a young leader in 2002 was truly an eye opener. It has not only provided me a deeper insight into how powerful our association is as the platform to produce girls and women as responsible citizens of the world but the leaders that I met and the different experiences that we

went through during the conference itself have left me in 'dire straits' to keep on serving and volunteering in whatever capacity that I could towards developing greater heights for the potential of WAGGGS' members.

Becoming a member of the World Board is one of the highest honour for any girl guide in her aspiration to serve the world through girl guiding. The urge to continue and further garner strategic opportunities for members around the world, armed with great determination to work in a team of knowledgeable and experienced leaders; backed with a vast amount of experience in being actively involved in the planning, organisation and handling of events and conferences at world and regional events and programmes from different fields, I vouch to make a difference with my contribution as a World Board member.

Voluntary and professional appointments

Current **MO:** Chief Commissioner of Girl Guides Association of Malaysia June 2013- May 2018

WAGGGS: WAGGGS Vice Chair Friends of Asia Pacific WAGGGS Working Group

Professional: Consul (Education), Malaysian Consulate General Ho Chi Minh City / Director of Education Malaysia Ho Chi Min City 2014-2017

Previous **MO:** International Commissioner of Girl Guides Association of Malaysia 2004-08; Member of Friends of Asia Pacific WAGGGS Working Group 2014-2017, Vice Chair of Friends of Asia Pacific WAGGGS Working Group 2017-2020

WAGGGS: Member of Friends of Asia Pacific 2013-2016

Member of WAGGGS AP Regional Committee 2007-2010

Vice Chair WAGGGS AP Regional Committee 2010-2013

Planning Committee Commonwealth Chief Commissioner's Conference 2014

Chair of AP Regional Conference 2013, Vice Chair AP Regional Conference 2010

Planning Committee AP Regional Summit 2010

Chairman of International Leadership Training 2002

Professional: Assistant Director (2002-2008); Head of Language and Literary Unit (2008-12); Programme Director (2008-2012); Project Coordinator at Textbook Division, Ministry of Education (MOE) Malaysia (2002-2008). Teacher (1994-2012); Head of Sports House (2007-2009); Head Trainer for National Debate Team (1996-2012); Treasurer of Teachers' Club (2009-10); English Language Trainer (2009-2011)

Participation at WAGGGS Events: Attended 31st, 32nd, 33rd, 34th & 35th World Conferences & 9th, 10th, 11th & 12th Asia Pacific Regional Conferences. Asia Pacific International Leadership Training 2002; Asia Pacific Strategic Leadership Workshop 2006; Asia Pacific Regional Summit 2010; Joint Asia Pacific and Arab Region TOT Workshop 2010; WAGGGS Resource Person for Nepal Scouts Strategic Planning Workshop 2006, 2008, 2010; WAGGGS Resource Person for Bharats Scouts and Guides Strategic Review Planning Workshop 2011

SKILLS AND EXPERIENCE

AREA OF EXPERTISE	SKILL LEVEL	EXPERIENCE	EXAMPLES
An ability to think strategically	P	<ul style="list-style-type: none"> Director of Education Malaysia Ho Chi Minh City Chief Commissioner of GGAM 	Promote education in six different countries; Manage the administration and governance of GGAM whilst working in another country (Vietnam).
Professional background in accountancy/ finance	H	<ul style="list-style-type: none"> Promote education in six different countries Manage the administration and governance of GGAM whilst working in another country (Vietnam) 	Manage the finance and accounts of Education Malaysia in tandem with the expectations and KPI of division and ministry; As Chief Commissioner of GGAM I have continued to lift the association to a healthier and growing financial situation through strategic accounting, management of funds and different efforts of fund raising.
Experience in managing technology strategy and implementation at a senior organisational level	M	<ul style="list-style-type: none"> Director of Education Malaysia Ho Chi Minh City Chief Commissioner of GGAM 	Managed online marketing in my work and monitored development of demands and needs online in order to strategically launch marketing plans and campaigns in different countries.
Knowledge and experience in marketing	P	<ul style="list-style-type: none"> Director of Education Malaysia Ho Chi Minh City Chief Commissioner of GGAM 	My current professional work in promotion of education in Malaysia to six countries namely Cambodia, Laos, Myanmar, Vietnam, Thailand and Philippines has provided me the exposure and challenge to work in marketing, managing and executing events as well as handling discussions on bilateral issues regarding education.
Knowledge and experience in fund development	H	<ul style="list-style-type: none"> Vice Chair of Friends of Asia Pacific; Chief Commissioner of GGAM Project Managers in Ministry of Education 	Have served in the friends of Asia Pacific Working Group for the past three years; helped to raise funds for victims of flood and natural disaster victims in Malaysia and eventually raised more than 14 million ringgit Malaysia.
High level influencing skills, advocacy skills and partnership development	H	<ul style="list-style-type: none"> Director of Education Malaysia Ho Chi Minh City Chief Commissioner of GGAM 	Created partnerships with Ministry of Youth and Sports, Ministry of Education, Ministry of Forestry to carry out events and programmes; Roped in NGOs as well as individuals to help GGAM in developing opportunities to its members; Worked with a Malaysian NGO Yayasan Sukarelawan Siswa (Students Volunteer) in community projects in Laos and Vietnam between 2015 and 2016 to advocate for healthy living, life and environmental sustainability.
Governance/Trustee experience in a voluntary organisation/ NGO/ INGO	H	<ul style="list-style-type: none"> Director of Education Malaysia Ho Chi Minh City 	Vice Chair the GGAM Board; Member of governance body for Trustee Board of Textbook Division, MOE member Malaysia 2008-2012.
Experience within your MO of leading organisation wide projects or programmes of work	H	<ul style="list-style-type: none"> Chief Commissioner and International Commissioner, Deputy Pahang Branch Chief Commissioner of GGAM 	Spearheaded the FBM training and chain of events and activities; Administer and monitor the STV programme; Chaired the Committee for the Centenary Celebration of GGAM in 2016.

