



24TH Arab Regional Conference
8-11 August 2024 · Algeria
Les Scouts Muslmans d'Algerie

Election Booklet

**Members of the Arab
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 Arab 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 eight 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 Arab Region.

Yours in Guiding and Scouting,

Libya Sbia
Nominations Committee Member
Arab Region



PART A: CANDIDATES STANDING FOR THE REGIONAL COMMITTEE 2025-2028

LIST OF CANDIDATES STANDING FOR THE REGIONAL COMMITTEE 2025-2028

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

CAMILA AL-TAKALI

Boy Scouts & Girls Guides of Libya

HUDA AL MATROUSHI

Girl Guides Association of the United Arab Emirates

MONA AMIN

Egyptian Girl Guides Association

GHOFRANE BEN HAMED

Les Scouts Tunisiens

LULUWAH JOUHER

Kuwait Girl Guides Association

RAIHANA KHITER

Les Scouts Musulmans d'Algerie

NOOR ABDUL HUSSEIN

Girl Guides Association of Bahrain

INGRID TAOUTEL

Lebanese Federation of Girl Scouts and Girl Guides

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	Camila Al-Takali	Huda Al Matroushi	Mona Amin	Ghofrane Ben Hamed	Luluwah Jouher	Raihana Khiter	Noor Abdul Hussein	Ingrid Taoutel
An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.	Contributor	Contributor	Expert	Expert	Contributor	Contributor	Contributor	Contributor
An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.	Expert	Contributor	Expert	Expert	Contributor	Contributor	Expert	Expert
Good general knowledge of the challenges and opportunities facing girls and young woman across the region.	Expert	Expert	Expert	Expert	Contributor	Expert	Contributor	Contributor
Ability to be flexible and open to new opportunities or ways of doing things.	Expert	Expert	Expert	Expert	Expert	Expert	Expert	Expert
Sound independent judgement and the ability to challenge constructively.	Contributor	Expert	Expert	Expert	Expert	Expert	Follower	Expert
Ability to analyse and interpret information and think critically, creatively, and strategically.	Contributor	Expert	Expert	Expert	Contributor	Expert	Learner	Expert
Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Expert	Expert	Expert	Expert	Expert	Expert	Contributor	Expert
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Expert	Expert	Expert	Expert	Expert	Expert	Expert	Expert
Cultural sensitivity and an ability to work in a multicultural context.	Expert	Expert	Expert	Expert	Expert	Contributor	Contributor	Expert
Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Expert	Expert	Expert	Expert	Expert	Expert	Follower	Expert

SKILLS AND EXPERIENCE MATRIX: DESIRABLE SKILLS

Desirable Skills	Camila Al-Takali	Huda Al Matroushi	Mona Amin	Ghofrane Ben Hamed	Luluwah Jouher	Raihana Khiter	Noor Abdul Hussein	Ingrid Taoutel
Previous experience of volunteering for WAGGGS.	Expert	Contributor	Expert	Expert	Expert	Follower	Expert	Expert
Ability to think strategically and create strategic plans.	Contributor	Expert	Expert	Expert	Expert	Expert	Learner	Expert
Financial, management, budgets, and risk management.	Contributor	Expert	Expert	Contributor	Follower	Follower	Learner	Professionally Qualified
Project and programme planning and management	Contributor	Expert	Expert	Professionally Qualified	Expert	Expert	Follower	Expert
Governance and/or legal expertise.	Contributor	Expert	Expert	Expert	Contributor	Contributor	Learner	Follower
Fund development and partnerships.	Contributor	Expert	Expert	Contributor	Follower	Contributor	Learner	Expert
Diversity, equity, and inclusion.	Expert	Expert	Expert	Contributor	Expert	Expert	Expert	Expert
Negotiation and conflict resolution.	Contributor	Expert	Expert	Expert	Expert	Expert	Contributor	Expert
Marketing and communications, including public relations and social media.	Expert	Expert	Expert	Expert	Expert	Expert	Expert	Expert
Research and development, Monitoring and evaluation, including data collection and analysis	Contributor	Expert	Expert	Expert	Expert	Expert	Learner	Professionally Qualified
Influencing skills and advocacy	Expert	Expert	Expert	Professionally Qualified	Expert	Expert	Follower	Professionally Qualified
External relations	Expert	Expert	Expert	Expert	Expert	Contributor	Follower	Expert
Human resources management (staff and/or volunteers).	Contributor	Expert	Expert	Expert	Contributor	Expert	Contributor	Professionally Qualified
Information technology tools, systems and applications.	Expert	Expert	Expert	Professionally Qualified	Expert	Expert	Expert	Contributor
Innovation and creative thinking.	Expert	Expert	Expert	Expert	Expert	Expert	Contributor	Expert

CAMILA AL-TAKALI

Boy Scouts & Girls Guides of Libya

Under 30



Nominated by:

Boy Scouts & Girls Guides of Libya

Languages spoken:

Arabic as mother tongue, fluent English 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?

My experience of Girl Guiding in the Arab Region has been a rich journey of learning and personal development. In this region I found a nurturing environment that shaped my personality and influenced my personal vision. Through participating in various programs and volunteering with a distinguished team from different Arab Member Organisations, my leadership skills have developed significantly, and I have gained invaluable experience.

The Arab Region has inspired me to give back to this organisation that has had such an impact on my development. That is why I am running for the Regional Committee, bringing with me a great passion for developing the Guiding Movement in the Region and taking it to greater heights. I believe that the Arab Region has tremendous potential for growth and development. Through my candidacy for the Regional Committee, I seek to contribute to achieving the region's ambitious vision of developing innovative programs and activities that meet the needs of Girl Guides and Girl Scouts. I seek to contribute to developing their skills and abilities, increasing awareness of the Arab Region and its activities at the regional level through increased marketing and promotion of the region, enhancing competitiveness with other scouting bodies, seeking new sources of funding and supporting strategic partnerships to ensure the sustainability of the region's programs. I look forward to working with a distinguished team to achieve these goals, and to be part of the success story of the Arab Region in the next triennium.

ESSENTIAL SKILLS

An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.	Skill Level:	Contributor
<p>My long-term volunteering within the region has given me a good understanding of the context and system of WAGGGS and the administrative protocols used, as well as an extensive knowledge of the Arab Region's Member Organisations and their leadership. I am familiar with the diverse cultures of the Member Organisations and their administrative structures. I am fully aware of the cultural diversity in the Arab Region and can adapt work strategies to the specificities of each organization.</p>		
An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.	Skill Level:	Expert
<p>I have taken part in several different virtual and in-person trainings on the WAGGGS leadership model and have a wide understanding and knowledge of how to apply it in different scenarios and use it to reach the best results within leadership experiences and different situations, whether within virtual or in-person sessions, workshops and activities of the region.</p>		
Good general knowledge of the challenges and opportunities facing girls and young woman across the region.	Skill Level:	Expert
<p>Through continuous interaction and communication with Girl Guides and young women at various levels, in addition to research and continuous access to WAGGGS curricula and programs, I see that one of the challenges facing young women is the lack of knowledge of the opportunities available to them and the lack of knowledge about how to obtain information about participating in these opportunities and believe we should seek to market them more widely. In addition, there are societal challenges for girls, whether it is the lack of permissions available to them by the community or the security and safety situation in some countries.</p>		
Ability to be flexible and open to new opportunities or ways of doing things.	Skill Level:	Expert
<p>One of the advantages of volunteering at different levels is the diverse and unique opportunities available to you. Through my volunteering with the Arab Region, I was happy to participate in several opportunities with different tasks and participations. I enjoy these activities, as each of them is a gateway that opens new experiences and information that contribute to the development of leadership style, personality and skills. For example, I have volunteered in several different tasks such as media, translation, planning and management, contributing to leading and facilitating different activities related or slightly distant from my experience.</p>		
Sound independent judgement and the ability to challenge constructively.	Skill Level:	Contributor
<p>I have the ability to think critically, which allows me to analyse information from multiple perspectives and evaluate it without personal biases or side effects. This helps me discover the most appropriate solutions, leading to more effective decision-making. I can ask constructive questions that contribute to developing ideas, improving performance, and motivating the team to think creatively. My experience leading a local guide group helped me develop this skill and use it to overcome obstacles and create a comfortable environment for people.</p>		

ESSENTIAL SKILLS (CONTINUED)

Ability to analyse and interpret information and think critically, creatively, and strategically.	Skill Level:	Contributor
<p>I previously worked as a data analyst for a local platform, and I can contribute to analysing and interpreting information, and using it to activate critical and strategic thinking based on the WAGGGS leadership mindsets. Creative thinking is an essential element in the work of volunteer teams and committees in the Arab Region and in WAGGGS, and contributes to enhancing the effectiveness of activities and raising their level through comprehensive research, taking notes, and then evaluating conclusions to reach brainstorming and connecting ideas, thus ensuring access to strategic and creative critical thinking.</p>		
Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Skill Level:	Expert
<p>I have excellent listening skills that enable me to deeply understand others, whether they are sharing their opinions and concerns or reviewing my work. This ability helps me discover and objectively analyse the causes of issues, paving the way for innovative and successful solutions. I also value the importance of active listening in building strong relationships with my colleagues and fostering a spirit of cooperation and teamwork</p>		
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Skill Level:	Expert
<p>Teamwork is one of the skills that I excel in, as I have an effective way of dealing with everyone and a high ability to withstand pressure and difficulties. With a deep understanding of the importance of respecting administrative roles and protocols. I have been volunteering in different committees in the region for the past two terms, participating in different organisational bodies for several activities, some of which were implemented on the ground and others virtually, and leading my local Guides group, where it is important to deal with people from different regions and backgrounds and develop action plans that suit everyone without prejudice.</p>		
Cultural sensitivity and an ability to work in a multicultural context.	Skill Level:	Expert
<p>During my time volunteering with the region, I encountered people from different cultures and backgrounds, and I respected this diversity, as the Guiding movement is inclusive of all girls. WAGGGS promotes diversity to ensure inclusion, which develops communication skills and strengthens the movement. Through my participation in global teams and committees, I have collaborated with different backgrounds without difficulty, as we transcended our differences to provide a safe and courageous environment that is inclusive for all.</p>		
Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Skill Level:	Expert
<p>I have about six years of experience in volunteering with different teams at the local, Arab region, and international levels. I was the coordinator of the local Guides group for four years, and the coordinator of the sub-committee for young women in the region for two years, both of which enhanced my skills in understanding team leadership, clearly defining goals, delegating tasks, encouraging participation, and distributing roles. These two assignments enhanced my skills in understanding team leadership, clearly defining goals, delegating tasks properly, encouraging participation, and distributing roles.</p>		

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Expert
<ul style="list-style-type: none"> • Volunteer in different committees within the Arab Region (media committee, translation, technical support), 2020-2023 • Coordinator of the Young Women's Sub-Committee in the Arab Region, 2023-present • Global Translation Team Member, 2022-present • Member of the organising team for the Arab Young Women's Forum, 2022 • Leader of the Third Arab Guides Camp, 2024 • Member of several global teams, including the Free to Be Me curriculum development team, 2021 • Formerly a media collaborator with the Global Capacity Building Team • Facilitator of several sessions and meetings at the level of the Arab Region • Member of the Global Young Women's Forum, 2020 		
Ability to think strategically and create strategic plans.	Skill Level:	Contributor
<p>My previous volunteer experience, in addition to reading and applying leadership mindsets and understanding the WAGGGS Compass 2032 vision, helped me to build strategic thinking skills to study needs and develop action plans based on a vision and guiding goals in a realistic and practical way, including developing annual curricula and training plans for the Guides group, and developing action plans for the Young Women's Subcommittee in the region. I also developed programs targeting young women according to their training needs and priorities, and adapted them to make them attractive and inclusive of the movement's traditions of learning through informal curricula and learning by doing.</p>		
Financial, management, budgets, and risk management.	Skill Level:	Contributor
<p>I have a fair amount of experience in creating financial plans and studying budgets from leading previous local activities within my Member Organisation. And how to trim these budgets in a way that is commensurate with the available resources without depleting them. I also have the ability to research ways and sources of support for these resources to ensure sustainability and build strategic partnerships with interested parties. I also have the ability to use and apply recognized tools to understand the roots of risks and manage them in a sound leadership manner.</p>		
Project and programme planning and management	Skill Level:	Contributor
<ul style="list-style-type: none"> • My participation within the 2020 WAGGGS Global Young Women's Forum gave me an intensive training opportunity on project and campaign development. • Serving as the Commissioner for the Guides Section in the Tripoli region within the Scouts of Libya for almost four years, provided me with more experience in preparing strategic plans that suit the needs and age group required. • Developing annual plans for the programs of the Young Women's Sub-Committee in the Arab Region for Girl Guides. • Participated in developing programs for multiple regional activities, including the Arab Youth Forum 2022, the third Arab Guides Camp 2024, and several other virtual sessions. 		
Governance and/or legal expertise.	Skill Level:	Contributor
<p>Good knowledge of the WAGGGS governance framework and structure and the key points on which WAGGGS operates. I have previously participated as a speaker in the WAGGGS Young Women and Governance session, as well as local trainings on this topic. My legal expertise is based on my knowledge and understanding of the WAGGGS Constitution, Policies and Regulations, which outline all the key points that a leader must know and follow within her volunteering.</p>		

DESIRABLE SKILLS (CONTINUED)

Fund development and partnerships.	Skill Level:	Contributor
<p>I have a very good ability in researching and communicating with potential parties to support the region directly and build partnerships that may contribute to the development and elevation of the region, whether as marketing and promotion or support for activities and raising the efficiency of volunteers, programs and activities applied at the Arab level. I have also successfully worked with various local authorities and governmental organizations to provide the necessary support for the implementation of the activities of the Guides group.</p>		
Diversity, equity, and inclusion.	Skill Level:	Expert
<p>Through my work within several committees and activities at the national, Arab region and international levels, I discovered the importance of diversity and fairness as well as inclusiveness in forming a diverse team that includes different backgrounds and personalities. I can lead within the team and cooperate with leaders in distributing and performing tasks without prejudice and discrimination, and with a high understanding that to reach the desired result, leaders should be assigned according to their expertise and capabilities, not their personal backgrounds.</p>		
Negotiation and conflict resolution.	Skill Level:	Contributor
<p>I have skills that qualify me to negotiate and resolve conflicts through good listening and the ability to analyze situations and challenges and apply critical thinking and empathy. I aim to understand different points of view and resolve issues and reach logical positive solutions that satisfy all parties to control and minimize the side effects and consequences of challenges and conflicts that may be encountered while performing my duties.</p>		
Marketing and communications, including public relations and social media	Skill Level:	Expert
<ul style="list-style-type: none"> • I worked as a social media manager for a dental center in Tripoli for almost two years. • Volunteer in the Media Committee of the Arab Region during the previous triennium. • Contributed to the media team in several activities at the Arab region level during the current triennium • A certificate for a documentary filmmaking training course offered by the British Film Institute. • I served as a public information officer for several local guiding activities. 		
Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Contributor
<p>I worked as a data analyst for a local platform in the past and worked on data collection and continuous research to improve it. I can apply previous skills gained from this job within my duties within the committee to evaluate the performance of the committee as well as the regional volunteers and study ways to increase effectiveness and performance. As well as analyzing the results and reports of the implemented activities and studying the weaknesses or negatives to address and avoid them in the next activities. Similarly, the strengths and positives and how to develop, improve and increase their availability.</p>		

