



**15<sup>TH</sup>** Asia Pacific Regional Conference  
19-23 August 2025 · India  
The Bharat Scouts and Guides

# Election Booklet

**Members of the Asia Pacific  
Regional Committee, 2025-2028**

**May 2025**

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# INTRODUCTION

On behalf of the Nominations Committee, I am delighted to present the candidates standing for election to the Asia Pacific Regional Committee for the 2025-2028 triennium.

On the following pages you will find a profile for each candidate, including a personal statement and their vision for the region in the coming years. Candidates have also shared their skills and experiences, self-assessed their competency levels, and reflected on how the practice of their Leadership Mindsets can enhance their effectiveness as a Regional Committee member.

Each candidate has been endorsed by their Member Organisation (MO), and professional referees have provided references in support to their nominations. Additionally, all candidates participated in a conversation with members of the Nominations Committee, ensuring alignment with the criteria outlined in the person specification provided in the Terms of References for Regional Committees. Throughout this process, the Nominations Committee worked alongside the candidates to help them strengthen and refine their profiles, making sure their information came across clearly and met all the requirements.

As you read through the seven inspiring profiles, we invite you to consider who you feel brings the right combination of vision, skills and dedication to lead our Movement at the regional governance level for the next three years. As outlined in the Regional Committee Terms of Reference, while candidates bring individual strengths and knowledge, the Committee's true impact lies in its collective diversity of experience, with members complementing one another. With this in mind, we encourage you to reflect not only on each candidate individually but also on how they could work together as a team to serve the Region effectively.

We value greatly your active partnership and careful judgment in identifying the most talented, versatile and committed individuals to join the WAGGGS Global Team at the Regional Committee level. As a Movement that is strongly committed to inclusion, and, promoting young women's meaningful participation in our governance and decision-making at all levels, Member Organisations are reminded that, as far as is practicable, at least two of the elected Regional Committee members should be under the age of 30 at the time of her election.

It is very important that Regional Committee members do not hold significant posts in their Member Organisation during their term of office, both to ensure that there is no conflict of interest, and that they are able to devote the time required to their Regional Committee role. Any candidates currently holding a significant position in their Member Organisation, have therefore been asked to relinquish this role within three months if they are elected to the Regional Committee.

There will be opportunities to meet and hear from candidates both before and during the Regional Conference. Each candidate possesses unique talents and perspectives – many of which could not be fully captured in this booklet due to limited space. Do take the opportunity to talk and engage with them, ask questions, and gather the insights you need to make a confident and informed decision.

Thank you for your continued support as we work together to strengthen leadership and governance across the Asia Pacific Region.

Yours in Guiding and Scouting,

Ruchira Jayasinghe  
Nominations Committee Member  
Asia Pacific Region



# **PART A:**

## **CANDIDATES STANDING FOR THE REGIONAL COMMITTEE 2025-2028**

### **LIST OF CANDIDATES STANDING FOR THE REGIONAL COMMITTEE 2025-2028**

Candidates for the Asia Pacific Regional Committee 2025-2028 are listed in alphabetical order by surname.

**GWEN LEE**

Girl Guides Association Malaysia

**SHINETSETSEG LKHAGVASUREN**

Girl Scout Association of Mongolia

**SAIRA MUFTI**

Pakistan Girl Guides Association

**MAY MYAT MOE**

Myanmar Girl Guides

**FRANCINE PRADEZ**

Girl Scouts of the Philippines

**DR RUPAM SANDHU**

Bharat Scouts and Guides

**NIUMATH SHAFEEG**

Maldives Girl Guides Association

# SKILLS AND EXPERIENCE MATRIX

The Terms of Reference for Regional Committee members outline a range of essential and desirable skills. Candidates were asked to indicate their proficiency in each skill and explain their reasoning. The aim is to demonstrate why they believe they possess each skill and to highlight their strengths. Candidates were encouraged to use examples and list experiences from inside and outside of Girl Guiding/Girl Scouting (locally, nationally, and within WAGGGS) as well as professional experiences, including events and courses attended, if relevant.

Regional Committee members are not expected to have a high level of skill or experience in every area listed. The committee as a whole should encompass a diverse skillset, allowing members to complement one another. Therefore, it is acceptable for one member to be less proficient in one area while excelling in another, as the committee will benefit from a balanced mix of knowledge and skills.

## Skill level criteria for rating:

- **Learner:** Very little knowledge or understanding and requires support to contribute to discussion in this area
- **Follower:** Some basic knowledge or understanding, so able to contribute occasionally, to discussions on this area.
- **Contributor:** Good knowledge and understanding of this area, so able to contribute fully on debates in this area.
- **Expert:** Extensive knowledge and/or expertise, so able to lead debates and discussions on this area confidently and competently.
- **Professionally qualified:** Up to date professionally or academic qualification in this area.

## SKILLS AND EXPERIENCE MATRIX: ESSENTIAL SKILLS

Essential Skills	Gwen Lee	Shinetseseg Lkhagvasuren	Saira Mufti	May Myat Moe	Francine Pradez	Dr Rupam Sandhu	Niumath Shafeeg
An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.	Expert	Contributor	Follower	Expert	Contributor	Follower	Professionally qualified
An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.	Expert	Contributor	Contributor	Expert	Contributor	Contributor	Professionally qualified
Good general knowledge of the challenges and opportunities facing girls and young woman across the region.	Contributor	Follower	Professionally qualified	Expert	Expert	Expert	Professionally qualified
Ability to be flexible and open to new opportunities or ways of doing things.	Expert	Expert	Professionally qualified	Professionally qualified	Contributor	Expert	Professionally qualified
Sound independent judgement and the ability to challenge constructively.	Professionally qualified	Expert	Professionally qualified	Professionally qualified	Contributor	Contributor	Professionally qualified
Ability to analyse and interpret information and think critically, creatively, and strategically.	Professionally qualified	Expert	Professionally qualified	Expert	Expert	Follower	Professionally qualified
Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Expert	Professionally qualified	Expert	Professionally qualified	Contributor	Contributor	Professionally qualified
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Professionally qualified	Professionally qualified	Professionally qualified	Professionally qualified	Professionally qualified	Expert	Professionally qualified
Cultural sensitivity and an ability to work in a multicultural context.	Expert	Professionally qualified	Professionally qualified	Professionally qualified	Expert	Expert	Professionally qualified
Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Expert	Expert	Contributor	Professionally qualified	Expert	Professionally qualified	Professionally qualified

## SKILLS AND EXPERIENCE MATRIX: DESIRABLE SKILLS

Desirable Skills	Gwen Lee	Shinetseseg Lkhagvasuren	Saira Mufti	May Myat Moe	Francine Pradez	Dr Rupam Sandhu	Niumath Shafeeg
Previous experience of volunteering for WAGGGS.	Expert	Follower	Learner	Expert	Contributor	Learner	Professionally qualified
Ability to think strategically and create strategic plans.	Expert	Expert	Follower	Professionally qualified	Contributor	Contributor	Professionally qualified
Financial, management, budgets, and risk management.	Expert	Expert	Follower	Expert	Follower	Contributor	Professionally qualified
Project and programme planning and management	Professionally qualified	Expert	Contributor	Expert	Contributor	Expert	Professionally qualified
Governance and/or legal expertise.	Expert	Expert	Follower	Contributor	Contributor	Contributor	Professionally qualified
Fund development and partnerships.	Contributor	Contributor	Contributor	Follower	Follower	Learner	Professionally qualified
Diversity, equity, and inclusion.	Expert	Professionally qualified	Follower	Professionally qualified	Professionally qualified	Contributor	Professionally qualified
Negotiation and conflict resolution.	Contributor	Expert	Professionally qualified	Professionally qualified	Professionally qualified	Follower	Professionally qualified
Marketing and communications, including public relations and social media.	Contributor	Contributor	Follower	Follower	Professionally qualified	Expert	Expert
Research and development, Monitoring and evaluation, including data collection and analysis	Contributor	Expert	Follower	Expert	Professionally qualified	Contributor	Professionally qualified
Influencing skills and advocacy	Professionally qualified	Contributor	Professionally qualified	Expert	Expert	Expert	Professionally qualified
External relations	Expert	Contributor	Follower	Follower	Contributor	Expert	Professionally qualified
Human resources management (staff and/or volunteers).	Expert	Expert	Professionally qualified	Contributor	Contributor	Expert	Professionally qualified
Information technology tools, systems and applications.	Expert	Expert	Follower	Professionally qualified	Expert	Follower	Expert
Innovation and creative thinking.	Contributor	Expert	Follower	Expert	Contributor	Expert	Professionally qualified

# GWEN LEE

**Girl Guides Association Malaysia**

**Over 30**

**Nominated by:**

Girl Guides Association Malaysia

**Languages spoken:**

Mandarin as mother tongue, fluent English, intermediate Bahasa Malaysia (Malay) and intermediate Cantonese



## PERSONAL STATEMENT

*Why would you like to become a member of the Regional Committee, and what are your hopes and vision for the region in the next triennium?*

Girl Guiding and Girl Scouting has been a core element in my life. They have influenced my career choice and shaped the vision I have for creating a better world for future generations. Through my experiences, I have begun to reflect on how I, as an individual, can contribute to this 'better world' through my involvement in Girl Guiding and Girl Scouting.

I wanted to recreate the magical journey I experienced and share it with newcomers to WAGGGS. Girl Guiding and Girl Scouting is more than camping and selling cookies; it's an important platform for self-development, positive impact, and building a better world.

The journey with WAGGGS at various levels and capacities has deepened my understanding of the organisation and its needs, particularly in our region. Additionally, working at another membership based International NGO has broadened my experience, which will help me enhance my contribution to the committee's work.

If elected as a committee member, I would like to focus on assisting Member Organisations become stronger in a holistic way. This include having stronger governance, more active members, adequate resources, strategic planning and succession planning, effective programs, and a robust monitoring and evaluation system. Not forgetting to create more opportunities and to engage and include young women in governance processes and decision-making at all levels.

I believe that we can progress by collaborating closely between the Asia Pacific Regional Committee and the Member Organisations. This will help in identify gaps and support Member Organisations with WAGGGS resources.

By the end of the triennium, I hope MOs in our region will be more independent, and stronger in membership and resources. Through effective collaboration and mutual support, this will ultimately result in a stronger region capable of providing more opportunities and positively impacting more lives.

Here's to a braver, bolder, and stronger Asia-Pacific region!

## ESSENTIAL SKILLS

<p><b>An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>The role of Capacity Assessment Tool's Mentor provided me with a deeper understanding of MOs in the region, as I have worked closely with them to identify their priorities. This engagement has allowed me to learn about the challenges they face through conversations with various individuals, including leadership. Moreover, my experience serving on the Procedural Team for two World Conferences and two Regional Conferences has further enhanced my understanding of MOs. Both experiences have been unique and valuable.</p>		
<p><b>An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>I was honoured to serve as a facilitator for both Helen Storrow Seminar and Juliet Low Seminar 2019. At both events, I was required to understand and facilitate sessions based on the WAGGGS leadership model, and GG/GS method, guiding participants with their projects and leadership development journey, I have found the leadership model and method are useful tools, I implement beyond Girl Guiding and into my personal and professional life.</p>		
<p><b>Good general knowledge of the challenges and opportunities facing girls and young woman across the region.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Contributor</b></p>
<p>I am privileged to able to work with girls and young women through the many WAGGGS programmes I have been involved with. One example is being a facilitator at Helen Storrow Seminar 2019 which gave me valuable insights on the challenges they face. Additionally, I always find myself in conversations on how to include young women in governance and how to empower and support them to speak out.</p>		
<p><b>Ability to be flexible and open to new opportunities or ways of doing things.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>As a project manager with numerous stakeholders, I often need to consider ideas from team members. Periodically, we also invite stakeholders to share their thoughts and incorporate where possible. It is important to stay openminded to ideas. Sometimes this idea may not necessarily applicable to the current situation, however it could be of great value in a different context or the next opportunity.</p>		
<p><b>Sound independent judgement and the ability to challenge constructively.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>At work, it is essential for me to maintain neutral, especially as I often have to provide advice to both the Director (head of operations) and the Chair (head of governance) even when they are in conflict. I am always aware of the boundaries and know when third parties need to be involved, which indicates that I can no longer remain independent and neutral.</p>		

## ESSENTIAL SKILLS (CONTINUED)

<b>Ability to analyse and interpret information and think critically, creatively, and strategically.</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>As a Campaigner at Amnesty, it is essential for me to analyse the available information and consider how the campaign fits into the broader strategic framework. I also need to think creatively about how to ensure the campaign resonates with our target audience. I have experience writing campaign strategies at both national and international levels for the movement I work with.</p>		
<b>Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>Working at Sangam World Centre as Deputy World Centre Manager: Programme taught me that different cultures bring different perspectives. It's essential to listen to others and, most importantly, to avoid making assumptions. In a diverse workplace, actively listening to colleagues is vital. Sometimes, a colour might seem beautiful, but it might be inappropriate in other cultures. Therefore, taking the time to understand different perspectives is crucial when collaborating with others and strengthens our movement.</p>		
<b>A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>My time at Sangam World Centre, first as a volunteer and later as a staff member, offered me invaluable work experience. As a manager, I am responsible for ensuring that volunteers can complete their tasks while also focusing on their personal growth. One unique aspect of this environment is that age doesn't matter; everyone respects one another and adheres to their designated reporting lines.</p>		
<b>Cultural sensitivity and an ability to work in a multicultural context.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>Volunteering and working at Sangam truly opened my eyes and enhanced my ability to work in a diverse environment. During my time there, our staff team included representatives from at least four different nationalities. Fast forward to present, I have colleagues spread out all over the world. I also participated in sessions focused on addressing racism in the workplace.</p>		
<b>Experience in working with volunteer teams. Team leadership skills, and ability to delegate.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I have experience working and managing volunteer team as a volunteer and also as a staff in the professional setting. These experiences came through when I took up a more senior volunteer role such as the Procedural Team Coordinator and Lead Volunteer for Capacity Building Governance Team. At work, I work with volunteer via supporter journey programme. All these taught me the importance of teamwork, effective delegation, and the courage to seek help when necessary.</p>		