TASHIA BATSTONE



Member of: Girl Guides of Canada

Age group: 40-50

Nominated by: Girl Guides of Canada

Languages spoken: English, French

Personal statement

I have been a member of Girl Guides of Canada for most of my life and participated at many different levels within the organisation. I firmly believe that much of what I have accomplished personally and professionally is attributable to the interpersonal, communication and leadership skills I learned as a Girl Guide.

I view the opportunity to be involved in WAGGGS as a chance to give back to an organisation that has had such a fundamental influence on my own personal development.

As a professional woman I am passionate about empowering girls and women. I firmly believe that all girls deserve the opportunity to develop the skills to enable them to become leaders both in their own communities and also on a global stage. As a Girl Guide leader I have had the privilege of seeing how WAGGGS has been instrumental in helping girls grow and develop into confident and resourceful women.

As a member of the WAGGGS Board I hope to share my extensive experience in financial management and governance to ensure WAGGGS continues to operate as a strong and vibrant organisation that supports the ongoing development and growth of girls and women around the world.

Voluntary and professional appointments

- Current**
- MO:** Member of the Girls First Steering Committee: September 2015 - current
 - WAGGGS:** Finance Committee: September 2015 – current
 - Other volunteering:** Member, Anglican Foundation of Canada, Audit Committee, Sept. 2014- current
Member, Advisory Board, Faculty of Business Administration, Sept. 2012 - current
Chair, Associates Programme, Faculty of Business Administration, Sept. 2014 - current
 - Professional:** Senior Vice President External Relations and Business Development, CPA Canada - May 2016, Technical Advisor, International Federation of Accountants (IFAC) Board of Directors - September 2016 - current
- Previous**
- MO:** Member, GGC Board of Directors June 1, 2010 – 2013, Chair and Member, GGC Audit and Finance Committee June 1, 2006 – 2012, Member, Portfolio Review Committee, GGC June 1, 2010 - 2012
 - Other volunteering:** Institute of Chartered Accountants of Newfoundland, Chair, Education Foundation 2004 - 2007
 - Professional:** Vice-President Education Services, CPA Canada, October 2012 - May 2016, CEO, Chartered Accountants of Newfoundland and Labrador, June 2007 – Oct. 2012, Memorial University of Newfoundland, Lecturer, January 2003 - June 2007

Participation in WAGGGS events: Member of European Region Financial Governance Task Force - Fall 2016 to current

SKILLS AND EXPERIENCE

AREA OF EXPERTISE	SKILL LEVEL	EXPERIENCE	EXAMPLES
An ability to think strategically	P	<ul style="list-style-type: none"> • Member of GGC Board of Directors • Member of Senior Management Team CPA Canada • Member, Advisory Board, Memorial University of Newfoundland Faculty of Business 	Development of Strategic Plan for GGC. Member of the Executive Leadership Team responsible for developing and executing on the strategic framework for the unification of the Canadian accounting profession. Advised Dean on the development and implementation of strategic initiatives for the Faculty
Professional background in accountancy/ finance	P	<ul style="list-style-type: none"> • Member of Chartered Professional Accountants of Canada • Extensive Audit and Finance Committee Experience 	25 years as a professional accountant with extensive experience in financial reporting, performance management and financial accountability. Currently overseeing \$100M budget at CPA.
Experience in managing technology strategy and implementation at a senior organisational level	M	<ul style="list-style-type: none"> • VP Education, CPA Canada 	Responsible for development of CPA Canada Professional Education Program including the implementation of the IT solutions needed to operate a multijurisdictional on-line education program -project budget in excess of 10M.
Knowledge and experience in marketing	H	<ul style="list-style-type: none"> • SVP External relations and Business Development 	Participation in the development of CPA Canada's digital marketing strategy. Executive oversight of Professional Development and Product sales for CPA Canada which involves high level involvement in marketing and sales activities.
Knowledge and experience in fund development	H	<ul style="list-style-type: none"> • Memorial University Faculty of Business Advisory Board and GGC Board of Directors 	Participation in fund development strategies, development of key performance metrics and evaluation of outcomes.
High level influencing skills, advocacy skills and partnership development	P	<ul style="list-style-type: none"> • CPA Canada and Chartered Accountants of NL • Girl Guides of Canada 	Advocated with government to influence legislative change Worked with provincial and national partners to achieve the unification of the Canadian Accounting Profession Led the review of the financial stability of GGS's cookie business and influenced provinces/stakeholders to adopt a new pricing model for cookie sales.
Governance/Trustee experience in a voluntary organisation/ NGO/ INGO	P	<ul style="list-style-type: none"> • CPA Canada Board of Directors, staff support • Chair, Professional learning Committee, CPA Canada 	Participation in Board orientation and training sessions on good governance and fiduciary responsibility for Board and Committee members.
Experience within your MO of leading organisation wide projects or programmes of work	H	<ul style="list-style-type: none"> • GGC Girls First Steering Committee 	Committee is responsible for the oversight of the comprehensive review of GGC programming and program delivery.

CATHERINE IRWIN



Member of: Girlguiding UK

Age group: 40-50

Nominated by: Girlguiding UK

Languages spoken: English, elementary French and German

Personal statement

Having been a committed, passionate serving member of Girlguiding UK since the age of 9, I have a deep-rooted personal value for everything that Guiding can bring for girls and young women and how it can positively impact their lives.

I have held many leadership positions with Girlguiding UK and, over the past triennium, have been a member of the WAGGGS Strategy and Planning Committee, where I gained more insight and knowledge of how our World Association is progressed and governed. This experience has been instrumental in my application to serve on the World Board.