DESIRABLE SKILLS (CONTINUED)

Influencing skills and advocacy	Skill Level:	Expert
<ul style="list-style-type: none"> • Advocacy training within the 2020 Global Young Women's Forum • Leader of the National Advocacy Day for Girl Guides 2021 of the General Movement for Scouts and Girl Guides in Libya • I led several sessions on advocacy and campaigning at the Arab region and global levels, including a session within the framework of the Global Youth Summit • All the other assignments I held within my volunteering at various levels helped me understand the leadership style that influences individuals and leaders. 		
External relations	Skill Level:	Expert
<p>I was a member of the World Bureau of the World Association of Girl Guides and Girl Scouts from 2020 to 2022. Since 2022, I have been a member of the International Cooperation Office at the Libyan Ministry of Youth. Through these two roles, I gained valuable experience in external relations and effective communication with international entities, as well as in researching strategic agreements and partnerships that serve mutual interests. I also developed skills in coordinating with other associations to organize activities, international participation, official visits, and joint meetings.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Contributor
<ul style="list-style-type: none"> • Human Resources Manager at PETECS Oil Company (2020) • Member of the Volunteer Management Committee of the Arab Region (2024) • I also volunteered as a local team leader, which provided me with experience in dealing with and managing individuals and setting tasks properly and working on plans that meet their needs to refine skills and prepare future leaders who are effective inside and outside the movement, in addition to developing and increasing membership. 		
Information technology tools, systems and applications	Skill Level:	Expert
<p>Fully knowledgeable and experienced in all the necessary electronic tools and applications, from traditional programs such as Microsoft programs and various artificial intelligence programs, as well as photo design programs, posters, and video montage. As well as administrative programs such as Notion and virtual meeting programs such as Zoom, Google Meet, and Teams. Of course, I am also familiar with Campfire, the platform used by WAGGGS volunteers.</p>		
Innovation and creative thinking	Skill Level:	Expert
<p>I have the skill of creative thinking and innovation, which helps me to continuously develop ideas and programs, and research the latest developments and training developments that enhance the participation of guides and leaders effectively. I always strive to break the barrier of boredom and repetition by applying modern methods that add a modern touch to all ideas, making the training experience more interactive, motivating, and impactful. This approach helps me to provide an attractive learning environment that promotes critical and creative thinking, which contributes to empowering participants and encouraging them to make the most of the various training programs.</p>		

LEADERSHIP MODEL MINDSETS

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

Leadership Mindsets are very important to continuously improve my own and my team's leadership skills and I can utilize them by using one or more lenses in every situation.

To enhance my effectiveness and efficiency as a member of the Regional Committee, I will focus on performing the following types of leadership thinking:

1. Reflective mindset: I will continually evaluate myself and examine my values and how they affect my decisions and behaviour on the committee. This will help me improve my personal performance by constantly being aware of different situations and discovering ways in which I can thrive through my committee assignments.
2. Collaborative mindset: I will bring together different perspectives and contribute to a shared vision within the Regional Committee. I will foster positive listening skills, learn from others, and collaborate in team building and teamwork.
3. Creative and critical thinking mindset: I will work to create an environment that supports creativity and innovation by continuously researching the needs of the committee and the region in general and motivating volunteers to think outside the box. This will contribute to discovering and utilising opportunities and developing positive solutions to the committee's challenges.
4. Responsible mindset: I will focus on developing sustainable methods and action plans that are conducive to the prosperity and development of the region. Make sure to work through the structure and protocol required and recognized within the global association and the region.
5. Holistic mindset: I will try to understand the needs and interests of the committee and volunteers, and will work to build meaningful connections that promote shared opportunities between the region and member associations to comprehensively meet and achieve the committee's goals and objectives.
6. Gender equality mindset: I will work to support girls and young women, break stereotypes, enhance their capabilities, and make every effort to provide opportunities, activities, and programs that enhance their skills to encourage them to assume various leadership positions.

By embracing these impactful leadership mindsets, I can improve my performance as a committee member and the overall effectiveness of the Regional Committee.

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">• Commissioner of the Guides Section at the Tripoli Commission, since 2021• Assistant Leader of the 1st Guides Troop, Al-Hadhba Unit, Tripoli Commission, 2024-present• Leader of the 2nd Guides Troop, Al-Shat Unit, Tripoli Commission, 2022-2024
WAGGGS (at global or regional level)	<ul style="list-style-type: none">• Coordinator of the Young Women's Sub-Committee of the Arab Region of Girl Guides, 2023 - present• Member of WAGGGS Global Translation Team, 2021- present
Other voluntary positions	
Professional/ NGO/business appointments	<ul style="list-style-type: none">• Member of the International Cooperation Office of the Libyan Ministry of Youth, 2022 - present

HUDA AL MATROUSHI

Girl Guides Association of the United Arab Emirates

Over 30



Nominated by:

Girl Guides Association of the United Arab Emirates

Languages spoken:

Arabic 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 look forward to joining the Regional Committee, as a positive step that gives me the opportunity to be an effective member capable of contributing to the development of the region and achieving strategic goals. This role will enable me to effectively participate in decision-making, promote sustainable development and work to improve the quality of life in the community over the next three years. I also hope to contribute to a vision based on innovation and creativity, focusing on infrastructure improvement, enhancing economic opportunities, and supporting community-based projects. One of my main goals is to promote transparency and effective communication between committee members and the community to ensure collective participation in decision-making. This supports my vision of creating a prosperous and sustainable environment where everyone has equal opportunities for growth and development, leading the region to become a model of effective management and balanced development by making use of available resources and working in a spirit of teamwork.

ESSENTIAL SKILLS

An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.	Skill Level:	Contributor
Member of WAGGGS and the Arab Region.		
An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.	Skill Level:	Contributor
<ul style="list-style-type: none"> • Executive Director of the Girl Guides Association of the United Arab Emirates • Chairing and managing the General Assembly and Board of Directors meetings • Representing the Association with various stakeholders, acting as the official spokesperson, signing all financial documents, and ensuring the accuracy and quality of execution of all tasks assigned by the Board of Directors and the General Assembly 		
Good general knowledge of the challenges and opportunities facing girls and young woman across the region.	Skill Level:	Expert
<ul style="list-style-type: none"> • Member of the Executive Advisory Board of the College of Business Administration at Abu Dhabi University. • Member of the Board of Trustees of Glenelg School Abu Dhabi 		
Ability to be flexible and open to new opportunities or ways of doing things.	Skill Level:	Expert
<ul style="list-style-type: none"> • PhD in Entrepreneurship. • President of the UAE Integrated Retirement Support Initiative • Partner in a range of food and beverage companies, such as “Saj Al Fareej,” “Chocolate Republic,” “Salad Boutique,” and “Beit Ummi” • Executive Board Member of Abu Dhabi Businesswomen Council. • President of the Women Entrepreneurs Club. 		
Sound independent judgement and the ability to challenge constructively.	Skill Level:	Expert
Vice President for Public Services at ADNOC Gas Processing.		
Ability to analyse and interpret information and think critically, creatively, and strategically.	Skill Level:	Expert
PhD in Entrepreneurship with extensive experience in developing and implementing strategies at the regional level		

ESSENTIAL SKILLS (CONTINUED)

<p>Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>Head of Communications and Public Relations at Abu Dhabi Family Development Foundation, restructuring PR and related services</p>		
<p>A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.</p>	<p>Skill Level:</p>	<p>Expert</p>
<ul style="list-style-type: none"> • Head of Public Relations at ADNOC Gas Processing • Overseeing the strategic direction of the company to achieve its organisational goals • Preparing and implementing long-term strategic plans for facilities, operations, and preventive maintenance • Develop and implementing standards, plans and procedures in areas such as training, service delivery, troubleshooting and ensuring compliance with laws and regulations 		
<p>Cultural sensitivity and an ability to work in a multicultural context.</p>	<p>Skill Level:</p>	<p>Expert</p>
<ul style="list-style-type: none"> • Deputy General Manager for Marketing and Public Relations, Al Khazna Tannery • Implemented brand support strategy to maintain leadership in UAE leather industry • Ran integrated marketing campaigns and analyzed results to refine strategy and boost sales 		
<p>Experience in working with volunteer teams. Team leadership skills, and ability to delegate.</p>	<p>Skill Level:</p>	<p>Expert</p>
<ul style="list-style-type: none"> • Director of General & Support Services at ADNOC Gas Processing • Identified the cultural attributes needed to set the company's standards of corporate behaviour • Communicated effectively and drove change initiatives aligned with the company's strategic goals 		

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Contributor
Represented the United Arab Emirates Girl Guides Association in all matters related to the World Association of Girl Guides and Girl Scouts		
Ability to think strategically and create strategic plans.	Skill Level:	Expert
<ul style="list-style-type: none"> • Deputy General Manager of Marketing and Public Relations for Al Khazna Tannery • Implemented a comprehensive brand strategy to support the UAE's leather industry • Implemented integrated marketing campaigns to develop strategy and maximise sales 		
Financial, management, budgets, and risk management.	Skill Level:	Expert
Executive Director of the United Arab Emirates Girl Guides Association, where I handle the financial management and sign all financial documents		
Project and programme planning and management	Skill Level:	Expert
Executive Director of the United Arab Emirates Girl Guides Association, preparing strategic plans and implementing them productively and effectively.		
Governance and/or legal expertise.	Skill Level:	Expert
Head of Communications and Public Relations at the Abu Dhabi Family Development Foundation		
Fund development and partnerships.	Skill Level:	Expert
Executive Director of the United Arab Emirates Girl Guides Association, where I handle the financial management and sign all financial documents		
Diversity, equity, and inclusion.	Skill Level:	Expert
Member of the Executive Advisory Board of the Faculty of Business Administration at Abu Dhabi University.		
Negotiation and conflict resolution.	Skill Level:	Expert
President of Emirates Integrated Retirement Support Initiative.		
Marketing and communications, including public relations and social media	Skill Level:	Expert
Head of Communications and Public Relations at the Abu Dhabi Family Development Foundation		

DESIRABLE SKILLS (CONTINUED)

Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Expert
Head of Communications and Public Relations at the Abu Dhabi Family Development Foundation		
Influencing skills and advocacy	Skill Level:	Expert
President of the Women Entrepreneurs Club		
External relations	Skill Level:	Expert
Representing the UAE Girl Guides Association in front of various stakeholders and acting as a spokesperson.		
Human resources management (staff and/or volunteers)	Skill Level:	Expert
Executive Director of Emirates Girl Guides Association		
Information technology tools, systems and applications	Skill Level:	Expert
Member of the Board of Directors of IMT Dubai.		
Innovation and creative thinking	Skill Level:	Expert
President of Emirates Academy (affiliated to Abu Dhabi Chamber of Commerce and Industry)		

LEADERSHIP MODEL MINDSETS

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

To enhance my leadership mindsets in the Regional Committee, I will focus on:

- Active Listening: Using my communication experience to understand the needs and views of members and communities.
- Strategic Planning: Applying my critical analysis skills to develop clear, goal-based plans.
- Team Collaboration: Promoting idea exchange and joint achievement through my group work experience.
- Flexibility: Leveraging my adaptability to deal positively with new challenges and opportunities.
- Communication Skills: Using my expertise in effective communication to convey ideas clearly and persuasively.

These approaches will enhance my effectiveness and efficiency as a Regional Committee member.

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"> • Director of United Arab Emirates Girl Guides Association, 2021 - present
WAGGGS (at global or regional level)	
Other voluntary positions	<ul style="list-style-type: none"> • President of the UAE Modern Pentathlon Federation and Vice President of the Asian Modern Pentathlon Federation • Secretary General of the UAE Fencing Federation, 2021 - present • Chairperson of the Emirates Integrated Retirement Support Initiative 2019-present • Partner in a range of food and beverage companies, such as: 'Saj Al Fareej, Chocolate Republic, Salad Boutique and Mom's House, 2016 - 2020 • Executive Board Member of the Abu Dhabi Businesswomen's Council, 2016 - present • President of the Women Entrepreneurs Club, 2016 - present • Member of the Executive Advisory Board of Abu Dhabi University Business School, 2014-2016 • Member of the Board of Trustees of Glenelg School Abu Dhabi • President of Emirates Academy (affiliated to Abu Dhabi Chamber of Commerce and Industry), 2017 - present • Board Member of the Dubai Police Academy, 2016 - present • Member of the Board of Directors of IMT University Dubai, 2019 - present • Deputy General Manager for Marketing and Public Relations at Al Khazna Leather Factory, 2017 - 2020 • Assistant Professor and adjunct faculty member at Abu Dhabi University since 2014 - 2016 • Vice President Public Services, ADNOC Gas Processing Company (formerly GASCO), 2008 - 2016
Professional/ NGO/business appointments	

MONA AMIN

Egyptian Girl Guides Association

Over 30

Nominated by:

Egyptian Girl Guides Association

Languages spoken:

Arabic as mother tongue, intermediate English and basic German



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 hopes for the region in the next triennium:

- I believe that together we can achieve positive and sustainable change that enhances the status of Girl Guides and Girl Scouts in our Arab region
- Ensure the region continues to thrive by understanding and responding to the needs of girls and young women and demonstrating value based on the approach to non-formal learning
- Support Member Organisations to develop educational programs and training plans to align with the leadership model and consciously practice leadership
- Support Member Organisations to complete the capacity building tool and prioritized improvement plans while continuing to work on the Motion 32 proposal on young women in governance
- Embrace the movement's public image while facilitating opportunities for the region to highlight its contribution through increased levels of media coverage, visual imagery, and communication strategies
- The Girl Guide Movement is a girl-led movement where every girl feels confident in leadership and empowered to create a better world led by girls and for girls through intergenerational leadership where girls of all ages have a meaningful role in the decision-making process and can practice advocacy, public speaking, and self-expression.
- Enabling advocacy for girls' spaces in society and supporting them to exercise leadership for social good by recognizing their abilities and strengths and trusting them as experts in their own lives as well as leaders of today and tomorrow
- Creating a supportive and stimulating environment that allows girls and young women to realize their full potential
- I aspire to build a strong network of young women who can lead change in their communities and promote the values of cooperation, solidarity and mutual respect.

I gained extensive experience in the field of leadership and communication through my participation in many mentoring activities. I worked on organizing training workshops for volunteers, participating in organizing many events at the regional and national level, as well as participating in the regional and global conference and attending workshops and meetings related to development, membership and governance.

I was a member of the previous Regional Committee from 2022 to 2025. On the committee, I served as the Lead for Volunteer Management. I followed up and evaluated the volunteers on a regular basis from the beginning of their volunteering journey, met their needs to provide a safe environment for their volunteering experience, ensured flexible joining methods, and worked to retain them.

