



We see. We care. We act.

39th WAGGGS WORLD CONFERENCE

CAMBODIA 2026

DOCUMENT 5 ELECTION BOOKLET

Members of the World Board

APRIL 2026



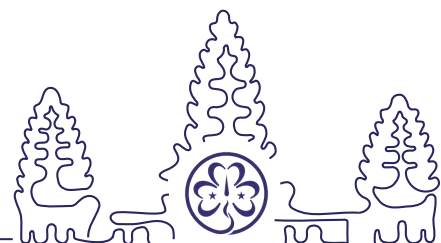
CONTENTS

INTRODUCTION

PART A: CANDIDATES STANDING FOR THE WORLD BOARD

- List of Candidates standing for the World Board
- Skills and Experience Matrix
- Biographical information of the candidates standing for the World Board:
 - Rama Adjovi
 - Scotia Akar
 - Fatima Al-Faylakawi
 - Ileana Boschini López
 - Lydia Fang
 - Sarah Govan-Sisk
 - Elli Kodjamani
 - Dr Natasha Montesalvo
 - Tricia Tilford
 - Dr Hina Velji

PART B: SUPPORTING INFORMATION





INTRODUCTION

From the Chair of the Nominations Committee

On behalf of the Nominations Committee, I am delighted to present the ten candidates standing for election to the World Board at the 39th World Conference in June 2026.

Serving on the World Board of WAGGGS is a unique opportunity to make a meaningful impact on the lives of girls and young women worldwide. The World Board plays a vital leadership role in guiding WAGGGS through the opportunities and challenges of a rapidly evolving global context, shaping our long-term vision, upholding strong governance and accountability, and safeguarding the sustainability of the systems and resources that enable our Movement to thrive. It is both an honour and a significant responsibility—one that calls for strategic leadership, sound judgement, courage, and a deep commitment to our shared values.

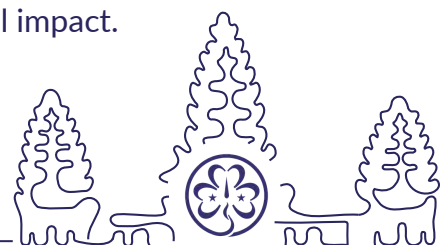
In this Election Booklet, you will find each candidate’s profile, including their personal statement and vision for WAGGGS and the Movement. Candidates have shared their skills and experiences, self-assessed their competency levels, and reflected on how they will apply their Leadership Mindsets to enhance their effectiveness as a World Board member.

Each candidate has been endorsed by their Member Organisation (MO) and supported by professional references. All candidates participated in an interview with members of the Nominations Committee, ensuring alignment with the criteria outlined in the person specification for members of the World Board provided in the Nominations Pack. Throughout this process, the Committee worked closely with candidates to strengthen and refine their profiles, ensuring clarity and consistency in the information presented.

As you review these inspiring profiles, I encourage you to read with curiosity and care. Consider not only each candidate’s individual strengths, but also how they might contribute to a strong and effective Board as part of a collective team. The person specification shared in the Nominations Pack outlines the essential skills, experience, and personal qualities expected of all members, alongside areas of expertise that are particularly valuable across the Board as a whole. For the upcoming triennium, key priority has been placed on experience in financial management, accounting and risk management, and resource mobilisation and fund development.

Candidates were therefore asked to indicate their level of proficiency in each relevant area and to provide context and examples to illustrate their experience. The aim is to highlight their strengths and show how they meet the required skills, drawing on examples from inside and outside of Girl Guiding/Girl Scouting (locally, nationally, and globally), as well as professional experiences, including relevant events and courses attended.

The strength of the World Board lies in diversity—different backgrounds, regions, perspectives, and expertise working together in service of a shared mission. No one candidate will bring everything, but together the Board must have the capability, integrity, and vision needed to lead WAGGGS forward. Through this collective contribution, Board members strengthen accountability, support strategic direction, and expand WAGGGS’s global impact.





There will be opportunities to meet and hear from candidates both before and during the World Conference. Further details are provided below and on Campfire. I warmly encourage you to engage directly with candidates and ask thoughtful questions, as many leadership qualities are best understood through conversation. Take time to reflect on the strengths each candidate brings and the perspectives they offer and take full advantage of these opportunities to connect and gather the insights you need to make a confident and informed decision.