Having worked professionally in a large multi-national company, now in a global leadership position, I have gained a lot of skills that are aligned to the current needs of the World Board, particularly in the arena of global strategy development and implementation, coupled with strong influencing and advocacy skills.

It would be a privilege to serve as a World Board Member, and I am committed to devoting the time and effort required to serve this position well. Should I not be elected, I will continue to be a dedicated member of Girlguiding, and a strong advocate for the organisation.

Voluntary and professional appointments

Current **MO:** Guide & Senior Section Leader; Girlguiding UK National Council member

WAGGGS: Strategy & Planning Committee member (2014-2017)

Professional: DuPont Corporate Reliability & Maintenance Leader

Previous **MO:** County Commissioner & Girlguiding Ulster Trustee: 2010 – 2015; District Commissioner: 2007 – 2010

Professional: Europe, Middle East & Africa (EMEA) Engineering & Research Technology Leader

Participation in WAGGGS events: Attended 35th World Conference, Hong Kong

SKILLS AND EXPERIENCE

AREA OF EXPERTISE	SKILL LEVEL	EXPERIENCE	EXAMPLES
An ability to think strategically	P	<ul style="list-style-type: none"> Corporate Leader in a large global company. Member, WAGGGS Strategy & Planning Committee. County Commissioner Member of Country Girlguiding Executive. 	Professionally, I define global strategic direction for Maintenance and Reliability. Member of WAGGGS Strategy and Planning committee, developing 2017-2020 strategy. 5 years as County Commissioner leading the development of 5-year strategy and associated tactical plan. Contributed to 2 consecutive Country strategies.
Professional background in accountancy/finance	H	<ul style="list-style-type: none"> Corporate Leader in a large global company. 	Working with a Financial analyst, I define, manage, review, and direct an annual budget of over \$50 million. Postgraduate in Business Administration (included finance module).
Experience in managing technology strategy and implementation at a senior organisational level	P	<ul style="list-style-type: none"> Corporate Leader in a large global company. Leader for Research & Technology organisation in EMEA. Electrical/Electronic Engineer. 	2 years defining global strategy & governance for all maintenance and reliability technology tools. 5 years establishing a Research and Technology function across EMEA, which involved defining strategy & leading implementation. 10 years defining & implementing electrical technology strategy across EMEA.
Knowledge and experience in marketing	H	<ul style="list-style-type: none"> Corporate Leader in a large global company 	1 year launching a new software product in Europe (involved strategy definition, key market sectors, communication materials, product launch & associated roadshows and events).
Knowledge and experience in fund development	H	<ul style="list-style-type: none"> Corporate Leader in a large global company County Commissioner and Girlguiding Country Executive member. 	>25 years developing business value propositions (strong financial cases) to establish funding for major projects. 5 years' fund development within Girlguiding with external organisations; approving & scrutinizing alliances with partners.
High level influencing skills, advocacy skills and partnership development	P	<ul style="list-style-type: none"> Corporate Leader Certificate in Leading and Managing Globally from Yale School of Management & International Institute for Management Development Trustee, County Commissioner and Girlguiding Country Executive member. 	I have strong skills in these areas to successfully deliver across competencies, countries, & cultures with diverse priorities & directions. Global Leadership Certificate (included using informal authority to create alignment & change; identifying & bridging cultural differences across distance). Trustee of Girlguiding, when changes were introduced to make the promise more inclusive and many issues arose (e.g. spirituality). Part of delegation to churches forums & protest bodies to provide advocacy for our changes.
Governance/Trustee experience in a voluntary organisation/NGO/INGO	H	<ul style="list-style-type: none"> Girlguiding Country Trustee for 5 years. Member of MO National Council County Commissioner for 5 years. 	5 years as a trustee of Girlguiding Country (with property trustee-responsibilities), part of our delegation to churches forums & protest bodies & reinforced our independence & governance structure. Currently a member of National Council. County commissioner during a period of change for which I had to define & establish clear governance structures & processes.
Experience within your MO of leading organisation wide projects or programmes of work	M	<ul style="list-style-type: none"> Country International Camp. Girlguiding UK Commissioner training development County Growing Guiding leader 	Project manager for 1st green-field site international camp. Small MO task group member developing new Commissioner training. Led Growing Guiding initiative in my county (involved setting strategy, defining tactical plans, engaging leaders, monitoring & reporting progress).

HEIDI JOKINEN



Member of: Guides and Scouts of Finland

Age group: 30-40

Nominated by: Guides and Scouts of Finland

Languages spoken: Finnish, Swedish, English, basic French and German

Personal statement

As a global organisation WAGGGS has excellent chances in enhancing its mission and vision for girls and young women. Yet, when pursuing WAGGGS mission globally it is important to keep in mind the member organisations' very diverse needs. As a World Board member since August 2016 I have gained

valuable understanding of WAGGGS' ways of work and had an amazing opportunity to support growth through new member organisations.

As Chief Commissioner of Guides and Scouts of Finland, I led the MO through some challenging organisational changes but also through inspiring times. My previous involvement in the Europe Region as a volunteer, as an external representative has further enhanced my understanding of WAGGGS governance and advocacy work.