## DESIRABLE SKILLS

<b>Previous experience of volunteering for WAGGGS.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I began my volunteer journey with WAGGGS as a Sangam Volunteer in 2009. Throughout the years, I have taken on various roles, including facilitator, contributing to advocacy work, volunteer management, member of a World Board Committee, and Procedural Team Member at both World Conferences and Regional events. Each of these experiences has been unique and has helped me gain a deeper understanding of WAGGGS.</p>		
<b>Ability to think strategically and create strategic plans.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>At work, I have developed the strategic plan on thematic areas for both the national level, regional level and international level. These strategic plans normally are for 5 to 10 years, and an operational plan will be created based on the strategic plan.</p>		
<b>Financial, management, budgets, and risk management.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>In my various roles at work, I constantly engage with risk assessment, project management, and budget management. During my time as the Interim Director for a national office, it was essential to secure sufficient grants to keep the office operational. Additionally, I needed to ensure that the office complied with the Core Standard and Accountability Framework established by the INGO that I worked with.</p>		
<b>Project and programme planning and management</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>I received training at work on how to effectively plan and manage a project. It is equally important to have a built-in monitoring and evaluation process. One of the projects I am most proud of involved using a limited budget to create a significant impact. As a result of our success, we were invited for an interview on a radio station.</p>		
<b>Governance and/or legal expertise.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>As a member of the Procedural Team for two World Conferences and two Regional Conferences, I gained an in depth understanding of WAGGG's governance model. At work, I constantly engage with the board of governance at the national offices in the region, including helping them in strengthening their governance capacity.</p>		
<b>Fund development and partnerships.</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>During my time as the Interim Director at the National Office, I worked on an external grant application, which was ultimately successful. This experience was invaluable, as I had to manage the donor's expectations, ensure that the funding was used as promised, and complete the necessary reporting at the end of the funding period.</p>		

## DESIRABLE SKILLS (CONTINUED)

<b>Diversity, equity, and inclusion.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>Volunteering at WAGGGS always reminded me of the importance of inclusivity. My experience at Sangam demonstrated that diversity is what makes the Sangam special. Being inclusive fosters trust, which helps to build a strong team. At work, I am responsible for organizing a regional forum annually. It is essential that all national offices in the region have meaningful participation. This involves collaborating with everyone to confirm the agenda, ensuring translation services are available, and ensure that all delegates have the resources to attend the forum.</p>		
<b>Negotiation and conflict resolution.</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>One of my key responsibilities at work is to identify the early signs of conflict. If possible, I intervene to address the issue while it is still manageable. However, if the conflict escalates, assessment will be done and see whether it is something we can handle internally or need to refer it to a third party. On a smaller scale, I have dealt with conflicts among staff members, especially when one person felt offended. I arrange meetings to have open conversations and work together to find a solution that satisfies both parties.</p>		
<b>Marketing and communications, including public relations and social media</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>Communications strategy is a crucial element of a successful campaign. Alongside my colleagues from the communications team, we developed a social media plan, created graphics, and crafted accompanying messages. We collaborated with others to prepare a press release, ensuring it was straightforward and accessible to effectively reach our target audience. A campaign I worked on about the right to medical care for the transgender community received feedback expressing gratitude, with one comment saying, "Thank you for making this easy to understand".</p>		
<b>Research and development, Monitoring and evaluation, including data collection and analysis</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>At Sangam, after each event and program, we would collect feedback from participants, including those involved in the volunteer program. We will reflect on this feedback and critically assess whether there are areas we can improve. If the necessary changes are minor, we will implement them right away. For more significant changes, we will gather the feedback and discuss it at the annual planning week.</p>		
<b>Influencing skills and advocacy</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>As a campaigner at work, advocacy is a key part of my role. I have attended meetings and discussions hosted by ambassadors and government officials on various human rights issues. Additionally, I have delivered briefings to members of parliament concerning the negative impact of proposed changes to the law. Sometimes, influencing and advocacy occur during casual conversations at social events. It's important to keep in mind the core issues you want to advocate for so that you are prepared when the opportunity arises.</p>		

## DESIRABLE SKILLS (CONTINUED)

<b>External relations</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I have a strong track record of building positive relationships with both external and internal stakeholders. The national office has received an increased number of invitations to discussions and meetings from foreign missions, government authorities, and partners. Since the work that I am doing takes a long time to see the impact, it is extremely important to continue to be part of the conversations.</p>		
<b>Human resources management (staff and/or volunteers)</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I progressed from being a line manager overseeing four volunteers at a time to taking full responsibility for the staff hiring process, approving salary payments, and either offering or terminating employment contracts. This experience helped me understand that HR management can be complex. However, one crucial aspect—whether for volunteers or paid staff—is the growth and career path that the organization can provide. This is a key element in retaining both volunteers and employees.</p>		
<b>Information technology tools, systems and applications</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I am familiar with a variety of technology platforms and tools including SharePoint. Working in an INGO means that many meetings are conducted virtually using a variety of platforms, and documents are stored on a shared drive. This occurs daily.</p>		
<b>Innovation and creative thinking</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>I have always worked in small teams, whether at my job or in volunteer roles. This often means we have a lot to accomplish with limited resources, which has pushed us to think creatively about how to maximize our impact despite these constraints. One unique experience I have had is when we had the resources to develop all necessary strategy and graphics; however, we didn't have a platform to share it due to the sensitivity of our brand in that country. Ultimately, we decided to collaborate with a partner and release the report without using our brand name.</p>		

## LEADERSHIP MODEL MINDSETS

*In what ways will your practice of the leadership mindsets enhance your effectiveness as a Regional Committee Member?*

I believe that all mindsets are essential and often interlinked.

Let's use the development of a project as an example.

I might begin with a Creative Thinking Mindset to brainstorm any 'crazy' ideas. Once the creative phase is complete, I will proceed to a more Critical evaluation to determine whether the idea(s) are feasible. After that, I'll Reflect on any lessons learned from previous experiences. Once the idea is solidified, I'll consider who I can Collaborate with to maximize impact and take responsible actions. At this stage, it's also important to assess whether the project is diverse enough and aligns with the vision and mission of WAGGGS

In practice, as a committee member, I will make it a point to revisit lessons learned from past projects to avoid reinventing the wheel and to ensure continuity in the work of previous committees where appropriate.

Staying open-minded to new ideas while maintaining a critical perspective is vital for improvement. It's essential to remember that being critical serves the project's, MOs' and region's interests; it's never personal.

Building good working relationships with MOs, members, and both internal and external stakeholders is crucial, especially since many of those we engage with are volunteers. Establishing trust and being sensitive to their needs is of utmost importance.

Finally, it's essential to ensure that everything we do—be it a project, an event, a discussion, or even a small meeting—incorporates elements of diversity. Additionally, creating a safe environment is vital.

## VOLUNTARY AND PROFESSIONAL APPOINTMENTS

*Positions held within WAGGGS, a Member Organisation and professional, NGO or business appointments from 2015 to date.*

<b>Member Organisation</b>	<ul style="list-style-type: none"> <li>• Leader of an Open Company, 2014 - present</li> </ul>
<b>WAGGGS (at global or regional level)</b>	<ul style="list-style-type: none"> <li>• Co-opted member of Governance Committee, 2024 - present</li> <li>• Co-opted member of People Committee, 2022 – 2023</li> <li>• Procedural Team Coordinator – World Conference, 2023</li> <li>• Procedural Team Coordinator – Asia Pacific Regional Conference, 2022</li> <li>• Lead Volunteer for Capacity Building – Governance Team, November 2021 – April 2023</li> <li>• Procedural Team Member – Virtual World Conference, 2020 – 2021</li> <li>• Procedural Team Member – Asia Pacific Regional Conference, 2019</li> <li>• Asia Pacific Capacity Assessment Toolkit (CAT) Mentor, 2019 – 2021</li> <li>• Core Mission Member of Girl-Led Advocacy, 2020</li> </ul>
<b>Other voluntary positions</b>	<ul style="list-style-type: none"> <li>• At work: <ul style="list-style-type: none"> <li>◦ Psychological First Aider, June 2021 – present</li> <li>◦ Regional Safeguarding Contact Person, April 2023 – present</li> </ul> </li> </ul>
<b>Professional/ NGO/business appointments</b>	<ul style="list-style-type: none"> <li>• Regional Capacity Building Coordinator, Amnesty International, 2023 - present</li> <li>• Regional Campaigner, Amnesty International, 2019 - 2023</li> <li>• Interim Executive Director, Amnesty International Malaysia, 2017 – 2018</li> <li>• Campaigner, Amnesty International Malaysia, 2014 - 2017</li> </ul>

# SHINETSETSEG LKHAGVASUREN

Girl Scout Association of Mongolia

Over 30



## Nominated by:

Girl Scout Association of Mongolia

## Languages spoken:

Mongolian as mother tongue and intermediate English

## PERSONAL STATEMENT

*Why would you like to become a member of the Regional Committee, and what are your hopes and vision for the region in the next triennium?*

My Vision for the Next Triennium:

In the next triennium, my vision is to enhance regional collaboration, strengthen governance structures, and ensure that every girl and young woman in the region has access to quality non-formal education and leadership opportunities. I will work towards:

- Strengthening Capacity and Leadership – Supporting MOs by facilitating learning and knowledge sharing, ensuring Member Organizations can learn from and support each other, exchange best practices, and collaborate effectively to implement impactful programs on volunteer management, member retention, and creating community-based troops.
- Continued Support for STEM Education for Girls – Expanding opportunities for girls to develop digital skills, engage in innovation, and access STEM learning, reducing gender disparities in technology and science-related fields while preparing them for future careers.
- Enhancing Climate Adaptation and Resilience – Engaging girls and young women in climate action and sustainability programs, empowering them to lead climate adaptation initiatives in their communities and contribute to a more resilient future.

By serving on the Regional Committee, I aim to foster stronger partnerships, drive innovation, and create lasting impact, ensuring that girls and young women across the region have the skills, confidence, and opportunities to lead and make a difference.

## ESSENTIAL SKILLS

<p><b>An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Contributor</b></p>
<p>As a long-term member and Board Member of the GSAM, I have contributed to WAGGGS initiatives since 2010. I translated key WAGGGS non-formal education programs, organized leadership training for group leaders, and played a role in Mongolia achieving full WAGGGS membership. My experience in developing education programs, trainer training, and governance structures within GSAM gives me a deep understanding of the challenges and opportunities faced by diverse Member Organizations (MOs) in different regional contexts.</p>		
<p><b>An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Contributor</b></p>
<p>I believe the WAGGGS Leadership Model emphasizes self-awareness, values-based, and collaborative action to empower girls and young women. Through my work with the GSAM, I have gained a deep understanding of this model and the Girl Guide/Girl Scout method. I have been involved in leadership training programs using WAGGGS' non-formal education approach, focusing on experiential learning, youth-led decision-making, and personal development. By translating and implementing WAGGGS programs in Mongolia, I have helped leaders and young members foster confidence, teamwork, and active citizenship.</p>		
<p><b>Good general knowledge of the challenges and opportunities facing girls and young woman across the region.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Follower</b></p>
<p>The Asia-Pacific region's 26 member countries are highly diverse, and I understand that girls and young women face different challenges and opportunities depending on their local contexts. While I have knowledge of many regional issues, I acknowledge that I need to learn more about the specific situations in some countries. I am committed to deepening my understanding and contributing to initiatives that address their current needs while creating sustainable opportunities for their future growth and empowerment.</p>		
<p><b>Ability to be flexible and open to new opportunities or ways of doing things.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>Over the years, I have collaborated with various teams on diverse projects. Each project brought different challenges and working styles. I have demonstrated flexibility and openness to new opportunities through my work in project management, policy research, and capacity-building initiatives. At UNDP, I adapted to evolving project needs, integrating climate resilience strategies and stakeholder engagement. My experience in training design, digital literacy, and governance reforms showcases my ability to embrace innovation, adjust to new methodologies, and implement effective solutions.</p>		
<p><b>Sound independent judgement and the ability to challenge constructively.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>I apply independent judgment and constructive challenge in leadership, policy analysis, and capacity building. At UNDP, I critically assessed civil service reforms and climate resilience strategies, ensuring informed decisions. My experience in stakeholder engagement and project evaluation allows me to analyze situations objectively, offer practical solutions, and contribute to effective decision-making in diverse settings.</p>		

## ESSENTIAL SKILLS (CONTINUED)

<p><b>Ability to analyse and interpret information and think critically, creatively, and strategically.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>I have strong analytical and strategic thinking skills, demonstrated through my work in governance, climate change, and biodiversity conservation. Collaborating with national and international consultants, I developed the competency framework for Mongolian civil servants and its implementation strategy based on research. My experience in policy evaluation, stakeholder engagement, and capacity building enables me to interpret complex information, think critically, and develop innovative, practical solutions that align with both national and global priorities.</p>		
<p><b>Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>I believe that active listening and learning from others are essential for effective collaboration and decision-making. For example, as a consultant for IOM, I ensure that the voices of rural herders, particularly women and children, are reflected in policy recommendations on climate-induced migration. My experience working with diverse teams has taught me to value different perspectives and approach discussions with an open mind. I strive to create inclusive environments where all voices are heard and respected.</p>		
<p><b>A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>I have a strong collaborative approach, working effectively with diverse teams of volunteers and professionals. As a member of GSAM, I have collaborated with trainers, and youth leaders while respecting different roles and responsibilities. At UNDP, I engaged with government officials, consultants, and communities to implement projects successfully. My experience in stakeholder engagement and project coordination enables me to foster teamwork, respect reporting structures, and contribute to shared goals.</p>		
<p><b>Cultural sensitivity and an ability to work in a multicultural context.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>Working as a member of a multicultural team on several projects at international organizations and being girl scout has allowed me to develop strong cultural sensitivity and adaptability. I've had the opportunity to collaborate with individuals from diverse backgrounds, each bringing unique perspectives and strengths to the table. Through these experiences, I've learned to appreciate different communication styles, work ethics, and problem-solving approaches. This has not only enhanced my ability to work effectively in diverse teams but also helped me build stronger, more inclusive solutions and foster a respectful and collaborative environment.</p>		
<p><b>Experience in working with volunteer teams. Team leadership skills, and ability to delegate.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>I have significant experience working with volunteer teams, where I have honed my leadership and delegation skills. In these roles, I have been responsible for guiding volunteers towards shared goals, ensuring they feel valued and supported. I focus on clear communication, providing direction, and delegating tasks according to each volunteer's strengths and skills. By empowering team members and fostering a sense of ownership, I ensure the team is motivated and focused on achieving objectives. My leadership style encourages collaboration and growth, helping volunteers develop new skills while contributing effectively to the team's success.</p>		