Thank you for the care, commitment, and responsibility you bring to this election process as we work together to strengthen leadership and governance across WAGGGS. Your participation is essential to ensuring we elect a World Board that will lead with collaboration, accountability, and a deep commitment to empowering girls and young women worldwide.

Yours in Girl Guiding and Girl Scouting

Ana Maria Mideros
Chair, Nominations Committee
World Association of Girl Guides and Girl Scouts

MEET THE CANDIDATE SESSIONS

Delivering upon Motion 25 passed at the 37th World Conference in 2021, WAGGGS will be organising a series of online 'Meet the Candidate' sessions to enable Member Organisations to get to know the World Board candidates better and ask questions ahead of the World Conference.

Session 1:

Sunday 24 May 2026 at 12pm UTC

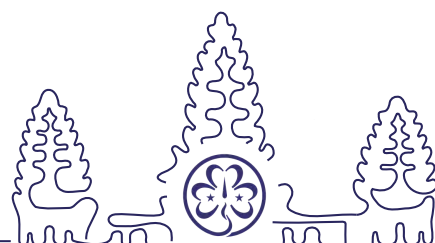
- Scotia Akar
- Fatima Al-Faylakawi
- Ileana Boschini López
- Tricia Tilford
- Dr Hina Velji

Session 2:

Saturday 30 May 2026 at 12pm UTC

- Rama Adjovi
- Lydia Fang
- Sarah Govan-Sisk
- Elli Kodjamani
- Dr Natasha Montesalvo

Interpretation in all four WAGGGS official languages will be available in each session. Links to the sessions will be available shortly on the conference platform.



PART A: CANDIDATES STANDING FOR THE WORLD BOARD

Candidates for the World Board are listed in alphabetical order by surname.

RAMA ADJOVI

Association des Guides du Bénin

SCOTIA AKAR

Ghana Girl Guides Association

FATIMA AL-FAYLAKAWI

Kuwait Girl Guides Association

ILEANA BOSCHINI LÓPEZ

Asociación de Guías y Scouts de Costa Rica

LYDIA FANG

Girl Scouts of Taiwan

SARAH GOVAN-SISK

Girl Guides of Canada

ELLI KODJAMANI

Girl Guides Association of Cyprus

DR NATASHA MONTESALVO

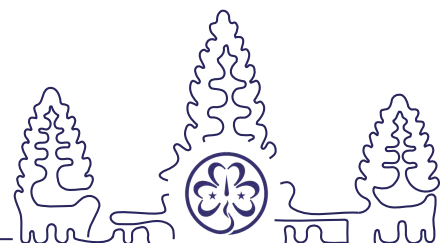
Girl Guides Australia

TRICIA TILFORD

Girl Scouts of the USA

DR HINA VELJI

Pakistan Girl Guides Association





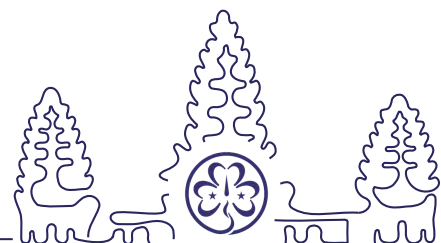
SKILLS AND EXPERIENCE MATRIX

The [World Board Nominations Pack](#) outlined the essential and desirable skills we are looking for in our incoming World Board members. 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.

World Board members are not expected to have a high level of skill or experience in every area listed. The strength of the Board lies in its diversity – bringing together members with complementary skills, perspectives, and experiences. It is therefore entirely acceptable for individual members to have varying levels of proficiency across different areas, as the Board functions most effectively when its members contribute a balanced mix of knowledge, expertise, and strengths.