ESSENTIAL SKILLS

An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.	Skill Level:	Expert
<p>A volunteer movement empowering girls and young women, with over 10 million members in 145 countries. It aims to develop the potential of girls and young women to become responsible citizens through informal educational programs focused on leadership and decision-making. The movement is divided into five regions, each with its own challenges and opportunities, requiring strategies tailored to meet the members' needs. WAGGGS has two types of membership: Full and Associate. Full membership requires commitment to the association's standards, constitution, and internal regulations. Member Organisations operate at the national level and have organisational structures suited to their specific needs.</p>		
An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.	Skill Level:	Expert
<p>I have a solid understanding of the leadership model that focuses on developing leadership skills through six thinking styles: reflective, collaborative, holistic, critical and creative, gender equality, and responsible actions. I am also familiar with the Guiding educational approach, which centres on empowering girls and young women through informal educational programs that promote leadership and community engagement. I have incorporated the leadership model content, framework, and the Guiding educational method into the national-level training curriculum for my association. Additionally, I have completed training on "Prepared to Learn, Prepared to Lead" and an introduction to the leadership model on the Campfire platform.</p>		
Good general knowledge of the challenges and opportunities facing girls and young woman across the region.	Skill Level:	Expert
<p>I have good knowledge of the challenges and opportunities facing girls and young women across the region. The challenges include issues such as education, discrimination, and gender-based violence. The opportunities involve enhancing education, economic empowerment, and increasing participation in leadership and community roles. By understanding these aspects, I can contribute to developing programs that support girls and young women in reaching their full potential. Since 2019, I have been closely following the volunteers in the Juliette Low Seminar and the opportunities available to them, assisting them in implementing their 100 Girls projects so far.</p>		
Ability to be flexible and open to new opportunities or ways of doing things.	Skill Level:	Expert
<p>I have the ability to be flexible and open to new opportunities and ways of working. I believe in the importance of adapting to rapid changes in the work environment and utilizing opportunities to achieve goals. Through my experience, I have learned how to adopt innovative work methods and continuously develop new skills, which enhances my ability to face challenges effectively and achieve success. I have benefited from distance education in the period after the Covid-19 pandemic in taking advantage of online training and new ideas for personal and life development, most notably the FOCA leadership course.</p>		
Sound independent judgement and the ability to challenge constructively.	Skill Level:	Expert
<p>I have the ability to exercise good independent judgment, which helps me make informed and balanced decisions. I am a constructive challenger, able to provide meaningful criticism that contributes to improving performance and achieving common goals. These skills enable me to work effectively in diverse teams and achieve positive results. Being president of my national association and being part of the national structure has given me the experience to face challenges and make transparent judgments.</p>		

ESSENTIAL SKILLS (CONTINUED)

Ability to analyse and interpret information and think critically, creatively, and strategically.	Skill Level:	Expert
<p>I have the ability to effectively analyze and interpret information, which helps me make informed decisions. I also have critical thinking skills that enable me to objectively evaluate evidence, creative thinking that helps me find innovative solutions, and strategic thinking that enables me to see long-term goals and develop plans to achieve them.</p>		
Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Skill Level:	Expert
<p>I have the ability to listen and learn from others, which helps me understand and appreciate their perspectives. I believe in the importance of seeing things from different angles, which enhances my ability to interact effectively with others and provide innovative solutions. These skills enable me to build strong and positive relationships and achieve better results through collaboration and mutual understanding through working with the Regional Committee and Volunteer Management, as well as my experience with Girl Guides since my early years.</p>		
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Skill Level:	Expert
<p>I adopt a collaborative approach to work, which enables me to work effectively as part of a diverse team of volunteers and staff. I believe in the importance of respecting different roles and hierarchies to ensure that common goals are achieved efficiently. Through my experience, I have learned how to coordinate and communicate effectively with team members, which enhances productivity and creativity. This was evident in the organization that I participated with my team such as organizing the Arab Camp in Oman and then working with the organization team of Al Dalilat Camp in Jordan.</p>		
Cultural sensitivity and an ability to work in a multicultural context.	Skill Level:	Expert
<p>I have high cultural sensitivity and the ability to work effectively in a multicultural context. I believe in the importance of understanding and appreciating cultural diversity, which fosters collaboration and creativity within diverse teams. Through my experience, I have learned how to adapt to different work styles and communicate effectively with individuals from diverse cultural backgrounds, contributing to the successful achievement of common goals.</p>		
Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Skill Level:	Expert
<p>I have extensive experience working with teams of volunteers, having led and guided diverse teams to achieve common goals. I have team leadership skills that include effective communication, motivation, and problem solving. I also have the ability to delegate tasks effectively, which enhances the efficiency of the team and ensures the achievement of the desired results. Being the Lead on the Regional Committee for the Arab Region volunteers, required clear skills and effort and the creation of committees according to the needs of the region, such as the technical support committee and young women, finding the largest number of volunteers compared to other regions and working on developing their skills, motivation, delegation and evaluation.</p>		

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Expert
<p>I have previous experience volunteering with the World Association of Girl Guides and Girl Scouts, where I held several leadership and training positions. I was a member of the Arab Regional Committee, Lead for Volunteers in the Arab Region, a member of the Leadership and Training Committee from 2019 to 2022 and also as a Capacity Building mentor. These roles enabled me to develop my leadership and management skills, work effectively with teams of volunteers to achieve common goals, and facilitate the ABC - FBM - SS programs.</p>		
Ability to think strategically and create strategic plans.	Skill Level:	Expert
<p>Through my experience, I have learned how to analyze the current situation, set goals, and develop strategic plans to achieve them. I have critical and creative thinking skills that enable me to see the big picture and identify opportunities and challenges, which helps me develop effective strategies to achieve long-term goals by helping member associations overcome various challenges and planning well, as well as contributing to the development of regional plans and activities for the region with committee members.</p>		
Financial, management, budgets, and risk management.	Skill Level:	Expert
<p>Prepared budgets for my organization for annual activities. My skills include financial planning, organizing financial resources, and monitoring financial performance to ensure the achievement of goals. I also have the ability to analyze financial risks, which contributes to the sustainability of financial growth and asset protection. I also participated in the development of strategies to enhance transparency within my association, which contributed to improving budget management and minimizing risks. These activities require high skills in financial planning and risk management. My work as an executive director is responsible for financial management, budgets, documentary cycle, and dealing with taxes.</p>		
Project and programme planning and management	Skill Level:	Expert
<p>I developed and implemented detailed plans to achieve set goals. My skills include identifying resources and setting timelines to ensure the success of projects. I have the ability to regularly monitor and evaluate the progress of projects, ensuring that the desired results are achieved efficiently and effectively. I coordinated and organized the Arab Camp for Girl Guides in the Sultanate of Oman, and supervised the implementation, management and planning of all activities related to training and leadership development in my association, as well as programs, media and large gatherings, and also participated in organizing the Arab Camp 22 in Egypt 2017. These activities require skills in planning, organizing, and managing resources effectively.</p>		
Governance and/or legal expertise.	Skill Level:	Expert
<p>I have worked to develop and implement governance policies that ensure transparency and accountability within my national association as well as in my business. My skills include understanding legal and regulatory frameworks, managing risk, and ensuring compliance with laws and regulations. This experience enables me to provide effective legal advice and support strategic decision-making to achieve organizational goals. I have participated in the development of strategies for Egyptian Scouts and coordinated workshops on "Image and Visual Identity" to promote cultural understanding and good governance. These activities require in-depth knowledge of laws and regulations, and the effective application of governance principles.</p>		

DESIRABLE SKILLS (CONTINUED)

Fund development and partnerships.	Skill Level:	Expert
<p>I have experience in financial resource development and partnerships, where I worked on developing resources for my national association through out-of-the-box ideas, and building strong relationships with partners. This experience enables me to ensure the sustainability of financial resources and strengthening partnerships to support programs and projects, which contributed to increasing financial resources and supporting training programs. These activities require high communication and negotiation skills.</p>		
Diversity, equity, and inclusion.	Skill Level:	Expert
<p>I believe in the importance of creating a work environment that embraces cultural and social diversity and ensures fairness in opportunities and treatment. Through my experience, I have worked to develop policies and programs that promote inclusivity, allowing all individuals to express their opinions and contribute effectively to achieving common goals. For example, I organized workshops on "Mental Image and Visual Identity" to promote cultural understanding. I also participated in multiple training programs to enhance leadership skills for women and girls, such as "Grow My Confidence" and young women's leadership courses with the Friedrich Ebert Foundation. These activities reflect your commitment to providing an inclusive and fair environment for all.</p>		
Negotiation and conflict resolution.	Skill Level:	Expert
<p>I have experience in negotiation and conflict resolution, with skills in active listening, clear communication, and emotional regulation. I believe in the importance of negotiating to reach mutually satisfactory solutions, and I use strategies such as mediation and arbitration to promote understanding and minimize tension. These skills enable me to effectively manage conflicts and achieve positive outcomes. I have also completed the World Organization of the Scout Movement's Listening Ear training and Safe from Harm training.</p>		
Marketing and communications, including public relations and social media	Skill Level:	Expert
<p>I have experience in marketing and communications, including public relations and social media, and building positive relationships with my internal and external community through public relations. I also contribute to managing the social media pages of my national association, and achieving marketing goals effectively by passing an e-marketing training course, as well as my work in the field of advertising and publicity and spreading the desired visual identity and mental image.</p>		
Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Expert
<p>I have experience in research and development, monitoring and evaluation, and data collection and analysis. My skills include using various data collection tools and methods such as questionnaires and interviews, and analyzing them to provide accurate insights that support decision-making. I believe in the importance of continuous monitoring to assess the progress of projects and ensure that the desired goals are achieved effectively and efficiently. I have participated in workshops to prepare training manuals and portfolios, such as the workshop held in Cairo and Port Said, and I have evaluated multiple training programs, such as "Grow My Confidence" in several areas. These activities require collecting and analyzing data to develop effective strategies and improve ongoing performance.</p>		

DESIRABLE SKILLS (CONTINUED)

Influencing skills and advocacy	Skill Level:	Expert
<p>By providing opportunities for girls to empower them to lead through :</p> <ul style="list-style-type: none"> • Leadership : Training girls to make decisions and take responsibility • Effective communication: Enhance the ability to express ideas clearly and persuade others • Critical thinking : Analyze information and make informed decisions • Negotiation: Reaching compromises that satisfy all parties • Relationship building: Establishing strong and sustainable relationships with others 		
External relations	Skill Level:	Expert
<p>In 2019, I was the international commissioner of my national association and worked on external communication with the relevant authorities. I also participated in organizing the 22nd Arab Girl Guides Camp in Egypt and the 25th in Oman, as well as the Girl Guides Camp in Jordan and coordinating meetings with the guides of the Sultanate of Oman to prepare for the camp. I also attended the 37th World Conference online, the 38th World Online Conference in Cyprus, and the Arab Conference in the UAE, which enhanced my abilities in networking and developing external relations. These activities require diplomatic skills and effective communication.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Expert
<p>Extensive experience in human resources management through my previous and current job and also passed a course in that regard. I was very helpful in managing the region's volunteers in terms of provision, recruitment, follow-up, evaluation, and motivation, as I led the volunteer teams in the Arab Region, and coordinated multiple training programs. I also supervised the organization of skills development workshops, such as the "Digital Leadership" and "Presentation Skills" courses. These roles require high skills in recruitment, training, and performance management</p>		
Information technology tools, systems and applications	Skill Level:	Expert
<p>For example, I trained on the Campfire platform, data management and data protection for volunteers. I also participated in workshops on designing professional visual presentations. These experiences enhance the ability to manage and employ information technology effectively in my work and remote training using specialized software, as well as the use of different applications in training games and icebreakers.</p>		
Innovation and creative thinking	Skill Level:	Expert
<p>For example, I supervised the organization of workshops to improve skills and hobbies. She also participated in designing and implementing new strategies to promote the scouting and guiding movement, the ability to think outside the box and provide innovative solutions by introducing new ideas to develop personal and life skills that develop girls and put them on the path to leadership and how to overcome various challenges and lead in an ambiguous and volatile world.</p>		

LEADERSHIP MODEL MINDSETS

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

To be effective and efficient as a member of the Regional Committee, I can enhance my practice of leadership mindsets in multiple ways:

1. Collaborative Mindset: I will build strong relationships with committee members through effective collaboration, fostering mutual trust and catalysing collective innovation. I will encourage the exchange of ideas and shared decision-making to achieve common goals.
2. Creative and Critical Thinking Mindset: I will embrace creative and critical thinking to analyse issues in depth and seek innovative solutions. I will encourage out-of-the-box thinking and challenge conventional ideas to achieve better results.
3. Responsible Action Mindset: I will make informed and responsible decisions that lead to a positive impact. I will assess the potential consequences of each decision and take responsibility for the results.
4. Gender Equality Mindset: I will promote fairness and equality of opportunity by supporting the empowerment of girls and encouraging their active participation in leadership. I will create an inclusive environment that respects and values diversity.
5. Worldly Mindset: I will adopt holistic thinking to understand the full context of situations and make decisions that fit the surrounding circumstances. I will work to see the big picture and connect different elements to achieve goals.
6. Reflective Mindset: I will focus on self-development and achieving personal goals through reflective thinking. I will set personal and professional goals and pursue them effectively.

By practicing these leadership mindsets, I will be able to enhance my effectiveness and efficiency as a member of the Regional Committee, contributing to the better achievement of WAGGGS' goals.

VOLUNTARY AND PROFESSIONAL APPOINTMENTS

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

<p>Member Organisation</p>	<ul style="list-style-type: none"> • National Training Commissioner for Girl Guides, from 2019 - present • Member of the Training and Leadership Development Committee of the General Federation of Egyptian Scouts and Guides, from January 2024- present • Rapporteur of the Training and Leadership Development Committee of the General Federation of Scouts and Guides, January 2023 - 2024 • Vice President of the Egyptian Girl Guides Association, 2019 - 2023 • Member of the Training and Leadership Development Committee of the General Federation of Scouts and Guides, 2013 - January 2023 • Executive Director of the Egyptian Girl Guides Association, January 2016 - April 2016 • Member of the Board of Directors of the Girl Guides Association Giza Branch, 2016 - 2019 • President of the Egyptian Girl Guides Association, October 2019 - October 2020 • Member of the Board of Directors of the General Federation of Scouts and Guides, October 2019 - October 2020 • National Coordinator of the Capacity Building Team in the Arab Republic of Egypt, January 2021 - 2022
<p>WAGGGS (at global or regional level)</p>	<ul style="list-style-type: none"> • Member of the Arab Regional Committee, from 2022 - present • Lead for Volunteer Management in the Arab Regional Committee, from 2022 - present • Responsible for the Leadership and Training Committee of the Arab Region, from August 2024 - present. • Member of the Training Committee of the Arab Region, 2019 - 2022 • CAT Mentor, June 2019 - December 2020
<p>Other voluntary positions</p>	<ul style="list-style-type: none"> • Member of the WFMU Training and Leadership Development Committee, 2021 - present
<p>Professional/ NGO/business appointments</p>	<ul style="list-style-type: none"> • Executive Director at Designs Advertising Agency, April 2016 - present • Reservation and Operations Officer and Assistant Director of Tourist Transportation at i-Tayyar Tours, from June 2006 to March 2015 • Executive Director at Arak Tours, from April 2015 to December 2015 • Executive Director of the Egyptian Girl Guides Association, from January 2016 to April 2016

GHOFRANE BEN HAMED

Les Scouts Tunisiens

Over 30

Nominated by:

Les Scouts Tunisiens

Languages spoken:

Arabic as mother tongue, fluent English and fluent 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?