Voluntary and professional appointments

Current **MO:** Supporter of the International relations Committee

WAGGGS: Member of World Board August 2016 – September 2017

Professional: Post-doctoral researcher at the Swedish language Åbo Akademi University

Previous **MO:** Chief Commissioner 2011-2012
Deputy Commissioner 2009-2010; International

Other volunteering: Board member, Guide and scout Foundation of Finland 2013-2015; member, Advisory Council

Participation in WAGGGS events: Chair, Volunteerism task group 2015-2016; Member Europe Region group of External Representatives 2005 - 08; Participant on Growth Round Table, 2015; Participant in World Conferences in: 2014, 2011, 2008 & 2005; Participant in Europe Regional Conferences in: 2016, 2013, 2010, 2007 & 2004; Participant in Asia Pacific Regional Conference in 2016; Participant in Africa Regional Conference in 2007

SKILLS AND EXPERIENCE

AREA OF EXPERTISE	SKILL LEVEL	EXPERIENCE	EXAMPLES
An ability to think strategically	P	<ul style="list-style-type: none"> Professional experience; member of the WAGGGS World Board and the membership growth Working Group 	Leading a research group in the university; developing and furthering WAGGGS' work on growth.
Professional background in accountancy/ finance	M	<ul style="list-style-type: none"> Member of several boards e.g. National Guide and Scout Foundation 	Normal part of a board member's duties is related to following up the finances.
Experience in managing technology strategy and implementation at a senior organisational level	M	<ul style="list-style-type: none"> Supervising the project group, consisting of volunteers and staff members developing a national IT strategy. 	As Chief Commissioner contributed to development and implementation of IT strategy for Guides and Scouts of Finland to achieve smooth cost-effective IT services.
Knowledge and experience in marketing	M	<ul style="list-style-type: none"> Member of the project group consisting of professional representatives of a Brand Agency, communications officer from Guide and Scout national headquarters, and volunteers 	Developing and repositioning the brand of Guides and Scouts of Finland.
Knowledge and experience in fund development	H	<ul style="list-style-type: none"> Member of the Board of National Scout and Guide Foundation 	Overseeing and following up the financial portfolio of the foundation.
High level influencing skills, advocacy skills and partnership development	H	<ul style="list-style-type: none"> Member of the Europe Region Pool of External Representatives 	Attended several high level conferences and meetings on WAGGGS behalf, such as the 2nd EU- Africa Heads of States Summit.
Governance/Trustee experience in a voluntary organisation/NGO/ INGO	P	<ul style="list-style-type: none"> Member of the Advisory Council on Youth of the Council of Europe 	The Advisory Council provides opinions and input on Council of Europe's youth sector activities and works in a co-management structure with governmental representatives.
Experience within your MO of leading organisation wide projects or programmes of work	H	<ul style="list-style-type: none"> Chairperson of the National Board 	Part of the centenary Activities' task Force in 2010; leading the re-structuring of the Bureau together with then CEO.

RUTH KAWALE-KAMWENDO



Member of: Malawi Girl Guides Association

Age group: 40-50

Nominated by: Malawi Girl Guides Association

Languages spoken: English, elementary French

Personal statement

I wish to become a member of the World Board because I have vast knowledge and understanding of WAGGGS work, its mission, vision and goals, having worked for Malawi Girl Guides Association for over 18 years as International Commissioner, National Trainer and staff (Executive Director) and having

participated in WAGGGS events and trainings. I would hence use my experience and knowledge to professionally and effectively support WAGGGS in the provision of strategic leadership direction and planning.

My desire is also to support WAGGGS strengthen its strategies and innovativeness and continue growing in membership so it offers quality and inclusive Girl Guiding and Scouting and continues to be a strong voice for girls and young women for their meaningful participation and full development.

My skills and experiences in working in an international NGO, resource mobilisation and management of multi-million dollar projects will contribute towards strengthening WAGGGS capacity to sustain its effectiveness in supporting its member organisations

Furthermore, my experience in governance, developing strategic plans and constitutions, working in different organisations as a Board Member will help me to contribute effectively in sustaining strong governance and accountability in WAGGGS which is critical for maintaining strategic leadership direction.

Voluntary and professional appointments

- Current**
 - MO:** 2007 to date: National Trainer – Malawi Girl Guides Association (MAGGA)
 - Other volunteering:** 2013 to date Board Member: Trust Psychosocial Support (PSS); 2015 to date Youth Board Member, Church of Central Africa Presbyterian (CCAP) Nkhoma Synod
 - Professional:** 2015 to date: Senior Manager- Inclusive Education, Save the Children International
- Previous**
 - MO:** 1997 – 2003: International Commissioner – Malawi Girl Guides Association
 - WAGGGS:** 2009: Team Member, Review of WAGGGS Policy and Guidelines for Training at World Bureau
 - Other volunteering:** Board Member: National Youth Council of Malawi (NYCM) 2006 - 2010, & 2013
 - Professional: 2012 to date:** Development Consultant – National Trainer for Child Protection, Kindernotheilfe e.V of Germany- (Part Time); 2014-2015: Education Specialist, Save the Children International; 2005 -2014: Executive Director (Ex.D), Malawi Girl Guides Association; 2001 – 2003: Desk Officer for Secondary Schools, Central West Education Division, Ministry of Education, Science and Technology, Malawi; 1994 – 2001: Secondary School Teacher, Ministry of Education, Science and Technology

Participation in WAGGGS events: Attended WAGGGS World Conferences in Philippines (2001) and South Africa (2008). Attended trainings in Community Development and Fundraising, Burkina Faso (2004) and Stop the Violence curriculum at Our Cabaña, Mexico (2012)