Skill level criteria for rating:

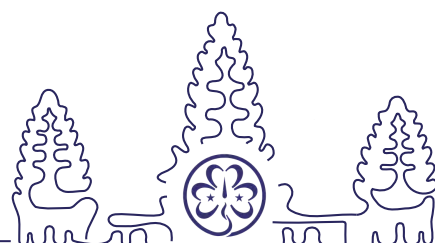
- **Learner:** Very little knowledge or understanding and requires support to contribute to discussion in this area
- **Follower:** Some basic knowledge or understanding, so able to contribute occasionally, to discussions on this area.
- **Contributor:** Good knowledge and understanding of this area, 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: PRIORITY SKILLS, EXPERTISE AND EXPERIENCE

The World Board is particularly interested in candidates who bring expertise in at least one of the following high-priority areas:

Priority Skills	Rama Adjovi	Scotia Akar	Fatima Al-Faylakawi	Ileana Boschini López	Lydia Fang	Sarah Govan-Sisk	Elli Kodjamani	Dr Natasha Montesalvo	Tricia Tilford	Dr Hina Velji
Financial management, budgets and/or risk management	Contributor	Contributor	Contributor	Follower	Contributor	Expert	Expert	Expert	Professionally Qualified	Contributor
Resource mobilisation (including Fund development)	Contributor	Follower	Learner	Learner	Contributor	Expert	Expert	Expert	Expert	Contributor
Strategy, governance and board/committee level experience	Expert	Contributor	Contributor	Expert	Contributor	Professionally Qualified	Professionally Qualified	Professionally Qualified	Expert	Expert
Volunteering, programme and learning and leadership development	Expert	Expert	Expert	Expert	Expert	Expert	Professionally Qualified	Professionally Qualified	Expert	Expert
Strategic Communications	Contributor	Expert	Contributor	Expert	Expert	Professionally Qualified	Professionally Qualified	Expert	Expert	Contributor



SKILLS AND EXPERIENCE MATRIX: ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

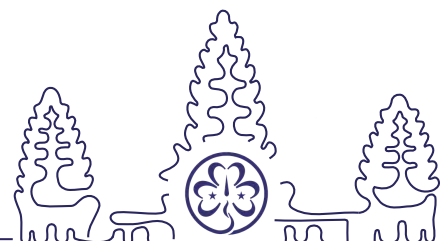
To deliver on the mandate of the World Board the following criteria are required for all World Board members:

Essential Skills	Rama Adjovi	Scotia Akar	Fatima Al-Faylakawi	Ileana Boschini López	Lydia Fang	Sarah Govan-Sisk	Elli Kodjamani	Dr Natasha Montesalvo	Tricia Tilford	Dr Hina Velji
Understanding and acceptance of the legal duties and responsibilities of a World Board member	Contributor	Follower	Expert	Expert	Contributor	Professionally Qualified	Professionally Qualified	Contributor	Expert	Contributor
Understanding of, and ability to articulate the WAGGGS mission, leadership model, and educational approach	Contributor	Contributor	Expert	Contributor	Expert	Expert	Expert	Contributor	Expert	Expert
A thorough understanding of WAGGGS, including the complex and diverse regional contexts and the varied structures of Member Organisations	Expert	Contributor	Contributor	Contributor	Contributor	Expert	Expert	Contributor	Expert	Expert
Awareness of the challenges and opportunities facing girls and young women worldwide	Expert	Follower	Professionally Qualified	Contributor	Expert	Expert	Professionally Qualified	Contributor	Expert	Expert
Sound independent judgment and the ability to constructively challenge	Expert	Contributor	Professionally Qualified	Expert	Expert	Professionally Qualified	Professionally Qualified	Expert	Expert	Expert
Ability to analyse and interpret information	Expert	Follower	Expert	Expert	Expert	Professionally Qualified	Professionally Qualified	Professionally Qualified	Professionally Qualified	Expert
Ability to think critically, creatively and strategically	Expert	Contributor	Contributor	Expert	Expert	Professionally Qualified	Professionally Qualified	Professionally Qualified	Expert	Expert
Ability to listen, learn from others, and appreciate diverse perspectives	Expert	Contributor	Contributor	Expert	Expert	Expert	Professionally Qualified	Expert	Expert	Expert
Cultural sensitivity and experience working in a global, multi-cultural context	Expert	Contributor	Expert	Expert	Expert	Expert	Professionally Qualified	Expert	Expert	Expert
Ability to represent WAGGGS positively and professionally internally and externally	Expert	Contributor	Contributor	Contributor	Expert	Professionally Qualified	Professionally Qualified	Contributor	Expert	Contributor

SKILLS AND EXPERIENCE MATRIX: OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

World Board members are not expected to have a high level of skill or experience in every area listed below. The Board 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.