## DESIRABLE SKILLS

<b>Previous experience of volunteering for WAGGGS.</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>I became a member of the Mongolian Girl Scout Association in 2010 and have actively volunteered in the Program and Training Committees. Along with my team, I contributed to developing non-formal education programs, translating WAGGGS programs into Mongolian, and training troop leaders and facilitators. Since 2019, I have served as a Board Member of the GSAM.</p>		
<b>Ability to think strategically and create strategic plans.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>At UNDP, I contributed to developing civil service reform strategies and revising the strategic plan for the ADAPT project, ensuring alignment with climate resilience and sustainable development goals. As a consultant for IOM, I help shape policy recommendations on climate-induced migration, incorporating diverse stakeholder perspectives. My experience enables me to design effective, long-term strategies.</p>		
<b>Financial, management, budgets, and risk management.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I have extensive experience in financial management, budgeting, and risk management. As Project Manager for the ADAPT project, I oversaw a \$23 million budget, ensuring financial accountability and effective resource allocation. In the \$5.5 million civil service reform project, I managed budgeting, financial monitoring, and risk assessment while ensuring compliance with UNDP and national regulations.</p>		
<b>Project and programme planning and management</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I have strong experience in project and program planning and management. At UNDP, I led the ADAPT project in 2024, overseeing strategic planning, implementation, and stakeholder coordination for climate resilience initiatives. I also managed a civil service reform project between 2022-2024, ensuring effective planning, execution, and impact assessment.</p>		
<b>Governance and/or legal expertise.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I have good expertise in governance and policy development through my work on civil service reform and institutional capacity building. At UNDP, I contributed to the development of governance strategies, competency frameworks, and human resource management reforms for the Mongolian civil service. I have also engaged in policy analysis and stakeholder consultations to support public administration improvements.</p>		
<b>Fund development and partnerships.</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>I have experience in fund development and building partnerships through successful project proposal development. At the Municipality of Ulaanbaatar, I developed multiple proposals for international organizations, securing over 200 million MNT in 2020 to enhance training content for civil servants and improve the technical capacity of the Training and Research Center. Additionally, at UNDP, I have collaborated with various stakeholders to secure funding and strengthen partnerships for sustainable program implementation.</p>		

## DESIRABLE SKILLS (CONTINUED)

<b>Diversity, equity, and inclusion.</b>	<b>Skill Level:</b>	<b>Professionally qualified</b>
<p>I have rich working experience with diverse groups and promoting equity. At UNDP and IOM, I contributed to gender-inclusive policy development, climate adaptation for vulnerable groups, and leadership program for female civil servants. Additionally, I am pursuing Master in Gender Studies at the National University of Mongolia.</p>		
<b>Negotiation and conflict resolution.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I have negotiation and conflict resolution skills, demonstrated through my work in governance, project management, and stakeholder engagement. At UNDP, I facilitated discussions between government agencies, donors, and civil society to align priorities in civil service reform and climate resilience projects.</p>		
<b>Marketing and communications, including public relations and social media</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>Between 2013-2015, I was worked as a Communication associate at PR and Communication company. So, I have some experience.</p>		
<b>Research and development, Monitoring and evaluation, including data collection and analysis</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I have experience in research, development, monitoring, and evaluation. At UNDP, I conducted policy research, analyzed civil service reforms, and contributed to developing competency frameworks. I have led data collection and analysis efforts to assess governance, climate resilience, and public administration initiatives. My expertise includes designing evaluations, analyzing trends, and using evidence-based approaches for decision-making.</p>		
<b>Influencing skills and advocacy</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>I have influencing and advocacy skills, demonstrated through my work in governance, policy reform, and stakeholder engagement. At UNDP, I contributed to civil service reforms by engaging policymakers, advocating for competency-based frameworks, and promoting gender-inclusive leadership. As a consultant for IOM, I ensure that the voices of rural herders, particularly women and children, are reflected in policy recommendations on climate-induced migration.</p>		
<b>External relations</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>At UNDP, I engaged with government agencies, donors, and civil society organizations to implement policy reforms and capacity-building initiatives.</p>		
<b>Human resources management (staff and/or volunteers)</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I have strong experience in human resource management, working with both staff and volunteers. At UNDP, I contributed to civil service reform by developing competency frameworks, improving HR policies, and conducting training for public servants. I have also coordinated teams of national and international consultants, ensuring effective collaboration.</p>		

## DESIRABLE SKILLS (CONTINUED)

<b>Information technology tools, systems and applications</b>	<b>Skill Level:</b>	<b>Expert</b>
I am proficient in using digital tools and platforms, including MS Office, AI tools, and MOODLE for e-learning and training management.		
<b>Innovation and creative thinking</b>	<b>Skill Level:</b>	<b>Expert</b>
As a trainer for MUB, I provide training on systems thinking, design thinking, foresight thinking, and business process re-engineering for civil servants, fostering innovation and strategic problem-solving. My training content emphasizes creative approaches to governance and leadership. Additionally, I am actively working on MRV (Measurement, Reporting, and Verification) development for climate adaptation and resilience of herders and green loan initiatives. This involves designing systems to track and assess the impact of climate adaptation measures, ensuring transparency and accountability in policy implementation.		

## LEADERSHIP MODEL MINDSETS

### *In what ways will your practice of the leadership mindsets enhance your effectiveness as a Regional Committee Member?*

As a committed leader with over a decade of experience in youth empowerment, governance, and capacity-building, I actively practice the WAGGGS Leadership Model mindsets in my daily work. These mindsets will strengthen my effectiveness as a Regional Committee Member by ensuring I lead with purpose, inclusivity, and impact.

I embody the Reflective mindset by continuously learning from experiences, seeking feedback, and adapting my leadership to best serve MOs. My experience in training and policy development has taught me that self-awareness and lifelong learning are essential for making informed, strategic decisions.

The Collaborative mindset is central to my leadership. Through my roles at UNDP and as a Board Member of the Mongolian Girl Scout Association, I have worked with diverse stakeholders, including government officials, civil society, and youth leaders. I believe in fostering teamwork and ensuring that all voices are heard in decision-making.

Practicing a Worldly mindset, I have engaged in international projects, integrating global perspectives with local solutions. My work in climate adaptation, gender equality, and digital literacy training reflects my ability to navigate complex regional challenges while upholding WAGGGS' values.

I embrace Creative and Critical thinking, using systems thinking, design thinking, and foresight thinking to develop innovative solutions. Whether supporting MOs in leadership development or designing sustainable programs, I apply problem-solving skills to create meaningful change.

Finally, the Responsible Action mindset drives me to lead with integrity, accountability, and impact. Through my work in governance, program management, and policy advocacy, I have championed transparent leadership and sustainable strategies that align with WAGGGS' vision.

By integrating these leadership mindsets into my practice, I will contribute to a stronger, more inclusive, and forward-thinking Regional Committee, supporting the growth and success of WAGGGS Member Organisations.

## VOLUNTARY AND PROFESSIONAL APPOINTMENTS

*Positions held within WAGGGS, a Member Organisation and professional, NGO or business appointments from 2015 to date.*

<b>Member Organisation</b>	<ul style="list-style-type: none"> <li>• Board member, 2019 -present</li> <li>• Chief commissioner of training and program committee, 2012-2015</li> </ul>
<b>WAGGGS (at global or regional level)</b>	
<b>Other voluntary positions</b>	
<b>Professional/ NGO/business appointments</b>	<ul style="list-style-type: none"> <li>• Individual Consultant at BioFin Initiative project, UNDP Mongolia</li> <li>• Researcher at Public Lab Mongolia NGO, 2024-present</li> <li>• Project manager at UNDP, 2022-2024</li> <li>• Individual consultant at UNDP Mongolia, 2021-2022</li> <li>• Individual consultant at The Asia Foundation Mongolia, 2018-2021</li> <li>• Coordinator of Training and research center at MUB, 2018-2021</li> <li>• Individual consultant at UNDP, 2017-2018</li> <li>• Communication associate at Breakthrough communication LLC, 2013-2015</li> </ul>

# SAIRA MUFTI

## Pakistan Girl Guides Association

Over 30

### Nominated by:

Pakistan Girl Guides Association

### Languages spoken:

Urdu as mother tongue and fluent English



## PERSONAL STATEMENT

*Why would you like to become a member of the Regional Committee, and what are your hopes and vision for the region in the next triennium?*

My journey with the Pakistan Girl Guides Association has been deeply fulfilling, driven by a strong commitment to service. I've actively supported PGGGA in every possible way—including leveraging personal networks to secure donors—and have grown through the guidance of inspiring mentors who shaped my values. Their influence instilled in me empathy, a passion for learning, and a desire to uplift others—values that now guide my decision to apply for this nomination.

Empowering girls and women in our region is at the heart of my passion. I strive to promote independence, safety, and well-being by creating nurturing environments where young women can thrive. My leadership, team management, and project implementation experience—alongside collaborations with governmental and non-governmental organizations—have equipped me to contribute at many levels. Representing Pakistan Girl Guides on various platforms has only strengthened my resolve to serve at a broader regional level.

If selected as a Regional Committee member, I will bring strategic thinking and insights to address key challenges. My goal is to enhance collaboration among the 26 Asia Pacific countries through cross-cultural understanding, strong networks, and a united vision for sustainable growth. I believe the values of Guiding allow us to transcend boundaries and work in harmony.

### Vision for the Next Triennium:

I envision a more connected, inclusive, and innovative region—empowering girls and young women through impactful programs and enduring partnerships. Through the Regional Committee, I aim to help shape a resilient, compassionate future that truly reflects our belief: “Guiding does good.”

## ESSENTIAL SKILLS

<p><b>An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Follower</b></p>
<p>Through active involvement with the Pakistan Girl Guides Association, I've developed a strong understanding of WAGGGS, its regional diversity, and the structures of Member Organisations. I stay updated via newsletters and emails, and have gained valuable insights by engaging with senior members, especially during ACMs, AGMs, training, camps, activities, and revels across all PGGA Chapters.</p>		
<p><b>An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Contributor</b></p>
<p>As Regional Commissioner of Rawalpindi Division, Punjab, I support GirlGuiding by supervising trainers and ensuring activities align with PGGA and WAGGGS frameworks. Familiar with the WAGGGS leadership model and Guide method, I'm confident in applying these approaches and eager to contribute meaningfully under the Asia Pacific Committee's leadership.</p>		
<p><b>Good general knowledge of the challenges and opportunities facing girls and young woman across the region.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>As head of Rawalpindi's largest intermediate/secondary to post graduate government college for over a decade, I supported girls from diverse, underprivileged backgrounds—academically, socially, and emotionally. Facing societal and economic challenges, they needed guidance and confidence. Girl Guiding can empower such girls by building resilience, leadership, and life skills, helping them overcome barriers and thrive in inclusive, supportive environments.</p>		
<p><b>Ability to be flexible and open to new opportunities or ways of doing things.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>I have consistently worked with large, diverse teams, encouraging collaboration and teamwork while mentoring members through my leadership skills and personal experience. I focused on building a positive, growth-oriented environment where every team member felt supported. Over the years, I've enhanced my abilities through numerous in-job trainings and hands-on experiences, which have strengthened my capacity to lead effectively, adapt to different perspectives, and bring out the best in each individual to achieve shared goals.</p>		
<p><b>Sound independent judgement and the ability to challenge constructively.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>Leading a zoology department and later heading a postgraduate government college with over 5,000 students honed my ability to make sound, independent judgments under pressure. Managing academic and administrative responsibilities required critical thinking and the confidence to make decisions while balancing diverse perspectives. These experiences have strengthened my ability to challenge ideas constructively and contribute meaningfully to the Pakistan Girl Guides Association, fostering informed discussions and guiding strategic actions with clarity, fairness, and accountability.</p>		

## ESSENTIAL SKILLS (CONTINUED)

<b>Ability to analyse and interpret information and think critically, creatively, and strategically.</b>	<b>Skill Level:</b>	<b>Professionally qualified</b>
<p>With 38 years of dedicated service, my ability to analyze and interpret information critically, creatively, and strategically has enabled me to design impactful programs, address challenges effectively, and build strong collaborations. This skill has deepened my commitment to empowering Girl Guides by creating opportunities in schools, colleges, and universities. The strong networks I've nurtured continue to support meaningful change, helping young girls grow into confident leaders and ensuring the spirit of Guiding thrives with purpose and passion.</p>		
<b>Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I have developed the ability to truly listen, learn from others, and appreciate diverse perspectives. Valuing and respecting others' opinions has shaped me into a compassionate yet effective administrator. My journey has never been about competing with others, but about constantly challenging myself to grow. I believe in continuous learning and self-improvement, and I humbly recognize that everyone excels in different areas. This inspires me to keep evolving both professionally and personally, with empathy and purpose.</p>		
<b>A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.</b>	<b>Skill Level:</b>	<b>Professionally qualified</b>
<p>While working with the Punjab Government, I've worked closely with educators, staff, and parents to ensure students' well-being and growth. Now serving with the Pakistan Girl Guides Association at both National and Provincial levels, I help to implement impactful programs that empower girls and young women through leadership, education, and community engagement. My journey has equipped me with the ability to lead diverse teams and drive meaningful change across communities.</p>		
<b>Cultural sensitivity and an ability to work in a multicultural context.</b>	<b>Skill Level:</b>	<b>Professionally qualified</b>
<p>Cultural sensitivity and the ability to work effectively in multicultural contexts, supported by my professional experience and qualifications, backed my leadership skills in a girls' college and involvement with Girl Guides, I have mentored students from diverse cultural, ethnic, and socio-economic backgrounds. These experiences have enhanced my interpersonal skills, deepened my appreciation for different perspectives, and strengthened my commitment to fostering inclusive, respectful environments that promote diversity, equity, and community empowerment.</p>		
<b>Experience in working with volunteer teams. Team leadership skills, and ability to delegate.</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>I am a dedicated and enthusiastic volunteer, always willing to offer my time and skills to support community initiatives. With hands-on experience leading volunteer teams, I possess strong leadership and delegation abilities. I believe in continuous learning and self-improvement, and I'm deeply committed to giving back to the community. My collaborative spirit, sense of responsibility, and motivation to inspire others enable me to contribute meaningfully to team efforts and create a positive impact.</p>		