SKILLS AND EXPERIENCE

AREA OF EXPERTISE	SKILL LEVEL	EXPERIENCE	EXAMPLES
An ability to think strategically	P	<ul style="list-style-type: none"> • Board member, MAGGA and different organisations 	Contributed to development and implementation of strategic plans for MAGGA, Save the Children International (SCI) and other organisations where I served as a Board Member.
Professional background in accountancy/finance	H	<ul style="list-style-type: none"> • Budget Holder – Save the Children International (SCI) • Financial Controller and overseer as Ex.D 	As Ex.D of MAGGA, I provided oversight of financial planning, income & expenditure. Responsible for budgeting, budget phasing, budget variance analysis reviews, budget control & general financial management at SCI and A&R Development Consultants as Managing Partner.
Experience in managing technology strategy and implementation at a senior organisational level	H	<ul style="list-style-type: none"> • Promoted mobile platform for data collection & development of data management system 	Worked closely with M&E personnel at SCI ensuring real time data collection using Survey CTO & Kobo (IT Mobile Platform) & data management & development and maintenance of programme database. Facilitated use of electronic accounting at MAGGA for effective accountability.
Knowledge and experience in marketing	H	<ul style="list-style-type: none"> • Expert and Trainer in development of IEC materials and other promotional campaigns 	Raised profiles/visibility of MAGGA and SCI through media interviews and advocacy initiatives. Participated in developing & branding of Information, Education and Communication (IEC) materials and promotional materials using colours and logos of the organisation.
Knowledge and experience in fund development	P	<ul style="list-style-type: none"> • Expert in project proposal design and development which led to increased funding for MAGGA, SCI and other NGOs 	Developed project proposals, gained funding for MAGGA from UNICEF, UNFPA, Norad, National Aids Commission, Plan International, Forut – Norwegian campaign for development, etc. Part of five SCI proposal development teams which all received funding. Reviewed project proposals for organisations in which I serve as a Board Member.
High level influencing skills, advocacy skills and partnership development	H	<ul style="list-style-type: none"> • Trainer in advocacy Using influencing skills to recruit volunteers in MAGGA • Using advocacy skills to solicit government support • Using partnership development skills to collaborate with stakeholders 	I conducted trainings in Advocacy for Psychosocial Support, Adolescent Sexual & Reproductive Health. Influenced MAGGA Board to employ young leaders with varying expertise & include them in key positions, ensuring compliance with Constitution. Led development of Advocacy & Social Behaviour Change Communication Strategy for the Inclusive Education programme. Established government partnerships at MAGGA and SCI for policy change and practices. Conduct partner pre-award assessments identifying capacity gaps & risks, developing capacity building and risk mitigation.
Governance/Trustee experience in a voluntary organisation/NGO/INGO	P	<ul style="list-style-type: none"> • Board member (4 organisations) • Trainer in Corporate Governance 	Had corporate governance trainings - MAGGA, National Youth Council of Malawi and Nkhoma Synod. Possess governance & leadership skills used training boards in the roles, responsibilities & code of conduct. Helped develop & review organisational policy documents. Ensured compliance by Board & staff. Involved in confidential high level meetings with partners.
Experience within your MO of leading organisation wide projects or programmes of work	P	<ul style="list-style-type: none"> • Provision of technical leadership in developing and implementing projects/programmes 	As Executive Director, I won donor confidence (7 donor funded projects with own result framework and work plans). Led in the development of MAGGA annual plans presented for Board approval and ensured effective implementation.

ZINE MADYIBI



Member of: Girl Guides South Africa

Age group: 50-60

Nominated by: National Board of Girl Guides South Africa

Languages spoken: English, basic French

Personal statement

My life success was shaped by Guiding values imparted to me as a little girl hence I made it my mission to invest my abilities, time, and experience in changing the lives of girls and young women. I made an impact at MO leadership level as stated below. My WAGGGS Regional experience is stated below. I

gained international leadership exposure from visiting MOs for conflict resolution, assessment for full WAGGGS membership and assessing progress on the developmental areas. I am privileged to volunteer in the world's largest movement dedicated to developing girls and young women. My professional career is also reflected below. I think and act strategically, am a finance professional, have strong governance experience, managing technology and marketing, experience in fund development, am a good leader and a trustee in the organisation called Eyabantwana.

Armed with both professional and guiding exposure, I can discharge the responsibilities of World Board member. My qualifications include a BCom Degree, BCom Honours, Master's in Business Administration and Diploma in labour law (cum laude). I am eligible to serve as a member of the World Board. My conduct is beyond reproach and am willing to abide by the code of conduct that governs the World Board.

Voluntary and professional appointments

- Current**
- MO:** Chief Commissioner 2012-2017
 - Other volunteering:** Trustee of Eyabantwana for the children Trust; Chairman of Finance Committee at St Saviours Parish 2013- to date
 - Professional:** Chief Executive Office 2014 – to date at Mayibuye Transport Corporation
- Previous**
- MO:** Board Member – Finance 2006-12; Deputy Chief Commissioner 2009 -12
 - WAGGGS:** Africa Region Committee member and Vice Chair 2008-13
 - Other volunteering:** Treasurer Anglican Mothers Union – Diocese of Grahamstown 6 years
 - Professional:** Director Finance 1995 -1998; Chief Director – Financial, Human Resources and Social Security 1998-2002; Chief Financial officer – Finance, Human Resources & Information Technology 2002-14

Participation in WAGGGS events: participated in the 33rd, 34th, 35th World Conferences in South Africa, Edinburgh and Hong Kong. Attended the 8th, 9th, 10th & 11th Africa Regional Conferences in Zambia, Madagascar, Nigeria and Kenya. Member of the development team of the WLDP. Attended WAGGGS training on Strategic Leadership in Nigeria and Uganda.