During my experience within the Arab Regional Committee, I have gained a deeper understanding of the Arab region's realities, its challenges, and the opportunities for advancing Guiding work. I also became more familiar with the operational mechanisms of the World Association of Girl Guides and Girl Scouts (WAGGGS). Throughout this period, I worked on building strong relationships with Member Organisations, enhancing communication and collaboration pathways among them. I also leveraged my knowledge and skills to support the movement's goals by contributing to capacity building, strengthening media impact, developing training and leadership development programs, and following up on regional projects. This experience has strengthened my belief that continuing this journey for a second term would allow me to consolidate the progress made and invest my professional and academic experience in a more impactful way to serve the Arab region.

Thanks to my professional background, I have analytical and strategic skills that help me assess challenges from different angles and look for innovative and sustainable solutions. I have the ability to listen, brainstorm, and lead discussions, enabling me to effectively contribute to strategic decisions that serve the future of the Guiding Movement in the region. My experience in the movement at the local, national, and regional levels has enhanced my ability to understand the dynamics of Member Organisations and respond to their diverse needs in a flexible and effective manner.

My vision for the Arab region in the next three years is to achieve a qualitative leap in the areas of leadership empowerment for girls and young women, and to support the provision of a high-quality learning and life experience for girls and adults to practice leadership in an environment that brings together experts and young women and reflects the integration of generations. In addition to ensuring the financial and administrative sustainability of Member Organisations by providing tools and resources that enable them to grow, develop collaborative strategies and partnerships, build on achievements and expand their impact to ensure the prosperity and growth of the movement in our Arab region.

I believe that the success of the region depends on the strength and empowerment of the Member Organisations, which is why I will work to support them to create a more integrated and effective environment, where through teamwork and conscious leadership we can build a more cohesive, impactful, and sustainable Arab region in the service of girls and young women.

ESSENTIAL SKILLS

An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.

Skill Level:

Expert

Growing up and going through all the guiding and leadership stages at the national, regional and international levels, in addition to my role as Vice President of the 2019 Regional Conference, my participation in the 2021 and 2023 World Conferences, and my work as a volunteer in the Core Mission Team, has enabled me to learn about the diverse organizational structures in the Arab region and the working mechanisms of WAGGGS. My experience as a member of the Arab Regional Committee and the Regional Support Committee gave me a deep understanding of the complex and diverse regional context, and increased my familiarity with the organizational structures and work within the Member Organisations in the Arab Region.

An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.

Skill Level:

Expert

I was introduced to the leadership model during my participation in the Helen Storrow seminar, where I discovered that I was practicing leadership styles in my counselling, personal, and professional life without realizing it. This experience gave me a new awareness about openness and how to adapt to different contexts. It also contributed to the development of my facilitation skills, especially during the Juliette Low seminar in Nigeria, where we utilized the model and teaching method effectively. In addition, I was part of the design team for the "Growing and Learning" framework, which consciously and impactfully connects the journey of girls and adults within the movement.

Good general knowledge of the challenges and opportunities facing girls and young woman across the region.

Skill Level:

Expert

My experience as a member of the Arab Regional Committee and the Regional Support Team has enabled me to continuously interact with Member Organisations in different countries, giving me a deep understanding of the challenges and opportunities facing girls and young women in the Arab region, which is undergoing major political and social changes, where needs vary greatly and opportunities vary based on local contexts and exceptional circumstances such as wars and conflicts. This interaction helped me understand how these challenges affect access to educational, leadership and social opportunities, and the importance of finding innovative and flexible solutions and supports that meet their needs.

Ability to be flexible and open to new opportunities or ways of doing things.

Skill Level:

Expert

During my experience as National Commissioner for Guides and a member of the Arab Regional Committee, I have learned that adapting to challenges and opening new doors is not a barrier, but rather an opportunity to enhance effectiveness and creatively achieve goals. Moreover, working in a global software company has made me more flexible and open to new ways of managing operations. I always set aside time during planning and project calendars for contingencies. In addition to reviewing plans and modifying them as needed and following up on suggestions that contribute to improving performance and achieving continuous progress.

ESSENTIAL SKILLS (CONTINUED)

Sound independent judgement and the ability to challenge constructively.	Skill Level:	Expert
<p>I am always keen to make decisions based on an accurate and realistic analysis of the available data, taking into account the long-term effects of these decisions, utilizing my experience and the experience of others. I learn from every challenge and use guiding principles to consider and guide my decisions. I always encourage participation, ideas and constructive challenges in the counseling or professional teams I work with. Through this methodology, I seek to stimulate sustainable development and active participation in achieving common goals and making rational and effective decisions in complex and changing contexts.</p>		
Ability to analyse and interpret information and think critically, creatively, and strategically.	Skill Level:	Expert
<p>A large part of my work is based on analyzing information thoroughly. During meetings with clients, I focus on asking the right contextual questions and analyzing situations to reach a common understanding and make compatible decisions. We also place great importance on examining the impact of our proposals on clients and existing work. To draw a comprehensive picture, I seek to collect data from different and reliable sources and adopt scientific analysis tools to identify situations, which ensures effective strategic guidance and the creation of renewed paths and visions. These skills have enabled me to contribute to the design and development of global and regional strategic plans.</p>		
Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Skill Level:	Expert
<p>I realize that there is always more than one solution to the same issue, each from a different perspective. Working in a global company has taught me a lot in terms of respecting all differences and seeing the positive side of dealing with people who are different from me in age, experience, culture and way of working because it creates a kind of richness and makes me more open-minded, which contributes to improving my ability to listen and learn. I also strive to put myself in other people's shoes, especially when I have had similar experiences, which helps me to better understand their feelings and needs.</p>		
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Skill Level:	Expert
<p>My experience as a volunteer within the Core Mission team was characterized by a close collaboration between female volunteers and staff, where we supported each other and valued the exchange of knowledge and experiences between us. Professionally, I worked in several positions with people from different backgrounds (superiors and subordinates) and we always made it a priority to respect the organizational structures and different roles in the team. We made sure that responsibilities were clear and tasks were divided, which contributed to a smooth workflow. We always sought to strike a balance between respecting different roles and facilitating open communication, effective coordination and mutual support.</p>		

ESSENTIAL SKILLS (CONTINUED)

Cultural sensitivity and an ability to work in a multicultural context.	Skill Level:	Expert
<p>I worked together with women's associations and organizations from different ideologies on an advocacy campaign to revise a law that provides for parity in decision-making positions in the public service. We held a working session with parliamentarians to pass the proposal to the Tunisian parliament. I also work in a multinational environment, which has helped me enhance my ability to communicate effectively with individuals from diverse cultural backgrounds. Through these experiences, I have been able to build strong collaborative relationships with colleagues from diverse backgrounds, which has contributed to enhancing teamwork and achieving common goals.</p>		
Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Skill Level:	Expert
<p>I was responsible for 2000 young women and managed a national and regional team to organize national activities and design strategic plans and educational programs. I was always keen to provide a work environment that encourages productive collaboration and knowledge sharing among team members, recognizing efforts and trying to provide rewarding opportunities. I delegated responsibilities appropriately and tried to be a role model in leading the team. In the regional media team, I paid special attention to every suggestion and delegated design and publishing tasks to the young leaders, which yielded quality results when they took over.</p>		

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Expert
<p>I have served as a facilitator in various training programs, such as the Arab Region's Leadership Mindsets Training and 100 Girls follow-up projects, as well as participating in the 2018 Facilitator Training and the 2019 Juliette Low Seminar. I was also the Vice-Chair of the 2019 Arab Regional Conference, a youth delegate at the 37th World Conference, and a facilitator at the 38th World Conference. My volunteer experience also included working on the core mission team and designing the "Growing and Learning" framework. Currently, I am a member of the Arab Regional Committee 2022-2025, contributing to the promotion of girls' leadership and movement development at the regional and international levels.</p>		
Ability to think strategically and create strategic plans.	Skill Level:	Expert
<p>I have participated in formulating the vision and strategy for the Tunisian Scouts, by defining long-term goals and developing interim plans to achieve them, with key performance indicators to measure progress and ensure the achievement of the desired results. I also contributed to the preparation of the strategy of the Guides Section and the National Policy for Leadership Development, in addition to participating in the development of the triennial plans for the Arab region and facilitating sessions related to the global strategy. In my work as a solution architect, I rely on strategic thinking to design sustainable technology solutions that optimize the use of resources. I focus on building flexible and scalable systems that meet current needs and easily adapt to future changes.</p>		

DESIRABLE SKILLS (CONTINUED)

Financial, management, budgets, and risk management.	Skill Level:	Contributor
<p>I was responsible for managing risks by analysing potential challenges such as technical issues or sudden changes in the banking and insurance sector. To minimize these risks, we developed alternative and flexible solutions for project continuity. I also regularly monitored operations to make sure they were on budget and on time. I prepared and managed budgets for outreach events, allocated financial resources to ensure the implementation of activities, dealt with funding risks and organizational challenges, and developed plans to deal with them such as adjusting timelines and finding alternative funding sources to ensure the success of the activities.</p>		
Project and programme planning and management	Skill Level:	Professionally Qualified
<p>As a certified Agile Project Manager, I have experience in planning and managing technology projects. I set goals and priorities in collaboration with the team, develop flexible plans that accommodate future challenges, manage resources, and coordinate efforts to minimize risk and sustain success. During my guiding journey, I contributed to the formulation and implementation of the three-year plan for the Arab Region, including defining strategic objectives, following up on their implementation, and evaluating the results to ensure that the desired impact is achieved. We also continuously monitor programs and evaluate performance, making adjustments if necessary to maintain excellence and quality.</p>		
Governance and/or legal expertise.	Skill Level:	Expert
<p>As a team manager at a global financial software company, I was responsible for ensuring the implementation of best governance practices in managing and monitoring technical projects, while adhering to local and international legal standards, especially those related to data protection. On a guiding level, I contributed within the Arab Regional Committee to strategic decision-making aimed at promoting good governance and organizing work in accordance with regulations and the constitution. I was also a member of the committee for revising the Tunisian Scouts' Constitution and an elected member of the Supreme Council and General Leadership, which enhanced my expertise in managing organizational operations and institutional decision-making.</p>		
Fund development and partnerships.	Skill Level:	Contributor
<p>By working with organisations and companies, I was able to secure sponsorships for the Tunisian Scouts' young women's guiding activities and provide additional resources through corporate social responsibility (CSR). I was also the coordinator of the "Women Against Political and Electoral Violence" project with the Nissa Association in Tataouine, where we worked with 5 other associations to secure funding for the project and work on raising awareness and training women in local communities on how to address political violence, a strong example of how to build effective partnerships and develop financial resources to support community activities with long-lasting impact.</p>		

DESIRABLE SKILLS (CONTINUED)

Diversity, equity, and inclusion.	Skill Level:	Contributor
<p>I always strive to ensure equal participation in decision-making and build a supportive environment between different generations and backgrounds. I also ensure equal presence of girls in all regional and national activities and encourage them to run for any position based on merit rather than stereotypes. I organized advocacy campaigns with women's organizations to revise laws that promote equality, and participated in parliamentary sessions to advance these efforts. I also overcame personal challenges in a competitive professional environment as a single woman, and today, as a manager, I work to accompany new employees to facilitate their integration and create a positive work environment that ensures appreciation and belonging.</p>		
Negotiation and conflict resolution.	Skill Level:	Expert
<p>With an increasing workload, I always relied on open dialog with various parties to ensure that tasks were allocated effectively and efficiently, taking into account the team's preferences and balancing their capabilities with the available resources. I also negotiated with our global clients on their requirements in line with our limited financial and time resources, which contributed to building sustainable and strong relationships. During my participation in the drafting of the Public Service Equality Law, despite being the youngest member, I was repeatedly chosen to mediate between team members from different intellectual and political currents, to ensure consensus and a balanced law.</p>		
Marketing and communications, including public relations and social media	Skill Level:	Expert
<p>As the Communications Lead for the Arab Region, I directed our efforts to develop and promote communication channels thoughtfully and to be present on platforms that are popular among youth. We also worked on designing a regular newsletter with our Member Organisations. This approach contributed to expanding our audience base and increasing communication. We also launched the Media Library, which includes designs and promotional materials that make it easier to access content that reflects our values and mission. Thanks to these initiatives, we have succeeded in reaching a larger audience and we are working hard to continue to expand and grow to ensure a wider and deeper impact.</p>		
Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Expert
<p>During my time in the field of research and development, I relied on interactive dashboards to provide accurate insights into workflow and continuously monitor performance. Using these tools, we were able to define the roadmap for projects and achieve goals within the set deadlines. At the Regional Committee, we track the progress of our three-year plan via key performance indicators, with periodic assessments to adjust activities in line with changes and evolving requirements. Analytical reports based on measurable data have helped us make informed decisions and corrective actions quickly to ensure that the work is aligned with the set objectives.</p>		

DESIRABLE SKILLS (CONTINUED)

Influencing skills and advocacy	Skill Level:	Professionally Qualified
<p>Collaborated with women's organisations to organize an advocacy campaign aimed at amending a law that guarantees parity in decision-making positions in the public service. This included holding meetings with parliamentarians to support the proposal in the plenary session of the Tunisian parliament, which contributed to driving change to get women into more leadership positions. As a member of the committee for the revision of the Tunisian Scout Constitution, I supported and promoted the participation of girls and young people, and we contributed to adding and amending chapters that support this participation. In the field of labor, we advocated for flexible work policies to support employees to achieve a better work-life balance.</p>		
External relations	Skill Level:	Expert
<p>Participated in several working sessions and meetings with senior officials such as the Ministers of Youth and Environment, the Minister of Women, and the Prime Minister, with the aim of promoting scouting and guiding activities and highlighting their vital role in society. I also contributed to building partnerships between the private sector and civil society within the framework of Corporate Social Responsibility (CSR), where we were able to implement projects that contribute to improving the quality of life in local communities and promote cooperation and inclusiveness between different stakeholders. In addition, I participated in several television and radio interviews to publicize the extension movement and its various activities.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Expert
<p>Human resource management is an important part of my daily work. Professionally, I lead teams of engineers of different ages and genders, organizing priorities, distributing tasks according to people's expertise, monitoring performance and ensuring continuous personal professional development. On a national and regional level, I have organized events and trainings in collaboration with volunteers from different countries, defining tasks, promoting communication between everyone, and providing the necessary training to make the activities successful. In addition to describing the tasks of the regional volunteer committees and leading the regional information and support committees.</p>		
Information technology tools, systems and applications	Skill Level:	Professionally qualified
<p>IT and applications are a vital part of my day. I mainly rely on advanced project management tools and task management systems that help coordinate work between different teams, track progress accurately, and ensure projects are completed on time. I use effective and formal communication tools that facilitate constant interaction between team members and foster team collaboration. In addition, I work with complex databases that allow me to accurately collect and analyse data, which contributes to making informed strategic decisions and enhancing operational efficiency.</p>		
Innovation and creative thinking	Skill Level:	Expert
<p>Participating in the Global 24 Hours of Innovation competition makes me motivated to think outside the box and find viable solutions. I worked with my team on the "Drop of Hope" project to propose a water filtration technology through a machine that uses ecological energy, and we won second place in the finals. As a trainer, I try to adopt innovative and innovative methods to make technical terms and concepts as simple and understandable as possible. To interpret the educational curriculum, we designed a simulation game so that the leader goes through the same stages as Delilah and we imitate her with badges as she progresses from one stage to another so that she in turn experiences what she will provide to the young women in their activities.</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 leadership is not just a position or responsibility, but an ongoing behaviour that reflects how I deal with myself and others and guide them towards positive change, and that practicing leadership styles daily in a conscious way contributes to enhancing efficiency and impact:

Employing a reflective leadership style as an essential step to evaluate my performance and deeply analyse my past experiences, by taking time to review achievements and challenges, draw lessons and develop strategies based on the knowledge gained, helps me identify the strengths and weaknesses of my decisions and understand what can be improved in my leadership practices.