## DESIRABLE SKILLS

<b>Previous experience of volunteering for WAGGGS.</b>	<b>Skill Level:</b>	<b>Learner</b>
<p>While I haven't yet served on a WAGGGS committee, I actively stay informed through PGGA programs, trainings, newsletters, and regular WAGGGS updates. I've closely followed and supported WAGGGS initiatives like Surf Smart, PTTC, and badge programs at the district level. These experiences have deepened my understanding of 'WAGGGS' mission and inspired me to contribute more actively. I'm enthusiastic about the opportunity to serve and bring my dedication, knowledge, and commitment to the wider WAGGGS community.</p>		
<b>Ability to think strategically and create strategic plans.</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>The ability to think strategically, create effective strategic plans is essential for attainment of goal. My work with girl guides has improved me to set clear goals, aligning activities with the organization's mission, and ensuring long-term impact. I've learnt to Strategically identifying community needs, carry out meaningful programs and efficiently utilize available resources. By planning ahead and anticipating challenges, I can support the growth of Girl Guides, empower young members, and contribute to creating a stronger, sustainable and purpose-driven movement.</p>		
<b>Financial, management, budgets, and risk management.</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>Financial management, budgeting, and risk management are essential skills in organizing impactful Girl Guiding activities and camps. Through careful budgeting, we ensure resources are allocated effectively for logistics, program materials, and safety measures. Strategic financial planning allows us to deliver meaningful experiences within available means, maximizing value for participants. Risk management plays a vital role in ensuring all activities are safe, inclusive, and well-coordinated. These skills contribute to smooth operations and empower girls through secure, enriching Guiding experiences.</p>		
<b>Project and programme planning and management</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>Guiding has played a vital role in helping me develop and apply skills in project and programme planning, management, and implementation. Through various Girl Guides activities, I've learned how to structure plans, manage teams, allocate resources effectively, and ensure smooth execution of tasks. These experiences have strengthened my leadership, organizational, and problem-solving abilities. Guiding has empowered me to turn ideas into impactful actions, contributing to meaningful experiences for members and creating lasting positive change in the communities</p>		
<b>Governance and/or legal expertise.</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>As the head of an educational institution, I support Girl Guiding by promoting strong governance practices, encouraging transparency and accountability in planning and decision-making. I ensure that all guiding activities within the institution comply with legal and safety standards. My leadership role allows me to create a supportive environment for Guides, integrate guiding values into educational practices, and foster partnerships that strengthen the organization's structure, sustainability, and positive impact on young girls.</p>		

## DESIRABLE SKILLS (CONTINUED)

<b>Fund development and partnerships.</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>Fund development and partnerships have been crucial in enhancing my Girl Guiding work by providing resources to support programs, camps, and community initiatives. Building strong partnerships has opened doors to new opportunities, training, and outreach, while effective fundraising has ensured sustainability and growth. These efforts have enabled me to expand the impact of Girl Guiding, reach more girls from diverse backgrounds, and deliver empowering experiences that align with our mission of leadership, inclusion, and community service.</p>		
<b>Diversity, equity, and inclusion.</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>By embracing diversity, equity, and inclusion, I try to create a working environment where every voice is heard and respected, be it leadership, teaching or girl guiding these values help me mentor with empathy, lead with fairness, and ensure all girls feel empowered and included. This approach strengthens teamwork, builds confidence, and promotes a culture of belonging in my work.</p>		
<b>Negotiation and conflict resolution.</b>	<b>Skill Level:</b>	<b>Professionally qualified</b>
<p>Negotiation and conflict resolution are essential skills in effective leadership and mentoring. These may be innate, acquired through training, or developed by experience. Creating a congenial, respectful environment is crucial for building teamwork and achieving shared goals. A guider, through structured programmes, continuous learning, and practical exposure, evolves into a tolerant, moderate, and empathetic individual—well-equipped to lead, mentor, and inspire others in the Girl Guiding movement, not only in a region but world over.</p>		
<b>Marketing and communications, including public relations and social media</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>Modernity demands importance to Marketing and communications, including public relationing and social media, vital virtually and actually. Without their knowledge and application, it is challenging to lead or attract followers. In today's fast-paced, tech-driven world, evolving IT tools, software must be continuously developed. Their positive use can encourage guiding extensively into remote and suburban areas, engaging guiders from diverse cultural and socio-economic backgrounds, and strengthening our reach and impact across communities.</p>		
<b>Research and development, Monitoring and evaluation, including data collection and analysis</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>Research and development, along with monitoring and evaluation, help us improve Guiding by understanding what works and what needs change. Collecting and analyzing data shows us trends, needs, and the impact of our work. This helps us plan better activities that are fun, meaningful, and relevant to girls. When girls enjoy and benefit from Guiding, they stay involved and invite others too—helping us grow, reach more communities, and include girls from all backgrounds.</p>		

## DESIRABLE SKILLS (CONTINUED)

<b>Influencing skills and advocacy</b>	<b>Skill Level:</b>	<b>Professionally qualified</b>
<p>Incorporating learning skills helps girls gain knowledge, think critically, and become confident decision-makers. Advocacy teaches them to speak up for themselves and others, creating positive change in their communities. By combining both, Girl Guiding becomes more meaningful and empowering. Girls feel inspired to take action, share their experiences, and involve others. This makes Guiding more effective, visible, and popular among young people, attracting more members and strengthening its impact across different regions and backgrounds.</p>		
<b>External relations</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>Building strong external relations helps leaders connect, collaborate, and inspire beyond their immediate circle. It strengthens teamwork, opens doors for new opportunities, and sets a powerful example for young Girl Guides. By engaging with diverse partners and communities, leaders model confidence, communication, and inclusivity. This leaves a lasting impression on girls, encouraging them to adopt a leadership mindset and believe in their potential. Such connections are key to guiding progress and shaping future women leaders.</p>		
<b>Human resources management (staff and/or volunteers)</b>	<b>Skill Level:</b>	<b>Professionally qualified</b>
<p>Human resource management is key to building a strong Girl Guiding movement. Staff and volunteers are the backbone of the organization. Experienced volunteers are a valuable asset, as they mentor and train new girls, volunteers, and staff, passing on skills and values. Proper support, recognition, and teamwork help everyone grow and stay motivated. When people feel valued and guided well, they give their best—making Guiding stronger, more sustainable, and impactful for all.</p>		
<b>Information technology tools, systems and applications</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>Information technology tools and systems play a vital role in spreading quality Guiding across regions. They connect girls and leaders virtually, making learning accessible and inclusive, even in remote areas. IT breaks barriers, encourages diversity, and helps share best practices across borders. It strengthens ties within WAGGGS, creating a united global community. Through digital platforms, Guiding becomes more impactful, far-reaching, and visible—bringing us closer to the vision of WAGGGS as the world’s largest voluntary organization.</p>		
<b>Innovation and creative thinking</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>Innovation and creative thinking are the true power and ability of the human mind only—driving progress in every field. No software, AI, or app can match human imagination, emotions, and problem-solving abilities. It is through creativity that we design tools, improve systems, and bring change. As humans evolve, so does technology—but it is human thought that leads the way. Guiding encourages this spirit, helping girls think big, solve problems, and achieve what machines alone never can.</p>		

## LEADERSHIP MODEL MINDSETS

*In what ways will your practice of the leadership mindsets enhance your effectiveness as a Regional Committee Member?*

Vision statement:

If elected to the Asia Pacific Regional Committee, I aim to integrate WAGGGS' ten leadership mindsets to drive regional growth, strengthen collaboration, and advocate for the leadership of girls and young women.

My goal is to ensure that the Asia Pacific region thrives within the global WAGGGS movement through effective governance, impactful leadership, and sustainable development.

Key Focus Areas & Leadership Mindsets:

### 1. Continuous Learning

I will actively seek knowledge from within WAGGGS and global leadership models to strengthen decision-making and leadership capacity across the region.

### 2. Adaptability

I will stay responsive to trends, policies, and emerging issues to better support Member Organizations in navigating change.

### 3. Embracing Change

I will promote a culture that views change as an opportunity for growth, encouraging innovation and technology-driven solutions.

### 4. Collaboration to Create Impact

I aim to build stronger regional unity to design programs addressing gender inequality, education gaps, and leadership development.

### 5. Culturally Sensitive & Ethical Leadership

I will uphold fairness, inclusivity, and respect, ensuring diverse voices are reflected in decision-making.

### 6. Critical Thinking

I will use data-driven, analytical approaches to solve complex regional challenges and ensure long-term impact.

### 7. Socially Conscious Leadership

I will focus on advocacy and youth-led policy influence aligned with the needs of girls and young women.

### 8. Empowering Girls & Women

I will support mentorship and create pathways for young women to take on leadership roles.

### 9. Youth Development & Capacity Building

I will promote youth-led initiatives through targeted training and support.

### 10. Resourcefulness & Resilience

I will seek innovative, sustainable solutions to strengthen governance, funding, and volunteer engagement.

Expected Impact:

A resilient, inclusive, and well-governed region led by empowered young women.

## VOLUNTARY AND PROFESSIONAL APPOINTMENTS

*Positions held within WAGGGS, a Member Organisation and professional, NGO or business appointments from 2015 to date.*

<b>Member Organisation</b>	<ul style="list-style-type: none"> <li>• Regional Commissioner Rawalpindi, 2018 - present</li> <li>• Executive member National Headquarters Islamabad, 2023 - present</li> </ul>
<b>WAGGGS (at global or regional level)</b>	
<b>Other voluntary positions</b>	<ul style="list-style-type: none"> <li>• Member BOG, Board of intermediate and secondary education Rawalpindi, 2023 - present.</li> <li>• Member purchase committee, Board of intermediate and secondary education, Rawalpindi, 2023 - present.</li> <li>• Member COM Rawalpindi Gymkhana Club, 2020 - 2023</li> <li>• Member senate Punjab university, 2017 - 2020</li> <li>• Member Finance Committee, Board of intermediate and secondary education Rawalpindi, 2016 - 2019</li> </ul>
<b>Professional/ NGO/business appointments</b>	<ul style="list-style-type: none"> <li>• Professor of Zoology/Principal Post Graduate government Viqar un Nisa college, Rawalpindi, 2011 - 2020</li> </ul>

# MAY MYAT MOE

## Myanmar Girl Guides

Under 30

### Nominated by:

Myanmar Girl Guides

### Languages spoken:

Burmese as mother tongue, fluent English, and intermediate French



## PERSONAL STATEMENT

*Why would you like to become a member of the Regional Committee, and what are your hopes and vision for the region in the next triennium?*

The Asia Pacific Region is kaleidoscopic. I envision it as a place where MOs have the resources and guidance to thrive, enabling every girl and young woman to develop their skills and work towards Compass 32 together. I am eager to achieve the goals of the Regional Action Plan as a committee member and to work towards the vision of WAGGGS.

Having participated in the JLS2022 as a participant and JLS2024 as a Tech Team Lead, I am passionate about empowering young women and strengthening Girl Guiding in the region, which drives my desire to serve on the regional committee. I am excited to contribute strategically to fostering a more inclusive, resilient, and innovative regional network. I aim to support MOs in adapting to the evolving technology, enhancing their capacity, and maintaining strong relationships while promoting diversity, equity, and inclusion (DEI).

I am looking forward to utilising my expertise in IT, project management, leadership mindsets, and facilitation. I intend to devote myself to my portfolio and work closely with the MOs while working together with the volunteers to achieve the Regional Action Plan. My leadership journey has evolved through volunteering with WAGGGS and my professional experience, and I am committed to using them to nurture young leaders and encourage more girls to step into leadership roles. WAGGGS has profoundly influenced my life for more than a decade now, and I want to give back to the movement in the most meaningful way possible.

Moreover, I believe that a good leader is a lifelong learner; thus, I am open to continuous learning to acquire and hone my abilities, which would benefit the region and the movement. Just as I have connected the points with so many "and"s, I will ensure that every MO in our region feels connected and stronger together.

## ESSENTIAL SKILLS

<p><b>An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>Volunteering as a Capacity Building Support, I assisted the Digital Capacity Building Team, the Language and Inclusion Support Working Group, and the regional fundraising subcommittee. This experience deepened my understanding of the region's diversity and gave me valuable insight into the unique contributions of the MOs towards the movement. My understanding of WAGGGS as a global movement has also grown in depth and purpose through volunteering regionally and internationally.</p>		
<p><b>An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>Actively applying the WAGGGS leadership model and the Girl Guide/Girl Scout method in my daily life supported me in completing the 100 Girls Project during JLS 2022, amidst the security concerns in my country. Being involved with both JLS2022 and 2024 enhanced my capacity to not only express but also implement leadership mindsets across diverse and challenging contexts. Moreover, the WAGGGS Facilitator Accreditation Programme strengthened my ability to clearly articulate these concepts and their impact.</p>		
<p><b>Good general knowledge of the challenges and opportunities facing girls and young woman across the region.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>I have faced numerous barriers while conducting my 100 Girls project for JLS 2022. These experiences have deepened my understanding of the challenges young women encounter. Additionally, I have engaged in meaningful conversations with young women and girls to expand my awareness of their barriers. From these discussions, I have learnt that a lack of confidence, limited access to resources, and difficulties in keeping up with global opportunities are significant challenges for young women across the region.</p>		
<p><b>Ability to be flexible and open to new opportunities or ways of doing things.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally Qualified</b></p>
<p>I believe that everything is possible when we set our minds and put our effort into achieving our goals. Even after accomplishing a goal, I always reflect on how the process can be made more efficient. This mindset allows me to mentor with flexibility and creativity, especially when conventional approaches fall short. For more than half a decade as an Academic Coach and Timetable Organiser, I have provided personalised guidance to students and clients who have difficulty following generalised programmes.</p>		
<p><b>Sound independent judgement and the ability to challenge constructively.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally Qualified</b></p>
<p>Professionally, I manage complex academic schedules; optimising limited resources, including local and foreign teachers and classrooms. I led a successful transition from face-to-face to online learning for the entire language institute within one week during the COVID-19 lockdown, reducing complaints by 90%. As JLS 2024 Tech Team Lead, I ensured that we researched and selected the best Jamboard alternatives, allowing us to continue the Campground sessions effectively.</p>		