SKILLS AND EXPERIENCE

AREA OF EXPERTISE	SKILL LEVEL	EXPERIENCE	EXAMPLES
An ability to think strategically	P	<ul style="list-style-type: none"> • National Board Member • Chief Commissioner • Chief Executive Officer (CEO) 	Facilitated and contributed to the development of the Girl Guides South Africa (GGSA) strategic plans. As CEO, I am professionally obligated to develop and implement the strategic plan which I currently do and to always think strategically. I also monitor the plan's implementation.
Professional background in accountancy/ finance	P	<ul style="list-style-type: none"> • Director and Chief Director Finance • Chief Financial Officer of big organisations and government departments 	Developing annual budgets with turnover of R600 million. Managing assets worth over a billion, I have developed Annual Financial Statements which have received unqualified audit opinions from the auditors. Completed Bachelor of Commerce (one major Accounting). Studied finance in my BCom and MBA.
Experience in managing technology strategy and implementation at a senior organisational level	H	<ul style="list-style-type: none"> • Chief Financial Officer at East London Industrial Development Zone (ELIDZ) and CEO 	Developing and managing technology strategy and implementation. Technology governance and systems automation. Chairperson of IT governance committee that monitors the implementation of the IT strategy and projects.
Knowledge and experience in marketing	P	<ul style="list-style-type: none"> • Chief Executive Officer, Mayibuye Transport Corporation • Marketing strategy for GGSA 	BCom (Hons) in marketing. The marketing and Communication manager reports to me currently. I developed the branding and marketing strategy and am currently monitoring its implementation.
Knowledge and experience in fund development	P	<ul style="list-style-type: none"> • Board member, Finance, GGSA • Member, Africa Region Committee • Chief Financial Officer (CFO) for government department and ELIDZ. Trustee experience 	Mobilised and monitored GGSA fund development. Africa Region Committee member responsible for fund development (including Friends of Africa Region Funds). Organised funding for GGSA as CFO for over 12 years generating millions of rands each year to run the ELIDZ. Have developed funds for the Eyabantwana Trust.
High level influencing skills, advocacy skills and partnership development	H	<ul style="list-style-type: none"> • Board member Finance • Chief Commissioner • Africa Region Committee Member • Chief executive officer and trustee Eyabantwana Trust 	Advocacy on issues affecting girls as part of GGSA campaigns e.g. Stop the Violence, Free Being me. Developed long partnership with UPS for leadership development supported by WAGGGS. Advocated for poor children to receive high care at Frere Hospital as trustee.
Governance/ Trustee experience in a voluntary organisation/NGO/ INGO	H	<ul style="list-style-type: none"> • National Board member, Africa Region committee member, • Chief Financial officer, CEO • Trustee at Eyabantwana Trust 	I consider GGSA is one of the best WWAGGGS MOs where governance, constitution, structure and management are adhered to. Policies are developed and adhered to and a succession plan is developed and implemented. I ensure adherence to King Codes of Governance as CEO. My organisation is rated AAA which is highest level in governance. Trustee, Eyabantwana Trust.
Experience within your MO of leading organisation wide projects or programmes of work	H	<ul style="list-style-type: none"> • National Board member – Finance • Chief Commissioner 	11 years' experience of leading organisation wide projects/programmes. Board members reported on the six WAGGGS development areas at meetings 4 times per year. Visited regions of GGSA monitoring project/ programme progress (including training scheme).

JILLIAN VAN TURNHOUT



Member of: Council of Irish Guiding Associations

Age group: 40-50

Nominated by: Council of Irish Guiding Associations

Languages spoken: English, intermediate French

Personal statement

In my volunteer and professional work, I instinctively advocate for children's and women's rights. From an early age the Guiding flame burned brightly. The fundamental principles of Guiding and Scouting continue to be a beacon to guide me on my path through life.

It would be an honour to support and strengthen the work being done by Girl Guiding and Girl Scouting organisations throughout the world by serving on the WAGGGS World Board. I would bring my experience of collaboration to assist WAGGGS to become a hub for sharing expertise between organisations.

I would share my global knowledge of advocating for children's rights at UN, European and national level. I would also bring my practical experience of working with Guides in my locality and leading the reinvigoration of the Irish Girl Guide (IGG) national programme for girls and young women aged 5 to 30. I believe my governance experience on European and national Boards would be an asset.

The basic concept of positive affirmation is key in Guiding and I have been fortunate to have my work on children's rights internationally acknowledged when I was awarded the Chevalier de l'Ordre National du Mérite, second highest national Order of France.

Voluntary and professional appointments

Current **MO:** District Commissioner; Child Protection and Code of Ethics Trainer; Director of Irish Girl Guides Property Trust Company

Not-for-profits: Chair, Early Childhood Ireland; Chair, Children in Hospital Ireland; Vice Chair, European Movement Ireland

Professional: Consultant, Director of startup Genealogy.ie

Previous **MO:** Chief Commissioner; Chair Programme Review Team leading to the Journey Programme; Assistant Chief Commissioner; Representative at National Youth Council of Ireland; Member of the International Committee; Leader at local level for over 20 years; in summation, I joined as a Brownie at age 7 and never left!

WAGGGS: Representative on EU Affairs Commission of European Youth Forum; Representative of WAGGGS at ECB (predecessor to European Youth Forum); Representative WAGGGS Europe at Council of Europe Youth Training, Tallinn, Estonia

Other volunteering: Board member Women for Election; Chair Children's Mental Health Coalition; Member, Management Committee of the National Economic and Social Forum; President, National Youth Council of Ireland (NYCI); Member, Council of the President's Award (Gaisce); Co-founder, European Youth Forum

Professional: Senator, Upper House of the Irish Parliament; Chief Executive, Children's Rights Alliance; Member and Vice President, European Economic and Social Committee (EESC); Member of EU High Level Expert Forum on Mobility; Secretary General, ECB-BEC; Director, midsized family-owned company

Participation in WAGGGS events: World Conference, Amman, Jordan (2005); WAGGGS Europe, Strategic Leadership Training, Brussels (2004); World Conference, Manila, Philippines (2002); European Conference, Prague, Czech Republic (2001); CIS 2000 Training, Moscow, Russia (2000); Participant and Trainer at WAGGGS Europe Annual Network meetings (1995 to 2000); and Participant, Juliette Low Seminar, Our Cabaña, Mexico (1992)