Contextual leadership is the cornerstone of my understanding of the diverse nature and needs of the Arab region and broadening my horizons to include different challenges and opportunities, by adopting a holistic perspective on the cultural, social and organizational diversity among countries to design solutions and initiatives that align with everyone's needs and promote regional cohesion. In the face of complex and unexpected challenges, I make sure to analyse current issues and future opportunities in depth and ensure continuous evaluation of each step to maximize impact. I seek to explore solutions while objectively evaluating available options to ensure effective and productive decision-making.

Collaboration is the foundation of successful teamwork. Creating a participatory environment that allows the exchange of ideas and experiences among committee members, associations and partners contributes to strengthening the team spirit to achieve common goals. I also work to improve communication with different parties, both internally and with external parties, to ensure effective collaboration and achieve the desired impact, as open communication is one of the foundations I believe in to achieve a positive impact. I am keen to lead by example by making responsible decisions that are in line with the movement's ethical values and principles and fully assume my responsibilities. I will endeavor to create an environment of transparency and accountability, fostering trust between us and motivating others to adopt the same responsible practices. In parallel, my commitment to empowering women and girls and ensuring equal opportunities is a key pillar of my work, as I make sure that all initiatives and projects are based on the values of justice and equality to ensure the rights of girls and young women and give them equal opportunities to participate and grow.

VOLUNTARY AND PROFESSIONAL APPOINTMENTS

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

<p>Member Organisation</p>	<ul style="list-style-type: none"> • Training Leader, 2024 - present • Head of the planning team at the first national Forum of Training Leaders in the Tunisian Scouts, 2023 • National Commissioner for the Guides Section, 2021-2022 • Member of the High Council, 2021-2022 • Young delegate to the 37th World Conference, 2021 • Assistant Leader of the Guides Section, 2019-2021 • Assistant Training Leader, 2018-2023 • Media Officer, 2016-2019 • Member of the Technical Committee for the Guides Section, 2015-present
<p>WAGGGS (at global or regional level)</p>	<ul style="list-style-type: none"> • Member of the Arab Regional Committee, 2022-2025 • Training Facilitator, 2018 - present • Core Mission Team Member, 2020-2022 • Facilitator at the Juliette Low Seminar, 2019 • Member of the Volunteer Translation Team, 2019-2020 • Vice-Chair of the 22nd Arab Regional Conference, 2019
<p>Other voluntary positions</p>	<ul style="list-style-type: none"> • Social Responsibility Ambassador for a global software company, 2023-present • Member of the Google Developer Group, 2015-2017 • Responsible for young women's programs at the Tataouine Women's Association, 2015-2017 • Mentor at National and European Programming Marathons, 2015-2016 • Member of the Tunisian Women's Dialogue Program, working on revising a law recommending gender parity in decision-making positions in public service, organizing advocacy campaigns, and holding a working session with Members of Parliament in the Tunisian Parliament t, 2015
<p>Professional/ NGO/business appointments</p>	<ul style="list-style-type: none"> • Manager at a software company, 2024 - present • Solutions Engineer, 2023 - present • Scrum Master, 2022 - present • Team Manager at a software company, 2020 - 2024 • Software Engineer, 2017

LULUWAH JOUHER

Kuwait Girl Guides Association

Under 30

Nominated by:

Kuwait Girl Guides Association

Languages spoken:

Arabic 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?

It has been my goal since 2016 to have the honor of being a member of the Regional Committee. I have worked hard towards this because I feel proud and connected to being part of a global movement whose primary aim is to support girls. I joined the Guiding movement at the age of five and progressed through its stages—from Brownies to Guides, Senior Guides, Young Women, Deputy Chair of the Young Women's Committee, and Board Member. Twenty-three years of continuous work and limitless dedication with the Kuwait Girl Guides Association have shaped my skills.

The Kuwait Girl Guides Association, with its outstanding leadership—led by Ms. Hind Al-Holy, the President of the Association; International Commissioner Najat Bakhit; and Dr. Amal Al-Awadi—has provided me with countless opportunities to develop my skills and refine my personality. This eventually gave me the opportunity to work with the Arab Region as a volunteer in the Training Committee for six years, and to collaborate with the World Association and participate in many camps, training programs, conferences, and events both in Kuwait and abroad. Guiding has become a part of who I am, introducing me to different cultures and civilizations, shaping this vision.

My Vision: To support girls to become the positive change you want to see in society.

My Mission: Step by step for girls.

My Goal: A harmonious, cohesive, and developed region working to develop girls' skills.

Through:

- **Supporting Volunteers:** Focusing on empowering volunteers by providing training, necessary support, and creating an inspiring environment for creativity and giving.
- **Enhancing Resources:** Seeking to expand partnerships to ensure the sustainability of our projects.
- **Transparency and Communication:** Improving internal and external communication mechanisms to ensure everyone's participation in decision-making.
- **Expanding Initiatives:** Creating new opportunities to enhance our region's role in society through innovative initiatives. I firmly believe in the saying, "Be the change you wish to see in the world." The radical change I experienced since joining the movement makes me grateful for belonging to a purposeful organization that supports girls. I will work hard to ensure that every girl in the movement becomes the opportunity for the positive change she wishes to see.

ESSENTIAL SKILLS

An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.	Skill Level:	Contributor
Attending international and regional courses, training and workshops, including the leadership training in Sharjah in 2016 and the 38th World Conference.		
An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.	Skill Level:	Contributor
Attending global courses, training sessions, and workshops at the World Conference, as well as regional workshops and courses including the Positive Change 2018 and the Regional Leadership Workshop 2025.		
Good general knowledge of the challenges and opportunities facing girls and young woman across the region.	Skill Level:	Contributor
Governance course in Tunisia 2019, focused on capacity building.		
Ability to be flexible and open to new opportunities or ways of doing things.	Skill Level:	Expert
As the leader of the Young Women's Committee and an active member of the Board of Directors, my role involves supporting and empowering girls, providing them with opportunities, and refining their talents in the right fields. We also seek opportunities to carry out activities and leadership tasks with full flexibility, including partnerships with other volunteer organizations such as CAN to support women and other groups.		
Sound independent judgement and the ability to challenge constructively.	Skill Level:	Expert
The ability to make decisions and support decision-making.		
Ability to analyse and interpret information and think critically, creatively, and strategically.	Skill Level:	Contributor
Developing strategic plans and local annual plans for the association, including the Young Women's Committee.		
Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Skill Level:	Expert
As a leader of girls and a supportive teacher at the Ministry of Education, I am capable in this field.		

ESSENTIAL SKILLS (CONTINUED)

<p>A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>With extensive experience in volunteer organizations and six years of work at the Ministry of Education, as well as involvement in volunteer teams, I adopt a collaborative approach. As the head of the school team, I distribute work evenly among all members according to their tasks. Similarly, in the Young Women's Committee, I divide subcommittees and tasks equally, and collaborate with the Girl Guides Association in all activities.</p>		
<p>Cultural sensitivity and an ability to work in a multicultural context.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>Working in global programs with different cultures and languages, and participating in international workshops, provides me with the skill and ability to work across diverse cultures. In a professional context, working with teachers from the French Republic and Francophone countries sharpens my skills and enhances my ability to interact effectively with them.</p>		
<p>Experience in working with volunteer teams. Team leadership skills, and ability to delegate.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>Working in many local teams within the Guiding movement and professional committees in the Arab Region, such as training and global committees: capacity building, young women's leadership in Kuwait, and leading the activity team in the professional field.</p>		

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Expert
I began working with the World Association as a facilitator for Voices Against Violence in Kuwait in 2018, a facilitator for "Grow My Confidence" in 2024, and a Capacity Building mentor in the Arab Region in 2020. I am also a member of the training committee for the subcommittees of the Arab Region.		
Ability to think strategically and create strategic plans.	Skill Level:	Expert
Academically, I hold a Bachelor's degree in Education and Leadership Training, through which I developed strategic thinking and planning skills.		
Financial, management, budgets, and risk management.	Skill Level:	Follower
Professional in risk management and member of the Rapid Response Team at the Ministry of Education for risk management.		
Project and programme planning and management	Skill Level:	Expert
The ability to implement projects and programs and prepare strategic plans for them, including "Advocate for Your Rights" , "Voices Against Violence" annually, "Girl's Day", "Grow My Confidence", "Winter Clothing" and others.		
Governance and/or legal expertise.	Skill Level:	Contributor
Young Women's Governance Forum Tunisia 2019		
Fund development and partnerships.	Skill Level:	Follower
Through working with the Kuwait Girl Guides Association, such as launching community service campaigns that require funding for projects—like the "Dafini" campaign, the school bag campaign, winter clothing, and Ramadan food baskets—funds are raised from the personal contributions of board members, advisors, leaders, as well as support from parents and friends of the Girl Guides Association. These funds are used to prepare and organize the needed items, and we facilitate the process by providing all the requirements and distributing the collected resources promptly.		
Diversity, equity, and inclusion.	Skill Level:	Expert
Forming diverse and inclusive teams of young women, including organizing a "From Young Women to Young Women" forum in 2023, which brought together diverse groups of young women and inclusive topics, with the participation of young women from the Gulf, Egypt, and Jordan.		

DESIRABLE SKILLS (CONTINUED)

Negotiation and conflict resolution.	Skill Level:	Expert
Through managing teams and patrols and coordinating in forums.		
Marketing and communications, including public relations and social media	Skill Level:	Expert
Member of the Public Relations Committee in 2017 and Social Media Officer from 2015 until now.		
Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Expert
Experience in Capacity Building Facilitation (2020–2021) and member of the Capacity Building Facilitation Team at the Kuwait Girl Guides Association.		
Influencing skills and advocacy	Skill Level:	Expert
Voices Against Violence Facilitator 2018 and Grow My Confidence Facilitator 2024		
External relations	Skill Level:	Expert
Relationships built through partnerships and twinning projects for the Girl Guides Association, in addition to working with the World Association's volunteer network and the Arab Region.		
Human resources management (staff and/or volunteers)	Skill Level:	Contributor
Leadership of the Young Women's Committee at the Kuwait Girl Guides Association and National Coordinator for Capacity Building.		
Information technology tools, systems and applications	Skill Level:	Expert
Extensive experience in the field of technology and artificial intelligence, as well as in designing and delivering online training workshops.		
Innovation and creative thinking	Skill Level:	Expert
Designing innovative and creative programs and activities to facilitate easy access to information for Girl Guides and young women.		

LEADERSHIP MODEL MINDSETS

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

To achieve effectiveness and efficiency as a member of the Regional Committee, leadership thinking styles play a vital role in enhancing performance and achieving goals.

Strategic Thinking: Long-term thinking helps me analyze issues from a comprehensive perspective, set priorities, and propose solutions aligned with the region's vision and goals. This approach strengthens my ability to steer discussions toward tangible results, drawing on my previous experience in this field.

Solution-Oriented Focus: By adopting a positive, problem-solving mindset, I can face challenges with flexibility and creativity. This thinking style enhances my ability to propose innovative ideas and make decisions based on in-depth analysis, especially in resolving membership growth issues or financial crises within member organizations.

Effective Communication: Leadership thinking requires an understanding of the importance of clear and persuasive communication. I will work on strengthening my active listening skills with all member organizations and conveying ideas in a way that promotes collaboration.

Continuous Learning: I will embrace a mindset of ongoing learning and development to enhance my knowledge and skills, allowing me to contribute meaningfully based on the latest information and best practices.

Change Management: Leadership thinking demands the ability to anticipate and manage future changes effectively. I will strive to increase my adaptability and readiness to support the committee in responding to changes and ensuring continued progress toward our goals.

By integrating these thinking styles into my daily practices, I will be able to add further value, strengthen the spirit of volunteerism, promote innovation, and contribute to achieving our objectives with efficiency and impact.

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"> • Board Member at the Kuwait Girl Guides Association – Vice President and Leader of the Kuwait Young Women’s Committee, 2023 – present • Member of the Training Committee, 2020 – present • Member of the Local Capacity Building Team, 2020 – present • National Capacity Building Coordinator, 2024 • Young Woman in the Girl Guides Association, 2014 – 2022 • Chair of the Young Women’s Media Committee, 2015 – 2022 • Member of the Public Relations Committee, 2017 – 2018 • Member of the Media Committee, 2014 – 2015
WAGGGS (at global or regional level)	<ul style="list-style-type: none"> • In the Arab Region, Member of the Subcommittee for Training and Leadership, 2020 - present • Facilitator of the “Voices Against Violence” Program, 2019 - present • Facilitator of the “Grow My Confidence” Program, 2024 • WAGGGS Capacity Building Team, 2020 to 2021
Other voluntary positions	<ul style="list-style-type: none"> • Member of the Great Challenge Team to support School Students, 2024 – present • Head of the School Activity Team, 2024 – present • Member of the Training Team at the Ministry of Education, 2022–2024 • Volunteer in the Rapid Response Team at the Ministry of Education, 2020 – 2021 • Volunteer in the Kuswa Team, 2019 • President of the French Language Club at the College of Education, 2018 – 2019 • Secretary of the Environmental Guardians Team, 2017–2018 • Volunteer in the Environmental Guardians Team, 2013–2017 • Volunteer and Volunteer Coordinator at Kuwait for Change, 2015–2016
Professional/ NGO/ business appointments	<ul style="list-style-type: none"> • Teacher at the Ministry of Education, 2019 until now • Worked in Public Relations and Customer Service, 2017

RAIHANA KHITER

Les Scouts Musulmans d'Algerie

Over 30

Nominated by:

Les Scouts Musulmans d'Algerie

Languages spoken:

Arabic as mother tongue, intermediate 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?

I joined the Scouting Movement at a very early age in my life, and I went through all the Scouting stages, followed by every Scouting responsibility one could assume in Algeria. I was always the youngest person to carry out these duties with distinction – as attested by those around me.

These experiences taught me many things, the most important of which was my deep love for the Scouting movement, and an even greater sense of responsibility toward the Girl Guides movement. I made it my mission to spread and expand this movement wherever I went, driven by my belief in its educational outcomes and the significant impact it has – first on every Algerian girl, and then on girls throughout the Arab world and beyond. As a result, I founded several Girl Guide troops in various provinces across Algeria.

These responsibilities taught me to seek every opportunity that allows me to convey the message of the Scouting movement to the largest number of girls. They also shaped my leadership skills from a young age and enhanced my ability to manage and give back. My ambition has since become to see my dreams and emotions reach every Arab girl who aspires to become a Girl Guide, and to enrich my experiences and skills through a regional role.