## ESSENTIAL SKILLS (CONTINUED)

<p><b>Ability to analyse and interpret information and think critically, creatively, and strategically.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>Analysing data and making strategic decisions are essential aspects of my work. In compiling an academic schedule for the upcoming terms, I carefully interpret statistics, anticipate the business plan, examine survey results, and allocate resources efficiently, even when understaffed. For the AP Silent Auction, I meticulously analysed the auction data, bidding transactions, hammer prices, and donations. I then published the Auction Report, Guidelines, and FAQ for the public and the coordinators.</p>		
<p><b>Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally Qualified</b></p>
<p>As my leadership journey progresses, attentive listening and valuing diverse perspectives have become integral to my approach. I am entrusted with resolving sensitive customer complaints to maintain strong customer relations at work. Over the past four years, my ability to understand varied concerns by actively listening and appreciating diverse points of view has helped eliminate recurring issues and foster lasting customer satisfaction.</p>		
<p><b>A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally Qualified</b></p>
<p>I work at a language learning institute with both local and international staff, where applying DEI principles is crucial. As part of the JLS 2024 Core Team, I worked closely with WAGGGS staff, volunteers, and participants from over 70 countries. To address the time zone challenge of covering both the USA and Australia, I coordinated a smooth communication chain and reporting line, conducted asynchronous meetings, and used digital tools to stay aligned. Together, we ensured JLS 2024's success, creating an inclusive environment that valued equal participation and diverse perspectives.</p>		
<p><b>Cultural sensitivity and an ability to work in a multicultural context.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally Qualified</b></p>
<p>International Relations, a minor in my French degree, has deepened my understanding of global cultures, their intrinsic values, and how relationships can be built through mutual respect and empathy. This academic foundation, combined with my experiences volunteering and working in multicultural environments, has equipped me to collaborate effectively across diverse teams. I have developed strong cultural sensitivity and the ability to adapt to various cultural norms, making me confident in engaging meaningfully within international and cross-cultural contexts.</p>		
<p><b>Experience in working with volunteer teams. Team leadership skills, and ability to delegate.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally Qualified</b></p>
<p>I have led and collaborated with volunteer teams across WAGGGS events, including the 14th Asia Pacific Regional Conference and the STEM Global Webinars with Johnson &amp; Johnson. As the Asia Pacific Regional Capacity Building Support, I guided both the Language and Inclusion Support Group and the Digital Capacity Building Team. As JLS 2024 Tech Lead, I contributed to the Core Team while managing technical tasks. I've also supported my MO's executive members with tech-related tasks and membership fee-related processes.</p>		

## DESIRABLE SKILLS

<b>Previous experience of volunteering for WAGGGS.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I have volunteered with WAGGGS in diverse and impactful roles, including JLS 2024 Tech Lead and a member of the Sangam Expedition Planning Team. As Asia Pacific Capacity Building Support, I led the Language and Inclusion Support Working Group and the Digital Capacity Building Team. I also supported the 1st Asia Pacific Regional Fundraising Silent Auction, the 14th AP Regional Conference Tech Team, and the STEM Global Webinars Tech Team – consistently contributing to the success of both regional and global WAGGGS initiatives.</p>		
<b>Ability to think strategically and create strategic plans.</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>I strategically manage resources while anticipating the academic year's business plan for the institute as a timetable organiser. Additionally, I conducted research and designed personalised academic plans to support diverse student needs. I also co-developed a risk management plan and strategic transition to online learning at the beginning of the COVID-19 pandemic. This proactive planning ensured the institute's continuity, prevented a complete closure, and minimised the potential exposure to the virus for over 50 staff and 400 students.</p>		
<b>Financial, management, budgets, and risk management.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>Professionally, I manage the monthly payroll calculation for international staff to support the finance department. Alongside my professional role, I oversee my family's business operations, including the B2B and B2C transactions. I closely monitor the quarterly audits, handle taxation processes, and assist with budget planning. Additionally, I always apply risk management strategies to safeguard against unforeseen challenges. I also co-developed and led the implementation of the COVID-19 risk management plan at work.</p>		
<b>Project and programme planning and management</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>Project and programme management is a key component of my IT degree. In addition to managing a business, I have taken on various professional responsibilities requiring strategic planning and project management. As a Tech Team Lead for WAGGGS' JLS 2024 and a planning team member of the Asia Pacific Regional Silent Auction 2023, I played an integral role in delivering successful initiatives that involved significant coordination and planning.</p>		
<b>Governance and/or legal expertise.</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>I have a foundational understanding of governance and legal frameworks, developed through hands-on experience with government regulations relevant to business operations. I have participated in legal discussions to analyse the laws, rules, and regulations I have studied with real-life cases. I am committed to furthering my understanding.</p>		
<b>Fund development and partnerships.</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>I possess a fundamental understanding of fund development from my academic curriculum. I gained practical experience through my involvement in the Asia Pacific Regional Silent Auction. This role exposed me to donor engagement, promoting the initiatives to more than 25 MOs and collaborative planning for the fund development.</p>		

## DESIRABLE SKILLS (CONTINUED)

<b>Diversity, equity, and inclusion.</b>	<b>Skill Level:</b>	<b>Professionally qualified</b>
<p>I have completed the WAGGGS DEI course and have actively applied its principles in my multicultural work environment for the past five years. This positioned me as the primary mediator at the workplace. Moreover, I have been working closely with WAGGGS volunteers and staff from around the world. I have participated in the 17th International Girl Scouts Camp in South Korea, JLS Celebrating US at Sangam and the Sangam expedition, where I connected and collaborated with people from diverse backgrounds.</p>		
<b>Negotiation and conflict resolution.</b>	<b>Skill Level:</b>	<b>Professionally qualified</b>
<p>I have actively resolved conflicts for the company and served as a moderator for discussions and events. In my role of liaising with both B2B and B2C clients at work, I have developed strong negotiation and conflict resolution skills through regular practice in high-stakes environments.</p>		
<b>Marketing and communications, including public relations and social media</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>I adhered to the WAGGGS branding guidelines while developing user guides, FAQs, Auction Guidelines, and a post-event report for the Asia Pacific Regional Silent Auction and the 14th Asia Pacific Regional Conference. I also managed the donors and the winning bidders via email, ensuring clear, professional, and timely correspondence. These supported the brand consistency, stakeholder engagement and the successful event delivery.</p>		
<b>Research and development, Monitoring and evaluation, including data collection and analysis</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I conducted research and ensured the smooth delivery of the first-ever Asia Pacific Regional Silent Auction. I carefully monitored and evaluated the data figures to publish a comprehensive post-event report. Additionally, I regularly analyse the survey results at work to implement the strategic quarterly objectives.</p>		
<b>Influencing skills and advocacy</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I have completed the first stage of the WAGGGS Facilitator Accreditation Programme. I am now a WAGGGS trainee facilitator working towards the accreditation. My experience as a JLS 2022 participant and a JLS 2024 Core Team Member has strengthened my advocacy and influencing skills. I have applied these through facilitation while conducting my 100 Girls Project, which focuses on empowering young girls and promoting environmental awareness and gender equality.</p>		
<b>External relations</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>International Relations (IR) is my minor at the university. I handle complicated B2B and B2C complaints at work and maintain external relations. I am keen on expanding my knowledge in this area for better collaboration and networking opportunities to advance the Region and the movement.</p>		

## DESIRABLE SKILLS (CONTINUED)

Human resources management (staff and/or volunteers)	Skill Level:	Contributor
As a timetable organiser at a language institute, I allocate teachers to the classes based on their qualifications and expertise. Volunteering in different lead roles for WAGGGS has honed the capability to oversee volunteers effectively. As a Capacity Building Support of the Asia Pacific Region, I have managed the Digital Capacity Building Team and Language and Inclusion Support Working Group in achieving the Regional Action Plan.		
Information technology tools, systems and applications	Skill Level:	Professionally Qualified
I am currently pursuing dual degrees in Information Technology and French. Additionally, I have been actively volunteering with the Tech Team at various WAGGGS events, GYM (Global Youth Mobilisation) sessions and the United Nations' ECOSOC Youth Forum side event of 2025.		
Innovation and creative thinking	Skill Level:	Expert
Creative and critical thinking are essential in my profession because formal or conventional approaches do not always resolve unique challenges. I constantly need to develop creative solutions that benefit all parties. After the COVID-19 lockdown, when we faced a significant imbalance between face-to-face and online students, I proposed and promoted self-study courses and hybrid class options. This implementation helped us bridge the gap, ensuring our institute thrived throughout the academic year.		

## LEADERSHIP MODEL MINDSETS

### *In what ways will your practice of the leadership mindsets enhance your effectiveness as a Regional Committee Member?*

Practising WAGGGS leadership mindsets daily has opened new perspectives. This practice enables me to be proactive and understanding when collaborating with stakeholders and MOs for the Region's growth.

The Reflective Mindset will help me assess my performance and improve constantly. Valuing experiences ensures strategic decision-making that meets the Region's needs.

The Collaborative Mindset will enhance my teamwork skills and my spirit as a team player. In every project I have managed, people have remarked on my cheerful presence, making them feel comfortable communicating with me and seeking assistance. I do not doubt that I can maintain strong relationships and foster inclusive dialogue where every MO's voice is valued. I can contribute to the Regional Committee's efforts to create an environment and develop attitudes that allow people to thrive through trust and teamwork.

By applying the Creative & Critical Thinking Mindset, I will be equipped to support MOs in navigating challenges, overcoming barriers, leveraging opportunities, and evaluating the outcomes of my leadership actions. It is also important for me to prioritise matters effectively and efficiently.

The Responsible Action Mindset encourages me to be an impact-driven individual aware of our actions' rippling effects. This mindset will help me consider sustainability and how to mobilise resources to create change when making decisions.

With the Gender Equality Mindset, I am committed to creating safe and empowering spaces for girls and young women to confidently pursue leadership and have equal opportunities to work towards it both within and outside the movement.

Finally, the Worldly Mindset allows me to respect diverse cultural contexts and align WAGGGS's missions and visions with the expectations of various environments. It fosters a deeper concern for others through pure empathy, ensuring the unique needs of the MOs are taken into account in strategies and solutions.

## VOLUNTARY AND PROFESSIONAL APPOINTMENTS

*Positions held within WAGGGS, a Member Organisation and professional, NGO or business appointments from 2015 to date.*

<b>Member Organisation</b>	<ul style="list-style-type: none"> <li>• Young Leader, 2019 - present</li> <li>• World Thinking Day Volunteer, 2022</li> <li>• Community Training Volunteer, 2019</li> <li>• University-Level Girl Guiding Training Volunteer, 2019</li> </ul>
<b>WAGGGS (at global or regional level)</b>	<ul style="list-style-type: none"> <li>• WAGGGS Trainee Facilitator working towards accreditation, 2024 - present</li> <li>• JLS 2024 Core Team (Tech Team Lead), 2024 - 2025</li> <li>• Sangam Expedition Planning Team of JLS 2024</li> <li>• Asia Pacific Regional Capacity Building Support, 2023 - present</li> <li>• Asia Pacific Regional Digital Capacity Building Team Lead, 2023 - present</li> <li>• Asia Pacific Regional Language and Inclusion Working Group Lead, 2023 - present</li> <li>• Asia Pacific Regional Fundraising Subcommittee member, 2023 - present</li> <li>• STEM Global Webinars Volunteer, 2022 - 2023</li> <li>• Tech Team Volunteer for 14th Asia Pacific Regional Conference, 2022</li> </ul>
<b>Other voluntary positions</b>	<ul style="list-style-type: none"> <li>• GYM (Global Youth Mobilisation; the initiative of The Big 6) sessions Tech Support, 2025</li> <li>• UN ECOSOC Youth Forum Panel Discussion - Unlocking Financing &amp; Elevating Youth-Led Action on the SDGs Tech Support, 2025</li> </ul>
<b>Professional/ NGO/business appointments</b>	<ul style="list-style-type: none"> <li>• Timetabling Administrative Assistant, 2024-present</li> <li>• Coach and Timetable Organiser (2020- 2024)</li> </ul>

# FRANCINE PRADEZ

Girl Scouts of the Philippines

Under 30



## Nominated by:

Girl Scouts of the Philippines

## Languages spoken:

Filipino as mother tongue, fluent English, basic Mandarin Chinese, basic French and basic Spanish

## PERSONAL STATEMENT

*Why would you like to become a member of the Regional Committee, and what are your hopes and vision for the region in the next triennium?*

I owe much of who I am today to Girl Scouting. It was within this movement that I first learnt the language of leadership, the value of community, and the courage to explore femininity on my own terms. The lessons cultivated in my volunteering journey—whether in a campsite, a boardroom, or a grassroots programme—have shaped how I navigate the world.

Now, it is time to pay it forward. In the next triennium, I envision a region where young women are not just participants but key decision-makers in governance and advocacy. Having benefitted from these initiatives in my early leadership journey, I seek to amplify their presence, ensuring that pathways to leadership are not just available but actively championed. Thought partnership is essential in making our movement more aligned with the REAL (relevant, exciting, accessible, and learner-led) experience. This means fostering an environment where our programmes evolve alongside the shifting needs of girls today, bridging tradition with innovation. With a background in civic engagement, volunteer management, and strategic communications, I hope to contribute to strengthening brand recognition and boosting our regional presence. More than just growing the movement, this is about growing people—nurturing communities, fostering open dialogues, and shaping brighter futures. Through the Regional Committee, I hope to extend the same generosity of leadership and opportunity that Girl Scouting has given me, ensuring that every girl, no matter where she is, finds a home in this sisterhood that continues to transform lives.