SKILLS AND EXPERIENCE

AREA OF EXPERTISE	SKILL LEVEL	EXPERIENCE	EXAMPLES
An ability to think strategically	P	<ul style="list-style-type: none"> Co-founder European Youth Forum Former Senator, member of upper house of Irish Parliament 	Co-led merger of three umbrella organisations, at EU and Council of Europe level, into a single platform to be the voice of young people in Europe. Successfully amended several Irish laws in the areas of children's rights and health.
Professional background in accountancy/ finance	H	<ul style="list-style-type: none"> Chair of Early Childhood Ireland 	Overseeing turnover of circa €4m with over 3,800 members (early years' settings).
Experience in managing technology strategy and implementation at a senior organisational level	H	<ul style="list-style-type: none"> Former Director, mid-sized office supplies company 	Commenced career in computer systems and accounting software. Assisted and oversaw the implementation of new systems in numerous private and public sector companies.
Knowledge and experience in marketing	P	<ul style="list-style-type: none"> Former Vice President, European Economic and Social Committee (EESC) 	Responsible for Communications at EU level and our global relations. Graduate Marketing Institute of Ireland.
Knowledge and experience in fund development	H	<ul style="list-style-type: none"> Chair, Children in Hospital Ireland 	Working with others to ensure sustainable funding. Previous experience of working with foundations, governments and corporates to secure funding.
High level influencing skills, advocacy skills and partnership development	P	<ul style="list-style-type: none"> Former CEO, Children's Rights Alliance (Coalition for over 100 NGOs) Former Member and Vice President, European Economic and Social Committee (EESC, 350 members -28 EU member states) 	Advocating and ensuring successful Referendum to strengthen children's rights in the Irish Constitution. Participation in the EESC EU-China Round for over 6 years, leading to first formal dialogue on children's rights between China and EU in 2010 in Chongqing, China.
Governance/Trustee experience in a voluntary organisation/NGO/ INGO	P	<ul style="list-style-type: none"> Current Chair or Vice Chair of 3 Irish NGOs Former Secretary General of ECB- BEC, European Youth Platform for INGOs Ongoing professional development 	Extensive & respected experience on Boards of not-for-profit organisations. At wider European level, managed operations of INGO. Currently undertaking Certificate in Corporate Governance on the International Directors Programme at INSEAD, business school for the world.
Experience within your MO of leading organisation wide projects or programmes of work	P	<ul style="list-style-type: none"> Former Chair IGG Programme Review Former Chief Commissioner 	Headed up team which, over 4 years, developed new programmes for members aged 5 to 30 in Irish Girl Guides. The Journey programme was successfully launched and implemented in 2015. During term established Development Education programme. Initiated Outreach Programme to involve refugees, migrants and marginalised youth in programme.



Member of: Kenya Girl Guides Association

Age group: 40-50

Nominated by: Kenya Girl Guides Association

Languages spoken: English, Kiswahili, Elementary French

Personal statement

I have great passion in the Girl Guide movement and the girls that we celebrate, support and mentor. Since joining Guiding 38 years ago, I have had many positive experiences, which influence the decisions I take in my life and shape the person that I am. My interest in serving on the WAGGGS Board stems from

my life, my work and volunteer experiences and the belief that the Girl Guiding will continue to equip girls and young women to create a better world.

I am the current Deputy Chief Commissioner of Kenya Girl Guides Association and a member of the WAGGGS Finance Committee. Through my experience serving on boards, committees, councils and implementing development programmes over the last 17 years, I have gained a deep understanding of the many challenges and opportunities that organisations grapple with on an ongoing basis. I have led programmes in Governance, Fund Development, Membership, Strategy Development and Finance.

Those that have worked with me over the years can attest to both my passion and involvement in Girl Guiding issues at the County and National level. I would be honoured to continue to advance the work of WAGGGS for the benefit of girls and young women.

Voluntary and professional appointments

- Current**
 - MO:** Deputy Chief Commissioner 2014 to date; Chair of Membership Committee 2016 to date
 - WAGGGS:** Member of WAGGGS Finance Committee 2011 to date
 - Professional:** Consultant in Governance, Financial Management, Project Management and Operations Director of a Professional Services Company (part of an international Professional Services group (EAPS Co) Owner/Director of a fashion company in Kenya)
- Previous**
 - MO:** Honorary Financial Advisor 2012-2014; Honorary Treasurer 2009-2012; Chair of Fund Development Committee; Chair of Governance Committee
 - WAGGGS:** Fund Development Workshop – Accra, Ghana 2012; Membership growth Roundtable, 2015
 - Professional:** Corporate Manager and Regional Representative, Cardno Emerging Markets (E.A) Ltd

Participation in WAGGGS events: Fund Development Workshop – Accra, Ghana 2012; Membership growth Roundtable, 2015