As for my hopes and aspirations for the region in the coming triennium, my primary and most persistent goal within the Scouting movement – which I consider a top priority – is to work toward the broad expansion of the Girl Guide movement in the Arab world. This includes developing strong plans and programs to strategically increase the number of Arab Girl Guides. I also aim to support Member Organisations in enhancing and advancing girl-focused programs so they align with global developments, contemporary needs, and challenges. These efforts should be backed by dedicated action plans that promote innovation, excellence, and leadership among Arab Girl Guides.

Since leaders and young women are the cornerstone in achieving this vision, I hope this upcoming triennium will pay special attention to them – through training, support, the development of tailored programs, and preparing them to welcome and nurture Girl Guides.

Ultimately, I aspire to raise the position of the Arab Region both within the Arab world and internationally by expanding its reach and impact. I look forward to building a strong Arab Region through joint activities and coordination among its members, fostering relationships between member organizations, and involving them in planning and regional development.

ESSENTIAL SKILLS

<p>An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.</p>	<p>Skill Level:</p>	<p>Contributor</p>
<p>Being a member of the Arab Regional Committee over the last three years has given me a good understanding of WAGGGS, the regional context, and organisational structures.</p>		
<p>An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.</p>	<p>Skill Level:</p>	<p>Contributor</p>
<p>My ability to understand the WAGGGS leadership model was reflected in my fieldwork and implementation of Scouting initiatives. Through my participation as a member of the Arab Region and my role leading the Youth Committee, I applied the principles of this model in designing workshops and training programs that highlight the values of collaborative and creative leadership. Additionally, my experiences in the National Scout Council enhanced my ability to express and convey these principles in practical ways that align with the diverse contexts of the Scouting movement.</p>		
<p>Good general knowledge of the challenges and opportunities facing girls and young woman across the region.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>As the lead of the Youth Committee in the Arab Region during the previous triennium, I had closer engagement with young women across the region and gained deeper insight into their realities. I developed a profound understanding of the challenges and opportunities faced by girls and young women. I worked on issues related to empowerment, personal development, and leadership, and participated in organising events and training programs that addressed these challenges. This experience enabled me to identify areas of weakness, build initiatives that enhance opportunities, and provide a supportive environment that contributes to the personal and professional growth of girls throughout the region.</p>		
<p>Ability to be flexible and open to new opportunities or ways of doing things.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>Through my experience in organising Scout camps and regional events, I demonstrated flexibility and openness to new opportunities and ways of working. I adopted innovative approaches to overcome challenges and leveraged changes in both local and international contexts to enhance Scouting programs. This approach enabled me to quickly adapt plans and incorporate new ideas to improve the effectiveness of activities and better meet the needs of participants in line with current developments. Even in my academic journey, I have often embraced entirely new methods of learning and thinking.</p>		
<p>Sound independent judgement and the ability to challenge constructively.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>During my time serving on the Regional Committee and the Youth Committee, I demonstrated a strong ability to make sound and independent judgments in complex situations. For example, during discussions on the Youth Empowerment Strategy, I constructively challenged conventional proposals, which helped improve the plan and led to the adoption of a more inclusive and effective approach. Similarly, at the Arab Guide Camp, this interactive and supportive approach proved valuable in strengthening collective decision-making within the team.</p>		

ESSENTIAL SKILLS (CONTINUED)

Ability to analyse and interpret information and think critically, creatively, and strategically.	Skill Level:	Expert
<p>During my membership in the Regional Committee and as a Leader in Les Scouts Musulmans d'Algerie, I analysed the challenges of youth empowerment and developed effective strategic plans. I relied on critical and creative thinking to design innovative leadership programs that meet the needs of girls and support their role in the Scouting movement.</p>		
Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Skill Level:	Expert
<p>As the lead of the Youth Committee in the Arab Region, I made it a priority to actively listen to the opinions and suggestions of young women from various member countries. This approach gave me the opportunity to understand the challenges they face from multiple perspectives and to appreciate the diversity in their viewpoints. These experiences contributed to the development of tailored Scouting programs that address their needs and enhance their active participation, enriching collaborative efforts and yielding tangible results in strengthening the capacities of young leaders within the Scouting movement.</p>		
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Skill Level:	Expert
<p>Growing up in Les Scouts Musulmans d'Algerie, I learned the value of teamwork and being part of diverse groups. My early participation in working groups helped shape my passion for collaboration, respect for different roles, and understanding of organisational hierarchy. Additionally, my responsibility for organising major international activities from a young age strengthened my ability to coordinate with volunteers and staff. This experience reinforced my belief that collaborative work is the foundation for achieving shared success and improving performance</p>		
Cultural sensitivity and an ability to work in a multicultural context.	Skill Level:	Contributor
<p>As the leader of the Algerian delegation at the World Scout Jamboree in Japan and the organizer of major international camps, I developed strong cultural sensitivity and the ability to work effectively in multicultural environments. I learned how to interact with different mindsets and values, and to respect cultural diversity as a key factor in fostering collaboration and shared success. These experiences deepened my understanding of the importance of openness and effective communication with all parties, enhancing my ability to lead diverse teams and achieve positive outcomes in international contexts.</p>		
Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Skill Level:	Expert
<p>Since my beginnings with Les Scouts Musulmans d'Algerie, where I took on simple responsibilities, to reaching membership in the national leadership team and the Arab Region, I have gained extensive experience working with volunteer teams. These experiences enabled me to understand and manage the differences in mindsets within the team, as well as develop team leadership skills and effective delegation. This helped me handle conflicts constructively and ensure task distribution that aligns with each individual's competencies, which enhances collective performance and achieves outstanding results.</p>		

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Follower
Member of the Arab Regional Committee this triennium.		
Ability to think strategically and create strategic plans.	Skill Level:	Expert
During my membership in the Regional Committee and the leadership of Les Scouts Musulmans d'Algerie, I contributed to the development of several innovative strategic plans, such as the Regional Action Plan, the Young Women's Plan, and the Young Women's Empowerment Council. I was able to analyse challenges and accurately identify future opportunities, which enabled teams to achieve their goals efficiently and sustainably. This experience strengthened my ability to transform vision into concrete action plans that support development and progress within the Scouting movement.		
Financial, management, budgets, and risk management.	Skill Level:	Follower
Through managing the budgets of national and international camps, I gained practical experience in financial management, even though I am still in the process of learning and developing in this field. My experience contributed to achieving program goals within available resources and reducing financial risks through careful planning and monitoring of financial performance. While I do not consider myself an expert, my hands-on experiences have allowed me to understand the importance of financial balance and to handle financial challenges with flexibility and efficiency.		
Project and programme planning and management	Skill Level:	Expert
I have led the planning and implementation of numerous programs, contributing to the design and execution of national and regional Scouting projects such as the Distinguished Zahra Olympiad and the National Forum for Scouting Education. Through coordinating work teams and maintaining continuous communication with relevant stakeholders, I achieved tangible results in enhancing participation and educational development. My experience in project management enabled me to create precise timelines, monitor performance, and evaluate outcomes to ensure programs met their goals efficiently and sustainably. One of the most recent programs, the Arab Guide Camp, demonstrated my ability to manage projects effectively to achieve both educational and guiding objectives.		
Governance and/or legal expertise.	Skill Level:	Contributor
Through my work with the National Council of Les Scouts Musulmans d'Algerie, I participated in drafting regulatory frameworks and implementing governance standards, which strengthened our commitment to transparency and accountability. Although my legal expertise is not extensive, I have developed a solid understanding of the legal and regulatory procedures that ensure compliance with standards. This has contributed to creating a stable organizational environment that supports sound decision-making within the Scouting movement.		
Fund development and partnerships.	Skill Level:	Contributor
I developed my skills in financial resource development and partnerships by building strategic relationships with civil society organizations and supporting entities. These experiences helped me secure additional resources to strengthen Scouting programs, such as the National Scouting Education Forum and international camps. Collaboration with local and international partners was also a key factor in achieving sustainable funding that contributes to the successful development and implementation of initiatives within the Scouting movement.		

DESIRABLE SKILLS (CONTINUED)

Diversity, equity, and inclusion.	Skill Level:	Expert
<p>I have worked to promote the values of diversity, equity, and inclusion by organising Scouting events that include participants from diverse cultural and social backgrounds. My experiences working within multicultural teams have contributed to designing programs that ensure the participation of all girls without discrimination, fostering a supportive environment and encouraging positive integration among members of the movement. This approach has been a cornerstone in building an institutional culture based on mutual respect and empowering every individual to express their potential equally.</p>		
Negotiation and conflict resolution.	Skill Level:	Expert
<p>I have demonstrated strong negotiation and conflict resolution skills during the organisation of national and regional gatherings. I employed effective communication and active listening techniques to reach compromises that satisfied all parties and achieved common goals. My experiences leading multicultural teams motivated me to foster a work environment grounded in mutual understanding and respect, which helped overcome challenges and achieve positive outcomes that support the continuity of Scouting programs. Most recently, during the organization of the Arab Guide Camp, I successfully resolved conflicts with the host country, which contributed to strengthening cooperation and achieving shared objectives.</p>		
Marketing and communications, including public relations and social media	Skill Level:	Expert
<p>I developed integrated communication campaigns to support national activities, taking on the responsibility for marketing the 32nd Arab Scout Camp. I utilised marketing strategies based on social media to reach a wider audience and increase active participation. Additionally, I prepared promotional materials and organised media workshops that helped enhance the image of the Scouting movement and promote its message. This led to greater public awareness and strengthened community trust in our Scouting programs at both the national and international levels.</p>		
Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Expert
<p>I participated in preparing systematic evaluation studies to identify and analyse the challenges faced by young women in the Arab Region, using data collection and analysis methods to derive strategic insights. These studies contributed to enhancing the design and development of Scouting programs, making them more effective and sustainable. The results led to tangible changes in policies and programs aimed at supporting girls, demonstrating the importance of research and development in improving service quality and achieving educational goals.</p>		
Influencing skills and advocacy	Skill Level:	Expert
<p>In my role as lead of the Young Women’s Committee, I developed strong advocacy strategies to attract and support girls in the Guiding movement, enabling them to actively participate in decision-making. I organised awareness campaigns and training workshops to boost self-confidence and leadership skills, which helped empower young women to express their opinions and make a positive impact in their communities. This approach contributed to building a strong support network within the movement and helped strengthen the role of women in leadership processes.</p>		

DESIRABLE SKILLS (CONTINUED)

External relations	Skill Level:	Contributor
<p>I participated in several international conferences and events, such as the Azerbaijan Conference and the World Forum on Non-Formal Education in Brazil, where I played an active role in building and strengthening relationships with global Scouting organizations. Through these events, I was able to exchange experiences and apply best practices with colleagues from various countries, which contributed to improving the quality of Scouting programs in the Arab region and developing a strategic network of relationships that supports international cooperation and the exchange of resources and expertise.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Expert
<p>I managed national and international volunteer teams during the organisation of major Scouting events, ensuring task distribution aligned with members' abilities and motivating them to achieve common goals. By developing specialised training programs and workshops, I helped raise performance levels and enhance team integration, resulting in high productivity and effective coordination. This managerial approach contributed to creating a supportive work environment that encourages professional development and the exchange of expertise among colleagues.</p>		
Information technology tools, systems and applications	Skill Level:	Expert
<p>I developed my skills in using information technology tools, such as Microsoft Office and artificial intelligence applications, to support planning and implementation processes in Scouting activities. These skills contributed to organising data, preparing reports, and accurately analysing performance, which aided in making data-driven decisions. I also used these tools to improve internal and external communication processes, helping to achieve integration among different work teams and saving time and effort in managing Scouting projects.</p>		
Innovation and creative thinking	Skill Level:	Expert
<p>I established innovative initiatives, including the first camp for talented Zahra girls, which provided a unique educational experience and helped develop the leadership and creative abilities of the participants. Our programs stood out by employing new and innovative methods, and I strive to add a creative touch to every activity I oversee. This approach motivates participants to think outside the box and develop practical solutions to Scouting challenges. These initiatives have contributed to enhancing the educational standards within the Scouting movement and fostering a spirit of innovation and renewal.</p>		

LEADERSHIP MODEL MINDSETS

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

To ensure I maximize my effectiveness and efficiency as a member of the Regional Committee, I adopt practices based on the six leadership mindsets to achieve a positive and sustainable impact at the regional level.

I begin with self-development through reflective thinking, which allows me to regularly review my performance, identify strengths to build upon, and areas for improvement to work on. I always strive to foster team spirit through collaborative thinking by creating a work environment characterized by trust and transparency, where we can effectively exchange ideas and experiences to improve the quality of regional work.

I use creative and critical thinking to develop innovative solutions that address the various challenges facing the region, focusing on data analysis and risk assessment to achieve tangible results. I am also committed to applying responsible thinking through designing and implementing initiatives that consider sustainability and reflect the needs of local communities, with an emphasis on enhancing our long-term impact.

I believe in the importance of empowering girls and young women, and I work to apply thinking that promotes gender equality by providing fair opportunities and encouraging young female leaders to actively participate in decision-making. Additionally, I integrate holistic thinking in my approach by considering the cultural and social differences among member countries, enabling me to develop strategies and plans that align with local contexts while maintaining the region's shared goals.

In this way, I am able to enhance my effectiveness as a member of the regional committee, working in balance between innovation and responsibility, collaboration and empowerment, to achieve the region's vision in supporting and enabling girls and young women to become the leaders of the future.

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"> Member of the National Council, 2015 to present Member of the General Leadership, 2015 to 2019
WAGGGS (at global or regional level)	<ul style="list-style-type: none"> Member of the Arab Regional Committee, 2022 - 2025
Other voluntary positions	<ul style="list-style-type: none"> Chairperson of the Regional Observatory for the Eastern Provinces of the National Observatory for Human Rights and Fair Issues, since 2021 Member of the Provincial Office in the National Orphan Sponsorship Association, 2012-2016
Professional/ NGO/ business appointments	<ul style="list-style-type: none"> PhD student in Industrial Engineering Substitute Lecturer in Mathematics and Informatics at Djilali Bounaama University, Khemis Miliana, Algeria, 2017-2018

NOOR ABDUL HUSSEIN

Girl Guides Association of Bahrain

Under 30

Nominated by:

Girl Guides Association of Bahrain

Languages spoken:

Arabic 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?

Becoming a member of the Arab Regional Committee is a dream step that completes my volunteer journey in Guiding. I was a Flower in elementary school, then progressed to a Girl Guide, then an advanced Guide, and later a young woman with volunteer roles in the Arab Region committees and in the World Association.

My desire to join the Regional Committee stems from my deep appreciation of its importance and the achievements it accomplishes annually, which strengthened my wish to be part of it. I also see how this experience will benefit me both personally and professionally through the knowledge I will gain working alongside a highly experienced team. Furthermore, I have many practical and media-related ideas I wish to share—ideas that align with the committee's vision, especially since they are youth-focussed initiatives that the World Association is keen on pursuing in the coming years.

My vision for the Arab Regional Committee in the upcoming triennium is one of growth, increasing the positive impact of Guiding activities across the Arab Region, working at a global level that competes with other regions in quality, and raising the number of girls from the Arab Region participating in distinguished international forums. I aspire to see every Arab Guide capable of managing herself and her team with skills gained from national and regional trainings, especially after the introduction of the new training programs the committee will implement. These programs will refine their personalities and empower them to lead courses worldwide at a young age, which to me signifies the committee's success.