## ESSENTIAL SKILLS

<p><b>An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Contributor</b></p>
<p>I facilitated sessions on WAGGGS structures at regional and local levels, including at the 2024 Asia Pacific Young Women in Governance Workshop in the Maldives and the 13th Regional Conference in Taiwan. I help volunteers and girls understand WAGGGS' global ecosystem and how we fit into it, deepening engagement with the movement.</p>		
<p><b>An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Contributor</b></p>
<p>I've led trainings on the WAGGGS Leadership Model within my Member Organisation, guiding girls through a values-based, girl-led, and experiential approach. This includes our triennial leadership events –the National Gathering of Girl Representatives and the National Girl Leaders Training. I also apply WAGGGS leadership mindsets such as empathy and adaptability in personal, professional, and mentoring spaces to foster inclusive environments and meaningful leadership experiences.</p>		
<p><b>Good general knowledge of the challenges and opportunities facing girls and young woman across the region.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>As a young woman and advocate, I understand the gendered barriers girls face – like food insecurity, low body confidence, and underrepresentation. Through programs like Adolescent Female Health, Free Being Me, and Girl Powered Nutrition, I've delivered mentorship and training to help girls challenge harmful norms. As a member of the National Training and National Program Committees, I also developed and delivered tailored sessions that respond to the evolving needs and interests of girls across diverse contexts.</p>		
<p><b>Ability to be flexible and open to new opportunities or ways of doing things.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Contributor</b></p>
<p>I approach challenges with a design-thinking mindset, allowing me to adapt and find innovative, efficient solutions. My experience as a national advocacy champion, peer educator, and committee member has given me a strong grasp of diverse leadership roles. I conducted a study on amplifying young women's governance participation, using the findings to shape mentorship strategies. I also tailor capacity-building sessions to varied learning styles, which strengthens my flexibility and ability to navigate dynamic environments effectively.</p>		
<p><b>Sound independent judgement and the ability to challenge constructively.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Contributor</b></p>
<p>I exercise sound independent judgment by engaging in open dialogue and staying neutral until evidence emerges. My conflict resolution style values understanding all perspectives before deciding. In intergenerational leadership spaces, I create inclusive environments where both young leaders and mentors feel heard. At ILAW, I facilitated discussions between energy consumers and policymakers. I've also mediated debates in CSOs and Girl Scouts, bridging views on gender and leadership to foster mutual understanding and collective action.</p>		

## ESSENTIAL SKILLS (CONTINUED)

<p><b>Ability to analyse and interpret information and think critically, creatively, and strategically.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>Critical analysis is central to my work in both advocacy and professional settings. As a geologist, I interpret data to address environmental and energy challenges. In advocacy, I analyze gender disparities in food and energy systems to shape community-driven solutions. Now, as a Central Board member of the Girl Scouts of the Philippines, I use this strategic lens to design programs and policies that reflect the diverse needs of girls and volunteers across regions.</p>		
<p><b>Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Contributor</b></p>
<p>Participating in international platforms like the UN Science-Policy-Business Forum and World Food Forum deepened my appreciation for cross-cultural engagement. Interacting with diverse stakeholders – from policymakers to grassroots organizers – taught me to see issues through multiple lenses. These experiences reinforced that inclusive dialogue leads to more holistic and sustainable solutions in areas like energy, food, and gender equity. Listening to varied perspectives continues to strengthen my approach to advocacy and community-driven action.</p>		
<p><b>A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>At Wedu, I work with a multicultural team across South and Southeast Asia, enhancing my ability to collaborate in diverse, remote settings. I've learned to bridge cultural differences and foster inclusive teamwork. As a Central Board member of the Girl Scouts of the Philippines, I also navigate intergenerational leadership, balancing tradition with innovation. By respecting diverse leadership styles and valuing all voices, I help build cohesive, adaptive teams that drive inclusive, impactful programs and policies.</p>		
<p><b>Cultural sensitivity and an ability to work in a multicultural context.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>At Wedu, I collaborate with a multicultural team across Asia, sharpening my ability to work across cultures and remote setups. I bridge communication gaps and foster inclusive teamwork. On the Girl Scouts of the Philippines' Central Board, I navigate intergenerational leadership and regional diversity. By valuing all voices and blending tradition with innovation, I help build agile, inclusive teams that drive meaningful, girl-centred programs.</p>		
<p><b>Experience in working with volunteer teams. Team leadership skills, and ability to delegate.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>With over a decade of volunteer experience in women's organizations, I have honed my flexibility and adaptability while leading diverse teams toward a shared vision of gender-equal leadership. As a co-founder of ILAW, I delegated tasks efficiently to mobilize youth-led energy initiatives. Through programs like Girl Powered Nutrition and Tanglaw, I guided teams in grassroots advocacy, ensuring collective ownership of projects. My leadership thrives on collaboration, mentorship, and fostering a culture of shared responsibility.</p>		

## DESIRABLE SKILLS

<b>Previous experience of volunteering for WAGGGS.</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>I have collaborated with WAGGGS on global initiatives such as facilitating the Asia Pacific Young Women in Governance Workshop (2024) and leading the Nutri-Equal Youth and YUNGA Lab (2022). I also organised the Global Consultation on Climate Change and Gender Equality and a CSW65 event on youth-led nutrition advocacy. As a National Advocacy Champion, I mentored peers across Tanzania, Madagascar, and Sri Lanka, sharing best practices to strengthen youth-led initiatives in adolescent nutrition.</p>		
<b>Ability to think strategically and create strategic plans.</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>I apply strategic thinking in project management through volunteer and professional roles. As ILAW co-founder, I developed consumer education strategies on energy policies, while in Girl Powered Nutrition, I co-designed advocacy roadmaps addressing adolescent malnutrition. I also contributed to the Girl Scouts of the Philippines' strategic plan, aligning initiatives with organisational goals to enhance impact. These experiences have honed my ability to create context-driven, impactful strategic plans.</p>		
<b>Financial, management, budgets, and risk management.</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>I have a working knowledge of financial literacy and collaborated with the CAT Team to design the finance module for Member Organizations, ensuring accessible and practical budgeting strategies. While I have experience in financial planning for community projects, I remain eager to deepen my expertise in risk management and sustainable funding models.</p>		
<b>Project and programme planning and management</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>I have led and co-developed programs focused on adolescent nutrition, energy consumer advocacy, and grassroots initiatives addressing food and energy security. My experience includes overseeing project implementation, stakeholder engagement, and policy advocacy. I also mentor young leaders, fostering strategic planning and community-driven solutions for sustainable development.</p>		
<b>Governance and/or legal expertise.</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>I have facilitated capacity-building sessions for the Asia Pacific Young Women in Governance Network, helping young leaders develop skills in civic engagement and policy advocacy. As a Young Women Ambassador for the region, I amplify girls' voices in governance discussions and spaces.</p>		
<b>Fund development and partnerships.</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>As a Giving Day ambassador, I mobilized networks to support fundraising efforts. I also collaborated with Wedu on a fundraising campaign, helping secure resources for women's leadership programs. These experiences strengthened my ability to engage stakeholders, build partnerships, and drive impact through strategic fund development.</p>		

## DESIRABLE SKILLS (CONTINUED)

<b>Diversity, equity, and inclusion.</b>	<b>Skill Level:</b>	<b>Professionally qualified</b>
<p>I completed an academic fellowship with Portland State University on civic engagement and DEIA principles, deepening my understanding of inclusive leadership. I actively volunteer in women-led CSOs and youth networks, advocating for gender-equal food and energy systems. My work amplifies underrepresented voices through mentorship, policy lobbying, and community-driven initiatives.</p>		
<b>Negotiation and conflict resolution.</b>	<b>Skill Level:</b>	<b>Professionally qualified</b>
<p>I have completed courses on negotiation and conflict resolution with the United States Institute of Peace and received workplace conflict resolution training. These equipped me with skills to mediate disputes, foster collaboration, and navigate difficult conversations.</p>		
<b>Marketing and communications, including public relations and social media</b>	<b>Skill Level:</b>	<b>Professionally qualified</b>
<p>I lead marketing and communications at Wedu, crafting content and strategies to amplify the organization's brand and vision. I manage public relations efforts and social media engagement, ensuring impactful storytelling. My work includes producing campaigns that elevate women's leadership narratives and strengthen community engagement across digital platforms.</p>		
<b>Research and development, Monitoring and evaluation, including data collection and analysis</b>	<b>Skill Level:</b>	<b>Professionally qualified</b>
<p>I have experience in Monitoring, Evaluation, Research, and Learning (MERL) through Wedu, where I contributed to impact assessment initiatives. My strong research background as an earth scientist includes data collection, geospatial analysis, and field studies. These skills enable me to evaluate programs effectively and develop evidence-based solutions for community resilience.</p>		
<b>Influencing skills and advocacy</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I have been trained and have led advocacy efforts under WAGGGS programs such as Stop the Violence, Girl Powered Nutrition, Free Being Me, Action on Body Confidence, and Surf Smart. I applied these influencing skills as a delegate to the 65th Commission on the Status of Women, amplifying youth perspectives on gender equality.</p>		
<b>External relations</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>As a Marketing and Communications Associate at Wedu, I manage communications and partnerships to amplify women's leadership programs. Previously, as Vice President for External Affairs of UP Cwm Zena'na, I led collaborations with advocacy groups, advancing gender equality initiatives through strategic outreach. As part of the National Program and International Affairs Committees of the Girl Scouts of the Philippines, I supported partnership-building efforts, contributing to programs that enable young women through global and national collaborations.</p>		

## DESIRABLE SKILLS (CONTINUED)

<b>Human resources management (staff and/or volunteers)</b>	<b>Skill Level:</b>	<b>Contributor</b>
I have experience leading and collaborating with multicultural teams in university organizations and NGOs, managing both staff and volunteers. My roles have involved fostering inclusive environments, facilitating capacity-building programs, and ensuring effective teamwork. I have also taken on leadership positions that required strategic planning and cross-cultural communication.		
<b>Information technology tools, systems and applications</b>	<b>Skill Level:</b>	<b>Expert</b>
I actively use information technology tools in both professional and personal settings. With extensive knowledge of communication platforms (Slack, Zoom), CRM software (Salesforce, HubSpot), website applications (WordPress, Wix), and mapping systems (GIS, Google Earth), I leverage these tools for project management, stakeholder engagement, and data-driven decision-making.		
<b>Innovation and creative thinking</b>	<b>Skill Level:</b>	<b>Contributor</b>
I apply innovation by streamlining work processes for efficiency. For example, while evaluating our communications strategies at Wedu, I proposed using analytics tools like Looker Studio and Google Analytics instead of manual data logging. This shift improved accuracy, saved time, and provided deeper insights, enhancing our decision-making and impact assessment.		

## LEADERSHIP MODEL MINDSETS

### *In what ways will your practice of the leadership mindsets enhance your effectiveness as a Regional Committee Member?*

Leadership is not just about preparing girls for the future—it is about equipping them to shape it. The Movement’s strength lies in its ability to meet girls where they are, creating spaces where they can lead with confidence, challenge gender norms, and take meaningful action. As a Regional Committee Member, I will bring a reflective and adaptable approach that bridges personal insight with collective action, ensuring that leadership remains dynamic, inclusive, and transformative.

With over a decade of experience in women’s organisations and youth movements, I have learned to recognise patterns of exclusion and identify opportunities for inclusion. By assessing past initiatives and listening to the lived realities of girls, I will help shape strategies that ensure their voices are embedded in leadership structures. Leadership is most effective when shared, and I have seen firsthand how mentorship and allyship create ripple effects in advancing gender equality. In this role, I will strengthen the bridge between grassroots movements and institutional frameworks, ensuring policies and programmes remain responsive to young people’s evolving needs.

Innovation is at the heart of sustainable change. My work in gender-equal food and energy systems has taught me that meaningful solutions must be both evidence-based and context-specific. By fostering inquiry, challenging assumptions, and promoting adaptability, I will contribute to a Movement that remains resilient in the face of shifting socio-political landscapes. Leadership also thrives in connection, and through regional and international engagement, I have seen how cross-border collaboration fuels lasting impact.

Ultimately, leadership must translate into action. By mobilising resources, strengthening networks, and reinforcing the Movement’s commitment to being truly girl-led, I will help ensure that young leaders are not just seen and heard—but fully empowered to redefine the world on their own terms.

## VOLUNTARY AND PROFESSIONAL APPOINTMENTS

*Positions held within WAGGGS, a Member Organisation and professional, NGO or business appointments from 2015 to date.*

<b>Member Organisation</b>	<ul style="list-style-type: none"> <li>• Member-at-large, Central Board, 2024 to present</li> <li>• Vice Chairperson, Real Properties and Buildings Committee, 2024 to present</li> <li>• Member, International Affairs Committee, 2021 to 2024</li> <li>• Member, National Program Committee, 2021 to 2024</li> <li>• National Advocacy Champion, Girl Powered Nutrition programme, 2020 to 2022</li> <li>• Alternate Regional Girl Representative, Northern Luzon Region, 2015 to 2018</li> </ul>
<b>WAGGGS (at global or regional level)</b>	<ul style="list-style-type: none"> <li>• Young Women Ambassador, Asia Pacific Region, 2019 to 2022</li> </ul>
<b>Other voluntary positions</b>	<ul style="list-style-type: none"> <li>• Secretary, YWCA of the Philippines Inc., 2024 to present</li> <li>• Better Normal Youth Champion, Better Normal Youth Movement, 2020 to present</li> <li>• Vice President for Program and Membership, National Council YWCA of the Philippines Inc., 2022 to 2024</li> <li>• Vice President for Program and Membership, National Youth Coordinating Council YWCA of the Philippines Inc., 2019 to 2022</li> <li>• Vice President for External Affairs, UP Cwm Zena'na, 2022 to 2023</li> <li>• Vice President for Internal Affairs, UP Geology Majors' Society, 2022 to 2023</li> </ul>
<b>Professional/ NGO/ business appointments</b>	<ul style="list-style-type: none"> <li>• Marketing and Communications Associate, Wedu, 2024 to present</li> <li>• Youth Convenor, ILAW, 2023 to present</li> <li>• Petrologist, Energy Development Corporation, 2024</li> <li>• Museum Docent, UP NIGS-UPGAA Museum, 2022 to 2023</li> </ul>

# DR RUPAM SANDHU

**Bharat Scouts and Guides**

**Over 30**

**Nominated by:**

Bharat Scouts and Guides

**Languages spoken:**

Punjabi as mother tongue, fluent English, and basic French



## PERSONAL STATEMENT

*Why would you like to become a member of the Regional Committee, and what are your hopes and vision for the region in the next triennium?*

By becoming a part of the regional committee, I aim to contribute meaningfully to the region. Serving in a voluntary capacity will enhance my leadership skills, which are invaluable in both personal and professional life. This role will also allow me to connect with a vast network of like-minded individuals working collectively to improve society.

As a committee member, I will have the opportunity to expand my knowledge, acquire new skills, and gain insights from diverse perspectives to drive meaningful reforms across communities. I am committed to strengthening the region through good governance and resource mobilization, ensuring greater community involvement—especially in initiatives that support and uplift young women.

As a medical professional, I bring expertise in healthcare, well-being, and social awareness, which can significantly contribute to the committee's efforts. I am dedicated to combating sexual abuse against women, advocating for gender equality, and addressing critical issues faced by adolescent girls. My goal is to promote health education, mental well-being, and access to healthcare services, ensuring a holistic approach to women's empowerment.