SKILLS AND EXPERIENCE

AREA OF EXPERTISE	SKILL LEVEL	EXPERIENCE	EXAMPLES
An ability to think strategically	H	<ul style="list-style-type: none"> • Board Member, KGGGA and Professional Services company. • Corporate Manager & Regional Manager EAPS Co. 	Contributed to strategic thinking at organisational and Board level for over 8 years in international professional services organisations and in Kenya Girl Guides Association (KGGGA). Led strategic plan review at KGGGA (2013, 2016).
Professional background in accountancy/ finance	P	<ul style="list-style-type: none"> • Member, WAGGGS Finance Committee & Professional Services company. • Board member & Honorary Treasurer KGGGA 2010-12 	A qualified accountant (Association of Certified Chartered Accountants UK), I have worked in this field for the last 20 years from junior level accountant to Board member responsible for Finance.
Experience in managing technology strategy and implementation at a senior organisational level	P	<ul style="list-style-type: none"> • Corporate Manager & Regional Manager EAPS Co. 	Studied IT at the Institute for Management of Information Systems (UK) to higher diploma level. I have computerized monitoring and evaluation systems for national projects in Kenya, Uganda and Tanzania and trained the users of the system.
Knowledge and experience in marketing	H	<ul style="list-style-type: none"> • Corporate Manager & Regional Manager EAPS Co. • Owner/ Director Fashion Retail Company. • Board Member & Chair of Fund Development Committee KGGGA. 	I have marketed the organisation within Africa breaking into new markets in Nigeria, Ghana & Niger. Developed marketing materials, interacted with various development partners and signed agreements. In my fashion store, I have led the use of online tools & social media for marketing. I market KGGGA actively as a Board member.
Knowledge and experience in fund development	H	<ul style="list-style-type: none"> • Corporate Manager & Regional Manager EAPS Co. • Board Member & Chair, Fund Development Committee, KGGGA. 	As Chair of KGGGA Fund Development committee, led the preparation of the Fund Development strategy. Also led a successful fundraising breakfast (raised approx. US\$600,000). I have been part of/led proposal development teams for over 15 years for development projects implemented for various development partners/ donor agencies.
High level influencing skills, advocacy skills and partnership development	H	<ul style="list-style-type: none"> • Corporate Manager & Regional Manager EAPS Co. • Board Member & Chair, Fund Development Committee, KGGGA. 	Involved in establishing partnerships at high levels of government and with various partners e.g. DfID, EC, USAID, GTZ, JICA & several others. Overseen organisation of various partner events.
Governance/ Trustee experience in a voluntary organisation/NGO/ INGO	P	<ul style="list-style-type: none"> • Board Member, KGGGA. • Board Member, Professional Services company • Member, Institute of Directors Kenya 	Trustee, KGGGA, for 8 years. Was Chair of the Governance and led a historic, significant review of the KGGGA, charting a way forward for growth. Completed Institute of Corporate Governance course in Kenya gaining a Distinction of 2nd place & eligible to become a Trainer in Corporate Governance.
Experience within your MO of leading organisation wide projects or programmes of work	P	<ul style="list-style-type: none"> • Board Member Kenya Girl Guides Association. Have taken a course with the British Council on Project Management. • Corporate Manager & Regional Manager EAPS Co. 	Led delivery of several projects in Kenya, Ghana, Niger, Nigeria and Somalia. Currently leading membership growth project in KGGGA, doubled membership in 1 year and plan further growth. Project Director for KGGGA donor funded projects. Review MO programmes to make them exciting and appealing.

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 organisations 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.'



NATASHA HENDRICK (AUSTRALIA) VICE-CHAIR, WORLD BOARD

Natasha is a member of Girl Guides Australia, and has served as an Assistant Chief Commissioner and Chair of the Australian Management Team. She received a Churchill Fellowship to conduct research on volunteer recruitment and retention in Girl Guide organisations around the world. This work contributed to the design of the WAGGGS Membership Development Strategy.

Through the 2015-2017 triennium, Natasha has led the Membership Services Working Group for the World Board - focusing on the strategic evaluation and re-alignment of membership services to better support MOs to thrive. Natasha is passionate about encouraging innovation, focus and efficiencies in the organisation to enhance growth across the Movement. 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.'



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 organisations 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.'



REGIONAL COMMITTEE CHAIRS

ANA MARIA MIDEROS (PERU)

Ana Maria is member of Guias Scouts del Peru, and served as National President from 1997-1998 and 2007-2009 and held many other positions. She was World Centres' Committees member from 2011-2014.

Ana María is a lawyer and worked as a tax advisor for the public and corporate sector for more than 15 years. She served as a Youth Development trainer for Peace Corps and still provides organisational development, leadership and training to several nonprofits.

During the last triennium she 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 thriving of the Movement working with potential MOs to join WAGGGS and to provide MOs an increased service value, setting strategic direction towards providing a tailored service offer and good governance support.

'A strategic World Board needs to be daring, to be innovative to create value, to be a good listener and continuously reflecting on 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.'



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'



RAEDA BADER (JORDAN)

Raeda is member of the Executive Committee and Chair of the Public Relations Committee in her Association. She has participated in delivering many camps, training seminars and conferences at both national and regional levels. She has also been involved with many NGOs in Jordan. Raeda has been a member of the Arab Regional Committee since 2013.

Professionally, she is the Head of Girl Guides Department in the Ministry of Education.

As chair of the Arab Region, Raeda aims to focus on supporting the Arab Member Organisations to deliver membership growth in line with Vision 2020 and to build their capacity in order to deliver a sustainable Girl Guiding experience that truly reflects the needs and desires of girls and young women in the region and to achieve our mission to enable girls and young women to develop as responsible citizens of the world.



MARYBELLE MARINAS (PHILIPPINES)

Marybelle is a lawyer and law professor by profession and a Girl Scout by passion and advocacy. She is a long-time volunteer in the Philippines and in her first stint as an AP Committee member has honed her skills to assume what she calls 'the greatest challenge of my Girl Scouting life: being Chair of the Asia Pacific Region'.

"Together with the members of the Committee, we shall do our best to do what is expected of us by the MOs: carry out the operational plans for the triennium, do partnership visits and implement Regional activities and more. Taking into consideration the unique culture and diversity of the AP Region, we shall endeavor to allow each girl, young woman and volunteer to experience and benefit from the Girl Scouting/ Guiding experience to the end that the WAGGGS vision and mission shall be achieved. Truly, we may not be able to build a future for our girls and young women but we can build our girls and young women for the future."



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