I also have full confidence in the experienced leaders with long-standing dedication to the Guiding movement. I believe this triennium, God willing, will unite us to produce high-level work by combining youthful ideas with invaluable expertise—an indispensable combination to continue advancing the Arab Region's journey with success.

ESSENTIAL SKILLS

An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.

Skill Level:

Contributor

I have good experience working within diverse regional structures, as I have communicated with Member Organisations in regional forums. This allowed me an insight into the organizational structures of other associations, how information flows, and how tasks are coordinated within them. Additionally, I worked on the core team for the Juliette Low Seminar, where I gained some valuable insights into Member Organisations, existing structures, and the approval processes involved. My responsibilities included sending messages and managing communication via email.

An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.

Skill Level:

Expert

I became familiar with the leadership model during my participation in the Juliette Low Seminar 2022, where our projects were centred around the leadership model, involving an intensive study to understand each aspect thoroughly. Additionally, I conducted several workshops on this topic both within my Member Organisation and at the 3rd Arab Guide Camp in Jordan. I also applied this model personally, striving to adopt as many behaviours and practices from it as possible.

Good general knowledge of the challenges and opportunities facing girls and young woman across the region.

Skill Level:

Contributor

As a 25-year-old young woman, I am confident that I understand the challenges faced by girls in the Arab region, especially since I have helped many young women secure positions within the World Association. Through this experience, I have witnessed the difficulties they encounter and encouraged them to seize opportunities such as volunteering in World Centres and participating in international seminars. Therefore, I firmly believe that I have valuable experience in this area and can make a meaningful contribution.

Ability to be flexible and open to new opportunities or ways of doing things.

Skill Level:

Expert

I enjoy working with new ideas and acquiring skills and methods I haven't used before, especially those involving software and creative thinking approaches. I always strive to search for ideas on social media and Google for programs and concepts that can be applied within my Member Organisation.

Sound independent judgement and the ability to challenge constructively.

Skill Level:

Follower

I have previously worked as a team leader in the World Association, where I made many independent decisions to facilitate daily operations and challenge the team in ways that help them grow. I believe this is a vast field, and I can continue to learn more through ongoing practice.

ESSENTIAL SKILLS (CONTINUED)

Ability to analyse and interpret information and think critically, creatively, and strategically.

Skill Level:

Learner

I have a good ability to learn from others and to see things from different perspectives. However, I recognise that I can still improve in this area, especially since most people around me share similar ideas, interests, and there are very few differences. I am confident that I will develop further in this skill when working with people from diverse age groups and cultural backgrounds.

Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.

Skill Level:

Contributor

I have a good ability to learn from others and to see things from different perspectives. However, I recognise that I can still improve in this area, especially since most people around me share similar ideas, interests, and there are very few differences. I am confident that I will develop further in this skill when working with people from diverse age groups and cultural backgrounds.

A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.

Skill Level:

Expert

I believe I have a strong ability to adopt a collaborative approach and engage effectively with people from different roles while respecting the organizational hierarchy. I have noticed this through the positive feedback from colleagues and managers I have worked with, both professionally and in guidance roles, who appreciated my cooperative spirit and quick adaptability to team members.

Cultural sensitivity and an ability to work in a multicultural context.

Skill Level:

Contributor

I am confident that I possess a strong cultural sensitivity, especially since I have worked in environments within my country that included many different nationalities throughout my professional career. Additionally, the committees I serve on in the guiding movement are culturally diverse. I truly enjoy this diversity as it allows me to learn about different aspects of distant countries and ways of thinking that always fascinate me.

Experience in working with volunteer teams. Team leadership skills, and ability to delegate.

Skill Level:

Follower

During my guiding journey, I have served as a member, deputy, and leader of various teams at both regional and local levels. I believe my ability to respect volunteers is very strong, including respecting their commitments and managing time with them despite different time zones. However, I see an area for improvement in delegating tasks more effectively. Sometimes, I take on duties that are not necessarily mine as a leader, which I could delegate to others. This is definitely something I am working on improving.

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Expert
<p>I have two volunteer experiences with the World Association of Girl Guides and Girl Scouts (WAGGGS). The first is as a member of the media team, where my responsibilities include designing social media content for the World Centres, meeting with the Centre volunteers to develop a communications plan, and contributing to the translation of newsletters. As for the Juliette Low Seminar, I hold the position of Communications Lead, where I write official letters to Member Organisations, create graphics for the Campfire website, and develop new activities to motivate Girl Guides.</p>		
Ability to think strategically and create strategic plans.	Skill Level:	Learner
<p>I focus more on implementing strategic plans and brainstorming rather than creating them, but I believe in the importance of learning this skill and the value it will add to me—from foundational knowledge to a significant leap in thinking and development.</p>		
Financial, management, budgets, and risk management.	Skill Level:	Learner
<p>I have not worked in the financial field before, but I have a good understanding of accounting and creating financial tables due to the scientific courses I studied during my high school and university stages. I believe I can contribute to this and refresh my previous knowledge to develop a balanced financial plan with the help of the committee.</p>		
Project and programme planning and management	Skill Level:	Follower
<p>I have some experience in project and program planning and management, where I worked on organising and implementing several tasks related to setting objectives, creating timelines, and allocating resources within the budget. I collaborated with multiple teams and contributed to improving communication and coordination to achieve common goals. I am always eager to develop my skills further in this field through my work in the committee.</p>		
Governance and/or legal expertise.	Skill Level:	Learner
<p>I do not have experience in governance or legal expertise, but I recognise the importance of these fields in enhancing transparency and supporting proper organisational decision-making. I continuously strive to develop my knowledge and understanding of these aspects through reading, although I have not yet applied them in practice.</p>		
Fund development and partnerships.	Skill Level:	Learner
<p>I have not worked before in fund development, as all resources in my Member Organisation come from the Ministry of Education. However, I have had some experience with partnerships between the Arab Regional Committee and the World Association, as well as community partnerships between my Member Organisation and other organisations in my country to implement larger projects, such as projects with the Deaf Association and projects with the Ministry of Health to organise medicine distribution and provide assistance during the COVID-19 pandemic.</p>		

DESIRABLE SKILLS (CONTINUED)

Diversity, equity, and inclusion.	Skill Level:	Expert
<p>I have extensive experience in diversity, equity, and inclusion within Guiding, where I have worked to promote inclusive environments that value cultural and social differences. I have developed strategies that support equal opportunities and fair distribution of tasks during my leadership of groups at the Arab regional, global, and local levels. I also ensure recognition for those who deserve it and encourage all girls to give their best effort.</p>		
Negotiation and conflict resolution.	Skill Level:	Contributor
<p>I have good skills in negotiation and conflict resolution within the guiding field, where I work to find compromises that meet the needs of all parties and promote mutual understanding by carefully listening to the guide before imposing solutions. I always strive to achieve positive outcomes through negotiation with a spirit of cooperation and respect. I aspire to further develop my skills in this area through continuous learning and applying new strategies to improve my effectiveness in conflict management.</p>		
Marketing and communications, including public relations and social media	Skill Level:	Expert
<p>I possess excellent skills in marketing and communications, including public relations management and social media. During my Guiding career, I have managed numerous accounts for my local association as well as World Centres during major events such as Juliette Low Seminar 2024 and various conferences. I have developed effective marketing strategies that support the goals of guiding and increase engagement. Additionally, I contributed to building strong relationships with the audience and partners through social media platforms, which significantly boosted the number of followers.</p>		
Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Learner
<p>I do not yet have much experience in research and development, monitoring and evaluation, data collection or analysis. However, I recognise the importance of these skills in improving performance and making informed decisions based on accurate evidence and data. I am committed to enhancing my knowledge in this field through continuous learning and attending specialized workshops. I aspire to gain the ability to effectively apply research and analytical tools, enabling me to contribute to project development and achieve goals more efficiently and professionally.</p>		
Influencing skills and advocacy	Skill Level:	Follower
<p>I have intermediate skills in advocacy and influence, where I work on delivering messages clearly and persuading others about the importance of the causes I support. I strive to build relationships based on trust and understanding to help achieve shared goals. I use strategies that focus on effective communication, good listening, and presenting logical and convincing arguments. Although I am at an intermediate level, I aspire to strengthen this skill through training and practice so I can create a greater impact and support initiatives that contribute to positive change.</p>		

DESIRABLE SKILLS (CONTINUED)

External relations	Skill Level:	Follower
<p>I have intermediate skills in managing external relations within the Guiding field, where I have worked on building effective communication bridges with institutions and external partners to enhance cooperation and support guiding activities, especially at the global level through coordinating with various associations. I use communication and negotiation skills to achieve mutual understanding and expand the network of relationships. I am always striving to further develop this skill.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Contributor
<p>I have good experience in human resource management after undergoing some training during my university studies and practicing it within the World Association. Additionally, I completed safeguarding training specifically for leaders in the World Association to professionally manage volunteers and interact with staff. Therefore, I believe I can perform very well in this field.</p>		
Information technology tools, systems and applications	Skill Level:	Expert
<p>I have extensive experience in this field, including various electronic game applications, design and publishing on social media platforms, and information management using core tools like Notion through my work with the Arab Region and the World Association. I believe I have a lot to contribute and continuously develop in this area. Additionally, I strive to participate in professional courses to further enhance my knowledge.</p>		
Innovation and creative thinking	Skill Level:	Contributor
<p>I have good skills in innovation and creative thinking within guiding activities, where I work on presenting new ideas and innovative solutions tailored to the needs of individuals and groups. I always strive to think outside the box to develop distinctive guiding activities that enhance engagement and achieve desired goals. I frequently use various electronic techniques, focusing on improving the beneficiaries' experience. I aspire to strengthen my skills in this field through continuous learning and applying new creative methods in guiding work.</p>		

LEADERSHIP MODEL MINDSETS

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

To succeed in enhancing my practice of the leadership mindsets, I will focus on several effective methods that contribute to developing my competence as a member of the Regional Committee. First, I will adopt holistic thinking by dedicating enough time to understand the local situation and, based on that, I will develop or assist in developing a plan according to the needs of any regional event or advisory activity. I will also work within a participatory thinking approach, which involves accepting and listening to different opinions and working within a methodology that makes everyone feel comfortable and appreciated, thus encouraging greater productivity.

I am also very well trained in leadership styles through my participation in the Juliette Low Seminar 2022, which focused for nine months on leadership styles, giving me a solid understanding of them. Therefore, I aim to use this knowledge to enhance my competence as a member of the Regional Committee. Among the leadership styles I will apply is creative thinking, where I will encourage the team of volunteers under my supervision to think outside the box and use new ideas to bring about a transformative shift in guiding work. I will also apply relational leadership during my work in the committee by understanding all committee members and working on developing a plan that suits everyone. Additionally, I will use this skill to build a team of volunteers who work hard together without obstacles and with a strong leadership spirit, God willing.

I firmly believe that gender equality is important, and this is what I will work on by promoting opportunities for Arab women, especially to enable them to participate in global forums without restrictions or obstacles. I will also encourage girls to apply for as many opportunities as possible that align with the identity of the Arab region, using a thinking style that reflects gender equality.

Finally, I will ensure to use reflective thinking focused on self-leadership, which is rarely used in Arab societies that tend to emphasise giving more than self-reflection, taking rest, and developing personal skills. Therefore, I will remind committee members and volunteers of this and conduct workshops for rest and reviewing their progress, which helps increase giving and satisfaction.

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"> Vice Chairperson of the Young Women's Committee, 2022 – present
WAGGGS (at global or regional level)	
Other voluntary positions	<ul style="list-style-type: none"> Member of the Young Women's Committee in the Arab Region, 2023 – present Member of the World Centres Communications team, 2020 – present Communications Lead for the Juliette Low Seminar, 2024 – present
Professional/ NGO/business appointments	<ul style="list-style-type: none"> Customs Broker, 2024 – present Transportation Specialist (Aramex)

INGRID TAOUTEL

Lebanese Federation of Girl Scouts and Girl Guides

Over 30



Nominated by:

Lebanese Federation of Girl Scouts and Girl Guides

Languages spoken:

Arabic as mother tongue, fluent English and fluent 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?

Becoming a member of the Arab Regional Committee is an opportunity to contribute to the growth and development of Girl Guiding and Girl Scouting in our region.

I have 27 years of experience in the Girl Guide and Girl Scout movement, which drives my work towards empowering girls and young women through leadership training and personal development to serve their communities.

My future vision for the Arab Region is to work hard with the team to ensure that every girl can access the Girl Guide movement, and to develop diverse specialised programs that enhance the role and voices of girls and enable them to express their views.

I will work on developing training plans to equip young women with the skills they need to make an impact in their communities. This includes training sessions and workshops focused on developing and refining expertise and skills, using modern and advanced technologies that resonate with today's youth.

My vision also includes promoting environmental awareness and sustainability by integrating them into curricula, training plans, projects, and activities, while encouraging members to become environmentally friendly.

Additionally, my vision involves fostering partnerships with local and international organizations to implement impactful community service projects that benefit both the Girl Guides and their communities.

In light of the challenges we face in today's world, I will work diligently to uphold our Guiding and Scouting values in order to overcome difficulties.