I strongly believe in fostering women's leadership to create a positive impact regionally and globally. Additionally, as a socially engaged individual, I see this opportunity as a privilege to connect with diverse people and cultures while making a meaningful difference in society.

## ESSENTIAL SKILLS

<b>An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>I have a deep understanding of WAGGGS, its mission, and its commitment to empowering young women worldwide. I am familiar with the complex and diverse regional landscape, allowing me to address unique challenges across communities. Additionally, my knowledge of varied MO structures enables me to foster effective collaboration, governance, and resource mobilization for impactful initiatives. As a participant in the Governance Workshop in June 2024, I have further strengthened my expertise in organizational leadership and strategic planning.</p>		
<b>An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>I understand and can articulate the WAGGGS Leadership Model and the Girl Guide/Girl Scout Method, which emphasize youth-led, experiential learning, teamwork, and social impact. I advocate for inclusive, values-based leadership, empowering young women to develop confidence, skills, and global awareness to become change-makers in their communities and beyond.</p>		
<b>Good general knowledge of the challenges and opportunities facing girls and young woman across the region.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I have a strong understanding of the challenges and opportunities faced by girls and young women, including healthcare access, gender inequality, and education barriers. My work in public health, gender advocacy, and leadership development enables me to contribute to empowering young women through education, mentorship, healthcare initiatives, and community engagement.</p>		
<b>Ability to be flexible and open to new opportunities or ways of doing things.</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>Throughout my career, I have embraced flexibility and adaptability, tackling evolving healthcare challenges. From managing the COVID-19 response to leading polio and tuberculosis eradication efforts, I have adopted innovative approaches to improve outreach. I actively seek new opportunities to enhance processes, community engagement, and public health impact.</p>		
<b>Sound independent judgement and the ability to challenge constructively.</b>	<b>Skill Level:</b>	<b>Contributor</b>
<p>During the COVID-19 pandemic, I played a critical role in managing the COVID isolation center and overseeing the COVID vaccination program, ensuring efficient immunization efforts in my region. This required sound independent judgment to make timely decisions in a rapidly evolving crisis, balancing public health priorities with available resources. This has strengthened my ability to challenge constructively when necessary.</p>		
<b>Ability to analyse and interpret information and think critically, creatively, and strategically.</b>	<b>Skill Level:</b>	<b>Follower</b>
<p>My experience serving in the Indian Army has equipped me with strong critical thinking and strategic decision-making skills. Working in a structured and high-pressure environment required me to analyze situations quickly, anticipate challenges, and implement effective solutions.</p>		

## ESSENTIAL SKILLS (CONTINUED)

<p><b>Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Contributor</b></p>
<p>As a public servant, I interact with numerous patients daily, giving me the opportunity to understand different perspectives and appreciate the rich cultural diversity within our country. India's vast diversity presents new challenges every day, encouraging adaptability, empathy, and a deeper appreciation of various traditions and viewpoints.</p>		
<p><b>A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>Managing various awareness drives, especially the COVID-19 vaccination center, has strengthened my ability to lead diverse teams, understand different roles, and maintain clear reporting lines. This experience has enhanced my team coordination, organizational skills, and decision-making, ensuring smooth operations and effective collaboration in high-pressure environments.</p>		
<p><b>Cultural sensitivity and an ability to work in a multicultural context.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Expert</b></p>
<p>In India, we embrace Unity in Diversity, which enriches our perspectives while challenging us to be culturally sensitive and think in multicultural dimensions. This diversity fosters inclusivity, adaptability, and global awareness. Working in the public sector further enhances these qualities, strengthening collaboration and impact across diverse communities.</p>		
<p><b>Experience in working with volunteer teams. Team leadership skills, and ability to delegate.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally Qualified</b></p>
<p>As the President of the Leadership Training Service (LTS), I led volunteer teams, organizing community service initiatives, education camps, and fundraising efforts. This experience honed my team leadership skills, ability to delegate tasks, and coordinate diverse groups effectively, fostering a strong sense of social responsibility, problem-solving, and resource mobilization.</p>		

## DESIRABLE SKILLS

<b>Previous experience of volunteering for WAGGGS.</b>	<b>Skill Level:</b>	<b>Learner</b>
None		
<b>Ability to think strategically and create strategic plans.</b>	<b>Skill Level:</b>	<b>Contributor</b>
I have worked closely with the administration to develop and implement strategic plans for various awareness drives and initiatives aimed at driving positive change within my field. My ability to think strategically allows me to analyze challenges, set clear objectives, and create structured plans to achieve impactful and sustainable results.		
<b>Financial, management, budgets, and risk management.</b>	<b>Skill Level:</b>	<b>Contributor</b>
I have worked alongside administration teams to ensure efficient resource allocation, cost-effective planning, and risk mitigation, ensuring sustainability and impact while maintaining financial accountability.		
<b>Project and programme planning and management</b>	<b>Skill Level:</b>	<b>Expert</b>
I have actively contributed to project and program planning and management, overseeing awareness drives, vaccination campaigns, and community initiatives. From strategic planning to execution, I ensure efficient resource allocation, team coordination, and impact assessment. My experience in public health and social initiatives has strengthened my ability to deliver effective, outcome-driven programs.		
<b>Governance and/or legal expertise.</b>	<b>Skill Level:</b>	<b>Contributor</b>
I have gained governance expertise through my work in public health administration, strategic planning, and community initiatives. Collaborating with government bodies and organizations, I have ensured compliance, transparency, and effective decision-making in programs. My experience in policy implementation, resource management, and leadership has strengthened my ability to uphold good governance practices.		
<b>Fund development and partnerships.</b>	<b>Skill Level:</b>	<b>Learner</b>
I have worked on an ad hoc basis for resource mobilization, sponsorship outreach, and stakeholder collaboration, securing funding and support for health and social welfare projects.		
<b>Diversity, equity, and inclusion.</b>	<b>Skill Level:</b>	<b>Contributor</b>
My work in public health, community initiatives, and leadership development has reinforced the importance of cultural sensitivity, gender equality, and inclusive policies to create a more equitable society.		
<b>Negotiation and conflict resolution.</b>	<b>Skill Level:</b>	<b>Follower</b>
At work, I have effectively mediated conflicts, facilitated discussions, and found common ground to ensure smooth collaboration, productive outcomes, and sustainable impact in various projects.		

## DESIRABLE SKILLS (CONTINUED)

<b>Marketing and communications, including public relations and social media</b>	<b>Skill Level:</b>	<b>Expert</b>
My experience in public relations and social media management has helped drive community engagement and advocacy efforts successfully.		
<b>Research and development, Monitoring and evaluation, including data collection and analysis</b>	<b>Skill Level:</b>	<b>Contributor</b>
I have worked on tracking progress, measuring impact, and using data-driven insights to refine strategies, improve outreach, and ensure sustainable, evidence-based outcomes.		
<b>Influencing skills and advocacy</b>	<b>Skill Level:</b>	<b>Expert</b>
Through awareness campaigns, stakeholder engagement, and policy discussions, I have effectively championed social causes, mobilized support, and driven impactful initiatives, from my school days, ensuring that critical issues receive the attention and action they deserve.		
<b>External relations</b>	<b>Skill Level:</b>	<b>Expert</b>
As a Public servant , I have experience in external relations, building and maintaining strong partnerships with stakeholders, government bodies, NGOs, and community organizations.		
<b>Human resources management (staff and/or volunteers)</b>	<b>Skill Level:</b>	<b>Expert</b>
It has been an intergral part of my Job.		
<b>Information technology tools, systems and applications</b>	<b>Skill Level:</b>	<b>Follower</b>
In India, we often have assistants to support administrative and technical tasks, including IT-related work. While I oversee and guide the processes, most of the IT-related tasks are efficiently handled by my assistant, allowing me to focus on strategic planning, decision-making, and leadership responsibilities.		
<b>Innovation and creative thinking</b>	<b>Skill Level:</b>	<b>Expert</b>
Innovation and creative thinking are integral to my daily life as a woman, mother, and professional. Balancing multiple responsibilities has honed my ability to find creative solutions, adapt to challenges, and think resourcefully in both personal and professional settings, ensuring efficiency, problem-solving, and impactful decision-making.		

## LEADERSHIP MODEL MINDSETS

*In what ways will your practice of the leadership mindsets enhance your effectiveness as a Regional Committee Member?*

The WAGGGS Leadership Module is a powerful tool for developing leadership skills in individuals. As a professional dentist, I can confidently say that the skills I have gained through various program are similar to the Model and has shaped me into the person I am today.

One of my key areas of focus is transforming gender mindsets within the community, addressing critical issues such as gender bias and inequality. By fostering a leadership mindset, I aim to serve as a role model for my peers, drive positive change, uphold discipline, and promote self-worth.

My vision is to empower girls and young women, equipping them with the confidence and resources needed for social stability and financial independence. I am committed to helping them become strong, self-reliant individuals who can stand against sexual abuse and domestic violence.

Through this platform, I seek to assess the abilities of others, make proactive decisions, and contribute to continuous societal progress. Serving as a member of the regional committee will enhance communication within the group, fostering a collaborative work environment that boosts efficiency and productivity. Ultimately, my goal is to build a more tolerant and equitable society.

## VOLUNTARY AND PROFESSIONAL APPOINTMENTS

*Positions held within WAGGGS, a Member Organisation and professional, NGO or business appointments from 2015 to date.*

Member Organisation	<ul style="list-style-type: none"><li>• State Commissioner headquarters.</li><li>• Commissioner – Guide</li></ul>
WAGGGS (at global or regional level)	
Other voluntary positions	
Professional/ NGO/ business appointments	<ul style="list-style-type: none"><li>• Medical officer ( Dental) with Govt of Haryana : Gazzeted officer, currently on deputation with Ut Chandigarh, February 2004 - present</li></ul>

# NIUMATH SHAFEEG

## Maldives Girl Guides Association

Over 30

### Nominated by:

Maldives Girl Guides Association

### Languages spoken:

Dhivehi as mother tongue and fluent English



## PERSONAL STATEMENT

*Why would you like to become a member of the Regional Committee, and what are your hopes and vision for the region in the next triennium?*

I feel honoured to run for the Asia Pacific Regional Committee, motivated by my lifelong dedication to Girl Guiding and my enthusiasm for fostering its future development. My journey in Guiding began when I was 11 years old as a Girl Guide in the Maldives. At 16, in 1983, I was trained as an Adult Leader, coinciding with the founding of the Maldives Girl Guides Association (MGGA). For over four decades, Guiding has influenced both my career—now as the Children’s Ombudsperson of the Maldives—and my personal growth. I have taken on several national roles, including National Secretary, Assistant Training Commissioner, Commissioner for Girl Guides, Deputy Chief Commissioner, and most recently, Chief Commissioner for the last decade. My professional travels across the Asia Pacific, my experiences in Girl Guiding, and my time living abroad have deepened my understanding of various cultural settings and expanded my views on leadership and inclusivity. Being fluent in English, Hindi, and Sinhala enhances my ability to engage with SAGNOs and other MOs in the Region.

As I look toward the next triennium, my vision focuses on strengthening our region through:

- Governance and Operational Efficiency: Promoting CAT 2.0 and assisting MOs in integrating it into their strategic planning.
- Quality Girl Guiding/Girl Scouting: Utilizing the Growing and Learning framework to support MOs in creating inclusive, brave girl-centered spaces and paving the way for meaningful youth participation.
- Membership Growth and Retention: Helping MOs adopt tailored best practices.
- Volunteer Management: Creating spaces where volunteers are valued and empowered.
- Collaboration Among MOs: Enhancing networking opportunities for resource sharing, addressing challenges, and fostering new leadership opportunities.

I am confident that my passion for the cause, background, skills, and vision will contribute to the growth of the Girl Guiding movement in the region.

## ESSENTIAL SKILLS

<p><b>An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>With over 40 years in Girl Guiding and participation in regional and world conferences, including my time as a substitute member on the World Board, I understand how WAGGGS supports its 153 MOs, with 26 AP MOs playing a crucial role in championing WAGGGS's mission. I recently facilitated the Regional Governance Workshop 2024, which provided direct insight into the diverse MO structures. As Chief Commissioner for MGGA, collaborating with MOs on capacity-building allowed me to experience their dynamic organizational structures.</p>		
<p><b>An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>I have led the development of the Girls' Program and Adult Leaders' Training Manual for my MO, ensuring the effective integration of these frameworks to empower members through experiential learning and reflective practice. I have facilitated collaboration with like-minded organizations to provide platforms for consciously practicing leadership in their daily lives, to create positive change. This has fostered an inclusive environment, facilitated critical thinking and innovative problem-solving, and created meaningful connections where individuals build confidence and grow through Girl Guiding.</p>		
<p><b>Good general knowledge of the challenges and opportunities facing girls and young woman across the region.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>My professional experience as a teacher, lecturer, and child rights advocate has led me to engage in forums dedicated to children's rights and parent-teacher meetings. This involvement has enriched my understanding of issues impacting girls, including domestic violence, bullying, stereotypes, diversity, religious intolerance, and socio-economic challenges. Moreover, participating in regional and global conferences on child rights, education, and research has broadened my perspective on critical issues such as access to education, child marriage, corporal punishment, and human trafficking.</p>		
<p><b>Ability to be flexible and open to new opportunities or ways of doing things.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>Through rebranding initiatives like the Girls' Conference and Guider/Parent Consultations in 2017, I led efforts to modernize the Program in my MO to ensure a quality Girl Guide experience. I promoted intergenerational leadership by encouraging youth representation at all levels. In my MO, I have also mentored a 26-year youth-led initiative - visiting the only elderly home in the Maldives. I pioneered the first-ever Children's Forum in the Maldives (2023), establishing the nation's first formal platform for children's decision-making representation.</p>		
<p><b>Sound independent judgement and the ability to challenge constructively.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>As the Children's Ombudsperson, I conduct child protection investigations, audits of state institutions serving children, research child-related issues, and lobby various state institutions and political leaders. I am expected to and have constructively challenged and debated matters concerning child protection, social structures, and the applicable constitutions and Acts using independent judgment. Leading MGGA –collaborating with volunteers and school administrations, focusing on volunteer retention, adapting to societal changes, and competing with other youth organizations—offers numerous opportunities to tackle challenges constructively.</p>		