ESSENTIAL SKILLS

<p>An understanding of WAGGGS, the complex and diverse regional context, and the varied organisational structure of MOs.</p>	<p>Skill Level:</p>	<p>Contributor</p>
<p>For me, understanding the diverse regional context is essential to effectively support and empower girls and young women in the region. This requires transparency in interactions, flexibility in program delivery, and a commitment to promoting diversity within them:</p> <ul style="list-style-type: none"> • Strategic thinking, and understanding and supporting the long-term goals and vision of WAGGGS • A solid understanding of the WAGGGS framework, as well as the roles and responsibilities of the World Board, Regional Committees, and Member Organisations • Building strong relationships and communication within the organisation (volunteers and staff) and partnerships with both local and international organisations • Conflict resolution skills and the ability to identify and address challenges 		
<p>An understanding of - and ability to articulate - the WAGGGS leadership model, and the Girl Guide/Girl Scout method.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>The leadership model of WAGGGS aims to empower girls to take on leadership roles by contributing to decision-making, planning, and participating in activities through:</p> <ul style="list-style-type: none"> • Developing leadership, self-confidence, and adaptability • Embracing challenges and taking initiative through hands-on learning and skill-building • Fostering teamwork and collaboration, and supporting mutual growth and development • Promoting inclusivity by creating a supportive environment where girls from diverse backgrounds can come together and learn from one another <p>My commitment to various social activities is rooted in the WAGGGS leadership model.</p>		
<p>Good general knowledge of the challenges and opportunities facing girls and young woman across the region.</p>	<p>Skill Level:</p>	<p>Contributor</p>
<p>Girls and women across the region face a series of challenges. Some of these include:</p> <ul style="list-style-type: none"> • Barriers to education and cultural norms in certain communities that prioritize the education of boys. • Limited economic opportunities due to successive security, health, and economic crises that have affected countries in the region. <p>However, there are also opportunities for girls in the region that align with the mission and vision of WAGGGS:</p> <ul style="list-style-type: none"> • Improving access to education, and providing training and skill development opportunities to enhance their economic prospects. • Mentorship programs for personal, professional, and health development. • Increased use of technology, information sharing, and access to resources and support. 		
<p>Ability to be flexible and open to new opportunities or ways of doing things.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>I have held a managerial position for 10 years. My team consists of 12 people in various locations and with diverse backgrounds. Over the years, we have worked and grown together as one cohesive team. I have also been a board member in the association for over 10 years. I believe I can be described as adaptable, flexible, open-minded, a fast learner, intelligent, agile, proactive, a strong team player, a problem and conflict solver, and ready for change. I have worked with different national leaders and teams and have participated in numerous national conferences and activities.</p>		

ESSENTIAL SKILLS (CONTINUED)

Sound independent judgement and the ability to challenge constructively.	Skill Level:	Expert
<p>I have several years of experience leading a troop of girls, using a collaborative approach, especially in challenging situations that reveal my vision for growth within the team or organization. Today, I describe myself as someone with the ability to make independent decisions, apply critical thinking and analytical skills, think strategically, solve problems, embrace a challenge mindset, offer innovative solutions, remain open-minded, communicate diplomatically, demonstrate leadership acumen, collaborate effectively, think adaptively, exercise sound judgment, and engage in continuous learning. These qualities reflect my capability to contribute meaningfully at the Arab Regional Committee level and support the successful implementation of its strategic mission.</p>		
Ability to analyse and interpret information and think critically, creatively, and strategically.	Skill Level:	Expert
<p>As a Procurement and Operations Manager, I possess strong analytical skills for interpreting information, creative thinking to explore innovative solutions, and the ability to develop strategic approaches to tackle challenges.</p> <p>Creative thinking, adaptability, continuous improvement, and strategic planning—through setting objectives, developing plans, and implementing strategies based on my analytical insight and critical thinking—allow me to highlight positive outcomes and contribute meaningfully to the mission and goals of the organisation.</p> <p>Rebuilding after the Beirut explosion was a significant challenge and major project. My analytical skills reflect my ability to interpret information within diverse cultural contexts.</p>		
Ability to listen and learn from others, to see things from different perspectives, and appreciate diverse points of view.	Skill Level:	Expert
<p>Throughout my professional experience, I have refined my ability to listen and learn from others. As a woman without any mechanical background, I have strived to foster a collaborative work environment. One of my strengths is appreciating diverse perspectives, which has enabled me to handle complex challenges, find innovative solutions, and promote inclusivity within the teams I work with. I believe that a diverse and inclusive environment drives creativity, innovation, and organisational success. Through my participation in international seminars and training sessions, I have actively advocated for diversity and equality, creating spaces where every voice is heard and valued.</p>		
A collaborative approach, able to work effectively as part of a diverse team of volunteers and staff while respecting different roles and reporting lines.	Skill Level:	Expert
<p>I strongly believe in the power of collaboration and strive to create opportunities that leverage the collective strengths of the team. I have led multiple projects involving cooperation with individuals from diverse backgrounds and experiences. By respecting roles and responsibilities, I have ensured streamlined processes and fostered a culture of mutual respect.</p> <p>Teamwork is based on appreciating diverse perspectives and contributions. I recognize the unique strengths each team member brings and value the importance of respecting different roles. By accepting and honouring reporting lines, I ensure efficient delegation of tasks and that everyone has a voice in the decision-making process.</p>		

ESSENTIAL SKILLS (CONTINUED)

Cultural sensitivity and an ability to work in a multicultural context.	Skill Level:	Expert
<p>My practical experience in multicultural contexts has broadened my understanding of different traditions and perspectives. It has also taught me the importance of empathy, respect, and tolerance.</p> <p>During my participation in Tunisia 2024, my trip to Malta in 2018, and the CIGC camp in Lebanon in 2023, I was able to overcome cross-cultural communication challenges and foster meaningful connections with individuals from diverse backgrounds.</p> <p>My ability to work effectively in a multicultural context stems from a genuine curiosity and appreciation for diversity. I believe that embracing cultural differences enriches our collective experiences and drives innovation.</p>		

Experience in working with volunteer teams. Team leadership skills, and ability to delegate.	Skill Level:	Expert
<p>I have collaborated with volunteer teams on various projects. I lead by example, motivating team members to achieve goals while appreciating individual strengths and contributions. Each team member feels valued, which enhances team cohesion and productivity.</p> <p>My leadership style is characterised by a strategic approach to delegation, assigning tasks based on individual strengths and expertise. By empowering team members to take ownership of their responsibilities and providing the necessary support and guidance, this approach has not only led to successful project outcomes but also fostered a strong sense of camaraderie and shared purpose among team members.</p>		

DESIRABLE SKILLS

Previous experience of volunteering for WAGGGS.	Skill Level:	Expert
<p>I started as a group leader responsible for 250 girls, and to this day, I continue to lead key committees within the association or federation.</p> <p>I have facilitated workshops on budget and project management.</p> <p>I have actively promoted diversity and inclusion within the organisation by providing opportunities through workshops for girls from various backgrounds and cultures.</p> <p>Recently, I was responsible for the resource development team and was tasked with supporting Mauritania in obtaining grants and following up on their awareness project.</p> <p>I am excited about the opportunity to continue contributing.</p>		

Ability to think strategically and create strategic plans.	Skill Level:	Expert
<p>Throughout my professional career, I have developed the ability to think strategically and create plans that drive organizational growth and success.</p> <ul style="list-style-type: none"> • I can analyze the market, identify opportunities, and design strategic initiatives to achieve objectives. • I am capable of leading the planning process and working closely with cross-functional teams to develop and implement strategic initiatives aligned with organizational goals. • I establish key performance indicators (KPIs) to measure the success of initiatives and conduct performance evaluations. • I collaborate to communicate strategic priorities and ensure alignment across departments. • I have led a cross-functional team in restructuring operational processes based on strategic insights, resulting in measurable outcomes. 		

DESIRABLE SKILLS (CONTINUED)

Financial, management, budgets, and risk management.	Skill Level:	Professionally qualified
<p>I have 14 years of experience and hold a certification in financial management and budgeting. I am able to analyze financial data, identify risks, and effectively implement mitigation measures. I have supported numerous projects conducted either within the association or in my professional work.</p> <p>Before starting any project, a meeting is held to verify details and provide support to achieve optimal performance.</p> <p>Through continuous collaboration, I offer recommendations for decision-making, ensure transparency and accountability in financial practices, and propose cost-saving initiatives.</p> <p>Professional reports are prepared for each project. This type of reporting helps improve future projects and track progress effectively.</p>		
Project and programme planning and management	Skill Level:	Expert
<p>I have experience in leading and implementing initiatives to achieve desired outcomes. After the Beirut explosion, I was responsible for rebuilding three exhibition halls within two months.</p> <p>I managed project management, strategic planning, and resource allocation. I oversaw all phases from initiation to closure to ensure successful and timely delivery. I developed plans, timelines, and budgets, and allocated resources efficiently.</p> <p>I have managed numerous projects at work and national events within my organization, resulting in positive feedback.</p>		
Governance and/or legal expertise.	Skill Level:	Follower
<p>Regarding legal information, it is always best to consult someone with a legal background to obtain accurate information. Maintaining financial sustainability, effective budgeting, and financial reporting; strategic planning; ethical standards; effective engagement with members, volunteers, donors, and the community; ensuring data privacy compliance; and fostering a positive, supportive, and inclusive organizational culture – all these aspects highlight the importance of strong governance practices in non-profit organizations like WAGGGS to ensure effective decision-making, accountability, and sustainability.</p>		
Fund development and partnerships.	Skill Level:	Expert
<p>My professional experience was highlighted during a workshop in Tunisia, where I shared my expertise in resource development, partnerships, and driving financial sustainability for the organisation. Today, I am responsible for this committee, and my first task is working with Mauritania on their project.</p> <p>Over the years, with the skills I have acquired, I have worked for 14 years as a Procurement and Operations Manager at BMW in Lebanon. I have also spent 10 years with the Girl Guides in Lebanon handling fundraising for our national events.</p> <p>Throughout the years, I have built strong relationships with donors, sponsors, and partners to secure financial support and in-kind contributions for the organization's initiatives.</p>		

DESIRABLE SKILLS (CONTINUED)

Diversity, equity, and inclusion.	Skill Level:	Expert
<p>I am a strong advocate for diversity, equity, and inclusion, with a solid background in creating inclusive environments and promoting equality. My social activism has never stopped, driven by a commitment to all humanitarian causes.</p> <p>I focus on diversity and inclusion, equity advocacy, cultural competence, inclusive leadership, and social justice. I have championed marginalized communities, promoted social justice initiatives, and contributed to building a more inclusive and equitable society.</p> <p>I implemented a diverse hiring strategy that led to increased representation of underrepresented groups within the organisation.</p> <p>I also established an employee resource group focused on diversity and inclusion, providing a platform for open dialogue and support.</p>		

Negotiation and conflict resolution.	Skill Level:	Expert
<p>As a Projects Manager, I lead negotiations with stakeholders to reach mutually beneficial agreements, promote teamwork, and maintain a positive work environment.</p> <p>Every year, I organize campaigns during which specific deals are made to satisfy our clients.</p> <p>By working closely with suppliers, responding to customer demands, and collaborating over the years, I have developed the ability to handle conflicts and foster cooperation and positive relationships within the organisation.</p> <p>These tasks are part of my daily responsibilities, which include processing orders, responding to inquiries, negotiating prices, and managing complaints.</p>		

Marketing and communications, including public relations and social media	Skill Level:	Professionally qualified
<p>I hold a Master's degree in Business Administration with a focus on Management and International Affairs, and I have experience in developing and implementing marketing strategies for campaigns. Regarding my ability to conduct market research, identify target audiences, and tailor messages and campaigns to effectively reach and engage stakeholders, when I work on a specific campaign, I coordinate closely with the marketing team to ensure a successful and positive campaign.</p> <p>I have worked on various events, including exhibitions, a luncheon at a sports academy alongside a press conference, and an electric car exhibition. I manage social media accounts and content calendar planning.</p>		

Research and development, Monitoring and evaluation, including data collection and analysis	Skill Level:	Professionally qualified
<p>Research methodologies, data collection, result analysis, and deriving actionable insights to inform program development and decision-making. Utilizing key performance systems in business.</p> <p>Based on research and analysis, I completed two theses during my studies, one of which touched on human behaviour. As a consultant for a long-established NGO, every year before our annual meeting, we conduct a market study to assess market needs.</p> <p>Before any event or annual project, a market study must be conducted to ensure the project's effectiveness and its impact on the work or community.</p>		

DESIRABLE SKILLS (CONTINUED)

Influencing skills and advocacy	Skill Level:	Expert
<p>I have used my skills in advocacy and influence to raise awareness about social issues and mobilize support for important causes I have worked on. During the war in August 2024, I assisted the Sierra Leone community in returning to their homes. I work with the elderly and the homeless to help them regain dignity and receive proper care.</p> <p>Throughout my childhood, I was deeply inspired by Oprah Winfrey, Lady Diana, Mother Teresa, and many other women. Since I was young, I have always felt a strong inner drive to work and make a difference, whether through my career or social work.</p>		
External relations	Skill Level:	Expert
<p>My job revolves around establishing strong connections with suppliers and clients, not only at the national level but also internationally. Working in a global company means constant international communication. Usually, emails, WhatsApp messages, or direct calls are the main ways to stay continuously connected wherever I go. Being fluent in three languages and participating in many seminars around the world, I often maintain contact with many people I met at scouting conferences or professional training sessions.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Professionally qualified
<p>After earning my MBA in Human Resources, my role always involves selecting the right employees for the right positions. Continuous evaluation and follow-up are conducted to keep work on track. My main role is to build strong relationships with suppliers and the team. We work together and succeed together – that is our mission.</p> <p>Throughout my career, continuous learning is essential. BMW Training School regularly provides us with training on team building, customer service, and problem-solving.</p> <p>When managing a team, the right person is empowered with the right authority for the right job.</p>		
Information technology tools, systems and applications	Skill Level:	Contributor
<p>Communication platforms: Microsoft Teams, Zoom CRM: Microsoft Dynamics (Incadea) Cloud storage: Google Drive, Dropbox Design: Canva</p> <p>Today, with the help of many platforms, our work has become easier and more accessible to everyone. The team can be spread across different locations and still communicate and collaborate on the same project. In my job, by using new technology, we stay connected and also achieve better results. Sometimes, by traveling less from one country to another, we can reduce costs, but also be more motivated to work on a project.</p>		
Innovation and creative thinking	Skill Level:	Expert
<p>Procurement and contract management, along with problem-solving certification for managers and clients, and continuous training have all helped me learn new ways to support my team and developed me have professionally. Every problem solved is a form of creativity. During COVID, the war, and after the massive explosion, I held many meetings to find solutions for our daily business activities. Adaptability and collaboration are the mindset of any project. The variety of projects in my daily routine has driven me to successfully adapt. In the service sector, the customer is king; in a non-profit organisation, every project creates unforgettable magical memories for the girls.</p>		

LEADERSHIP MODEL MINDSETS

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

I will maintain a clear vision for the region, with strategic planning aligned with WAGGGS' goals by:

- Adopting a collaborative approach to strengthen teamwork.
- With a leadership mindset, I will efficiently face challenges and seize new growth opportunities.
- Practicing active listening, clear communication, and transparency to make informed decisions.
- Encouraging creativity for innovative thinking.
- Fostering a culture of trust and accountability within the committee.
- By integrating these leadership mindsets into my role, I will enhance collaboration, drive innovation, and create a supportive environment that empowers all members:
 - Delegating responsibilities by identifying each member's strengths and interests, then assigning tasks accordingly.
 - Encouraging ownership by allowing members from different regions to take initiative in projects; this ownership increases accountability and motivates them to contribute ideas for the growing Arab Region plans.
 - Providing training and workshops focused on skills relevant to their roles, such as public speaking, project management, or conflict resolution.
 - Establishing regular meetings for open discussions where members can share ideas and feedback on ongoing initiatives—this inclusion shows their opinions are valued and considered.
 - Creating a mentorship program where experienced members guide newcomers, building confidence and knowledge within the team.
 - Celebrating individual and team successes and recognizing them in newsletters to boost morale and allow regions to share achievements with one another.
 - Holding brainstorming sessions before launching any project to encourage members to take initiative in developing proposals and gather fresh ideas on ongoing projects.
 - Encouraging members to engage with other regional or international committees, providing them with new perspectives and ideas that enhance their growth.
 - Creating a safe space where members feel comfortable sharing ideas without fear of judgment.
 - Setting collective goals and involving everyone to work together towards common objectives.

This approach will lead to more effective and efficient initiatives that align with the mission and values of WAGGGS. Empowering other committee members is essential to fostering a collaborative and productive environment.

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">• Administrative Board: Responsible for managing logistics in the association, 2020 to present• Executive Board: Assistant Training Officer, 2018–2019• Association Property Officer: Responsible for the association’s assets, 2015–2017
WAGGGS (at global or regional level)	
Other voluntary positions	<ul style="list-style-type: none">• Consultant at Rifaq Al-Darb Association, a non-governmental organisation that cares for the elderly and social activities.
Professional/ NGO/business appointments	

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 24th Arab Regional Conference, can be found on Campfire.

[RULES OF
PROCEDURE](#)





24TH Arab Regional Conference
8-11 August 2024 · Algeria
Les Scouts Muslmans d'Algerie