## ESSENTIAL SKILLS (CONTINUED)

<p><b>Ability to analyse and interpret information and think critically, creatively, and strategically.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>Under my leadership, Guiding has expanded nationally, with events reaching all branches, increased adult training and membership growth, and gained national recognition during the COVID-19 pandemic, the tsunami, and other national events. As a professional educator, lecturer, and child advocate, I have worked extensively with legal documents, research papers, and policy-related materials. I have critiqued legal and research documents, developed regulations for the Maldives Preschool Act, and led the team drafting all policy documents to establish the Children’s Ombudsperson Office.</p>		
<p><b>Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>Through Girl Guiding and my professional career, I have worked with young people from diverse backgrounds and participated in intergenerational leadership alongside diverse volunteers and staff. Maldivian society has a history of class divisions, highlighting the need to understand cultural diversity and adapt accordingly. My exposure to national and international experiences and my education in developed countries have helped me connect with different cultures, perspectives, and opinions, enabling me to navigate diversity skilfully.</p>		
<p><b>A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>Since taking on the role of executive head of MGGGA in 2015, I have fostered a teamwork-driven approach among volunteers, staff, and stakeholders. I have worked closely with school administrations, the Ministry of Education, and various organizations to ensure smooth coordination. By clearly defining roles and responsibilities, executive members and staff can operate independently while following transparent reporting structures. Each executive member manages a portfolio and leads a team of five volunteers, which promotes efficient task management and sustained engagement.</p>		
<p><b>Cultural sensitivity and an ability to work in a multicultural context.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>Successfully organizing the 10th Asia Pacific Regional Conference in the Maldives and other international events required careful management, enhancing my appreciation for cross-cultural sensitivity and diversity. Living and studying in Sri Lanka, Australia, Norway, Ireland, and Malta while engaging with local communities has strengthened my ability to adapt to diverse cultural contexts. My participation in cross-cultural leadership roundtables and conferences on MDGs, SDGs, and children's rights has led to impactful advocacy initiatives aimed protect children’s rights and support youth.</p>		
<p><b>Experience in working with volunteer teams. Team leadership skills, and ability to delegate.</b></p>	<p><b>Skill Level:</b></p>	<p><b>Professionally qualified</b></p>
<p>As the MGGGA Chief Commissioner for a decade and Deputy Chief Commissioner for seven years, I have led intergenerational volunteer teams, ensuring effective management of responsibilities. Leveraging my leadership experience, I delegate tasks to staff and volunteers for operational efficiency. I have successfully led national and international events, empowering volunteers to work independently while promoting teamwork and accountability. MGGGA has achieved milestones through collaboration, including increased participation in local and international events and meaningful connections with MOs and external partners.</p>		

## DESIRABLE SKILLS

<b>Previous experience of volunteering for WAGGGS.</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>From 2011 to 2013, I served as a Substitute World Board Member and attended a World Board meeting. I have also facilitated the Governance Workshop, an important discussion for MOs in the Asia Pacific Region (Delhi, 2024). Moreover, I significantly contributed as a volunteer to organizing the 10th Asia Pacific Regional Conference in the Maldives, supporting the process from the planning stage to its successful completion.</p>		
<b>Ability to think strategically and create strategic plans.</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>I played a key role in identifying the mission, vision, and goals and developing a strategic plan for my five-year term as the first Children's Ombudsperson under the Child Protection Act 19/2019. As the Head of Programmes and Early Years at the National Institute for Education, I developed national educational strategies to establish community-based early childhood centers, develop curriculum, and implement foundation stage programs. Additionally, I have been instrumental in the formulation and execution of MGGA's strategic plans.</p>		
<b>Financial, management, budgets, and risk management.</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>I have extensive experience in fund management in various capacities. As a UNICEF counterpart for the government in education, I oversaw the annual budgets of early childhood projects. Following the tsunami, I coordinated donations and funds for reconstructing preschools. As the Chief Commissioner of MGGA, I have prioritized financial sustainability, increased savings, and achieved operational independence to carry out programs aligned with MGGA's mission, vision, and objectives.</p>		
<b>Project and programme planning and management</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>As National Programme Coordinator for Early Years funded by UNICEF in 1998, I led initiatives like community-based early years centers, the "First Steps... Maldives" advocacy campaign, and tsunami recovery projects. As the Children's Ombudsperson, I implemented community audits and programs to enhance child participation initiatives. At MGGA, I have launched various initiatives, including the Eid Project, trainings, Patrol Leaders Training Camp, Sixers Camp, the Environment Project, Star Outing and the MGGA Shop, all designed to ensure effective program delivery.</p>		
<b>Governance and/or legal expertise.</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>As Children's Ombudsperson, I have overseen investigations, child rights audits, and national research to ensure compliance with the Child Protection Act, the UNCRC, with other relevant laws and International Protocols/Minimum Standards. I played a key role in governance as the MGGA Chief Commissioner, contributing to the constitutional changes in 2017. Additionally, as a World Board Substitute Member from 2011 to 2013, I gained experience at the global governance level, which enhanced my expertise in legal frameworks and organizational governance.</p>		

## DESIRABLE SKILLS (CONTINUED)

<b>Fund development and partnerships.</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>As a government counterpart for UNICEF, I have engaged in fund development workshops, networking events, and national funding strategies through Guiding. MGGA has established continuous partnerships with organizations, including UNICEF, UNFPA, and essential Ministries (Education, Environment, Youth, Social, etc.), as well as the National Security, Police, State-Owned Enterprises like Maldives Transport and Contracting Company, Maldives Water and Sewerage Company, and local councils. MGGA recognizes its partners with national and AP Appreciation Awards to enhance these collaborations and promote lasting support.</p>		
<b>Diversity, equity, and inclusion.</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>In strengthening our Guide program, I have played a key role in integrating the WAGGGS Leadership Model and methodology, emphasizing diversity, equity, and inclusion. These values are embedded in our programs and actively practiced at all levels, adapted to geographical challenges. As the Children's Ombudsperson, my mandate is rooted in the Child Protection Act and the UNCRC, ensuring child rights are upheld through planning, auditing, investigations, and evaluations, while promoting inclusivity and equity in all aspects of governance and advocacy.</p>		
<b>Negotiation and conflict resolution.</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>As the head of a child-focused monitoring organization, I have led negotiations and resolved conflicts in policy development and program execution, particularly in sensitive areas such as state care, custody, national reintegration centre and rehabilitation facilities, while maintaining a focus on child rights. Additionally, in my role with Guiding, I have effectively managed crucial situations among volunteers, school administrators, parents, leaders and executive members to enhance program delivery, event participation, and partnerships, fostering collaboration.</p>		
<b>Marketing and communications, including public relations and social media</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>My experience in marketing and communication began by hosting a children's radio program, then coordinated the national media campaign "First Steps...Maldives" for two years via TV, radio, and parent sessions. Often, I have appeared on TV and radio to promote Guiding and advocate for child issues. I also provide strategic advice on public relations and social media for my office and MGGA, ensuring effective content dissemination. MGGA has achieved significant membership growth and improved partner engagement, increasing recognition and visibility.</p>		
<b>Research and development, Monitoring and evaluation, including data collection and analysis</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>As the Children's Ombudsperson, I established the Monitoring and Evaluation Department in 2022 to conduct research, provide outcome-based recommendations, and track their implementation. A data-driven case management system was recently introduced, along with a research-based Conference on the Juvenile Justice System (2024). Additionally, we launched the "Growing Up in Maldives" - longitudinal study in collaboration with the Maldives Bureau of Statistics (MBS) and two other countries. MGGA and MBS have also begun discussions to develop a comprehensive member database.</p>		

## DESIRABLE SKILLS (CONTINUED)

<b>Influencing skills and advocacy</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>As the Children’s Ombudsperson, I have actively lobbied for child rights, influencing legal structures and state organizations, including the President, the Parliament, and the Judicial Service Commission, while collaborating with UN agencies. My advocacy efforts have led to significant policy reforms and improved child protection measures. In Guiding, I have also worked to increase membership by promoting leadership development and expanding access to non-formal education opportunities within school systems, ensuring that more young individuals can benefit.</p>		
<b>External relations</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>As Chief Commissioner of MGGA, I have developed robust external relationships by collaborating with government ministries, CSOs, National Security, and law enforcement to create more opportunities for girls and young women. MGGA actively maintains strategic partnerships to support and execute essential programs. Furthermore, as Children’s Ombudsperson, I have established strong connections with UN agencies and prominent regional and global organizations, facilitating significant engagement and collaboration to promote child rights and drive policy reforms.</p>		
<b>Human resources management (staff and/or volunteers)</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>As Children’s Ombudsperson, I oversee 29 staff across five departments, managing delegations, performance appraisals, and senior management meetings. At the National Institute of Education, I led a 5–10 staff department and I oversaw the office, managing 8–9 department heads with 79 staff. As Chief Commissioner of MGGA, I play a key role in volunteer management at both school and national levels, focusing on retention, capacity building, and ensuring a motivated and effective volunteer network.</p>		
<b>Information technology tools, systems and applications</b>	<b>Skill Level:</b>	<b>Expert</b>
<p>I am proficient in various IT tools, systems, and applications, including case management systems at the Children’s Ombudsperson’s Office, attendance registers like KAPLAR, and various business and service apps for banking, customs, and more. The shift to digital services during COVID-19 strengthened my ability to adapt to new technologies. I was part of the team that transitioned MGGA programs online, using digital tools and various platforms to keep members engaged, ensure program continuity, and contribute to membership retention.</p>		
<b>Innovation and creative thinking</b>	<b>Skill Level:</b>	<b>Professionally Qualified</b>
<p>I have led innovative initiatives like “First Steps... Maldives,” focusing on media production and resource development to promote early childhood education. As Children’s Ombudsperson, I conducted community audits, created the “Rauyu” forum for child consultation, and teacher sessions to integrated child rights into classrooms. At MGGA, we prioritize innovation in Girl Guiding. The Earth Hour Badge Program by MGGA merges advocacy with interactive learning, engaging girls in sustainability through virtual and in-person activities, ensuring our initiatives remain relevant and accessible.</p>		

## LEADERSHIP MODEL MINDSETS

### *In what ways will your practice of the leadership mindsets enhance your effectiveness as a Regional Committee Member?*

Practicing the WAGGGS leadership mindsets in my role as a Regional Committee Member will enhance my effectiveness in contributing to the growth and development of the Region by aligning my actions with the Movement's values and vision.

I have been an avid user of the Reflective Mindset and the work within the Region will be diverse, creating space for reflection, seeking feedback, and allow me to adapt my approach and lead with purpose.

I will utilize the Collaborative Mindset to cultivate inclusive spaces for MOs and members to network, share expertise, and learn from each other as I have first-hand experience of the benefits of learning from other MOs. I aim to build strong, positive connections to achieve shared goals for the growth of the AP Region.

To make strategic decisions grounded in WAGGGS values the Responsible Action Mindset remain important. By actively seeking comprehensive information, embracing diverse perspectives, and maintaining objectivity, I commit to making informed and impactful choices that drive sustainable change.

In applying the Gender Equality Mindset I will continue championing pathways for girls and young women to participate in leadership, prioritizing inclusivity and accessibility to contribute to a more equitable Movement.

With the Creative and Critical Thinking Mindset, I will inspire and motivate MOs and my team to embrace creativity and take calculated risks as pathways to innovation, refining new ideas into impactful solutions as this is crucial to drive positive change.

The Worldly Mindset is essential as I sustain adapting my leadership approach to diverse cultural and social contexts in the Asia Pacific Region, ensuring relevance, respect, and inclusivity in all interactions and decisions.

By consciously practicing these leadership mindsets, I am confident I can contribute to a dynamic, inclusive, and visionary Regional Committee, driving positive change and empowering girls across the AP Region.

## VOLUNTARY AND PROFESSIONAL APPOINTMENTS

*Positions held within WAGGGS, a Member Organisation and professional, NGO or business appointments from 2015 to date.*

<b>Member Organisation</b>	<ul style="list-style-type: none"> <li>• Chief Commissioner (Going on 2nd term as Chief Commissioner), 2015 – present</li> </ul>
<b>WAGGGS (at global or regional level)</b>	
<b>Other voluntary positions</b>	<ul style="list-style-type: none"> <li>• Education Committee for evaluating and monitoring</li> </ul>
<b>Professional/ NGO/business appointments</b>	<ul style="list-style-type: none"> <li>• Children’s Ombudsperson under Parliament of Maldives, July 2023 – present</li> <li>• Co-Founder and Managing Director of Institute for Mental Wellbeing, 2014 – present</li> <li>• UNICEF National Consultant (Behaviour Change Communication Strategy on first 1000 days of life) for Health Protection Agency, 2023 – 2024</li> <li>• Part time lecturer at Maldives National University, Villa College, Islamic University of Maldives, 2012 – 2021</li> <li>• UNICEF - Consultancy work for a documentation of ECD activities in Maldives, 2018</li> <li>• Education Development Officer Coordinator, National Institute for Education/Ministry of Education, 1989 – 2016 with study breaks</li> </ul>

# PART B:

## SUPPORTING INFORMATION

On this page you will find link to various supporting documents relevant to the Regional Committee.

### Regional Committee Nominations Pack

This pack was originally shared during the call for nominations for the Regional Committee. It contains useful information about:

- The Role and responsibilities of the Regional Committee
- The Regional Committee member person specification
- Additional responsibilities for the roles of Regional Chair and Vice-Chair
- Additional skills and experience requirements for those elected as Regional Chair and Regional Vice-Chair

[NOMINATIONS  
PACK](#)



### Campaigning Guidelines

WAGGGS has developed a set of Campaigning Guidelines. These are intended to provide candidates and Member Organisations with clear parameters within which they can work to support a candidate's nomination.

[CAMPAIGNING  
GUIDELINES](#)



### Election of the Chair and Vice-Chair

We would like to share with Member Organisations the details of the process for electing the Regional Chair and Vice-Chair this triennium, even though the responsibility of electing the Chair and Vice-Chair lies with the Regional Committee rather than Member Organisations.

[ELECTION OF THE CHAIR  
AND VICE-CHAIR](#)



### Rules of Procedure

The Rules of Procedure, adopted by Member Organisations at the 38th World Conference, to be used at the 15th Asia Pacific Regional Conference, can be found on Campfire.

[RULES OF  
PROCEDURE](#)





**15<sup>TH</sup>** Asia Pacific Regional Conference  
19-23 August 2025 · India  
The Bharat Scouts and Guides