Desirable Skills	Rama Adjovi	Scotia Akar	Fatima Al-Faylakawi	Ileana Boschini López	Lydia Fang	Sarah Govan-Sisk	Elli Kodjamani	Dr Natasha Montesalvo	Tricia Tilford	Dr Hina Velji
Legal expertise and policy development	Contributor	Learner	Expert	Contributor	Contributor	Professionally Qualified	Expert	Contributor	Expert	Contributor
Organisational development, design, and systems	Expert	Contributor	Contributor	Contributor	Contributor	Expert	Expert	Expert	Contributor	Expert
Technology strategy, digital transformation and AI	Contributor	Follower	Follower	Contributor	Professionally Qualified	Expert	Expert	Contributor	Follower	Professionally Qualified
Research and development	Follower	Follower	Follower	Professionally Qualified	Contributor	Professionally Qualified	Professionally Qualified	Professionally Qualified	Follower	Contributor
Data analysis, monitoring, and evaluation	Expert	Follower	Contributor	Professionally Qualified	Expert	Expert	Professionally Qualified	Professionally Qualified	Contributor	Contributor
External relations	Expert	Follower	Contributor	Follower	Expert	Professionally Qualified	Professionally Qualified	Contributor	Expert	Contributor
Influencing, advocacy, and stakeholder engagement	Expert	Follower	Contributor	Contributor	Expert	Professionally Qualified	Professionally Qualified	Expert	Expert	Expert
Human resources management (staff and/or volunteers)	Expert	Professionally Qualified	Contributor	Contributor	Expert	Expert	Professionally Qualified	Contributor	Expert	Expert
Crisis management	Expert	Follower	Contributor	Expert	Contributor	Expert	Professionally Qualified	Expert	Expert	Expert



RAMA ADJOVI

Association des Guides du Bénin

Over 30

Nominated by:

Association des Guides du Bénin

Languages spoken:

Fon as mother tongue, fluent French, fluent English, basic Spanish and basic Arabic



PERSONAL STATEMENT

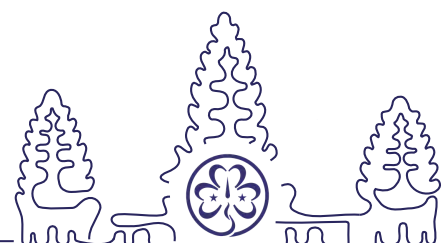
What motivates you to serve on the WAGGGS World Board, and how would your experiences, skills, values, and perspective contribute to its governance, strategic leadership, and the global mission of the Movement?

I am presenting myself today as a potential candidate for the WAGGGS World Board with more than 30 years of commitment to Girl Guiding/Girl Scouting.

Since the age of 7, I have passionately and joyfully climbed all the progression stages offered by the Association des Guides du Bénin. As a young leader, I was identified early on by my elders as a potential member of the national team and served in this capacity for many years.

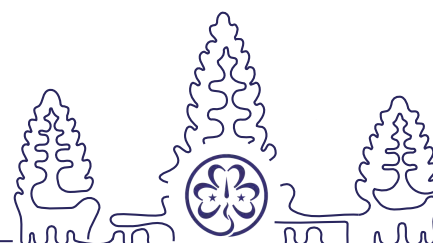
With my participation in the Arab-African Youth Forum held in Egypt in 2006, my leadership journey took off in a new direction. Trained as a member of the pool of facilitators for the Africa region and with several participations in regional/global conferences since 2013, I have come to know our movement on a global level.

In view of the many reforms underway at the top of our movement, I believe that we need high-potential and experienced leaders to facilitate the process of change: to help MOs better understand what is being proposed and to support them in their adaptation and growth, each at their own pace and according to their own realities. To this end, I believe that I have, in all humility and with an open mind, the skills and abilities necessary to carry out this important task. I am willing to bring my experience and skills to the World Board with determination and confidence, for the strategic management of WAGGGS, while keeping the flame of Girl Guiding/Girl Scouting alive.



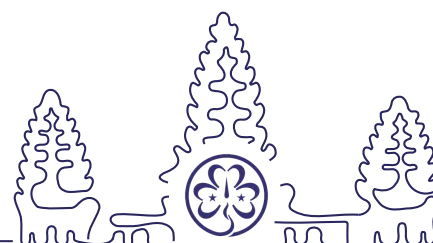
PRIORITY SKILLS, EXPERTISE AND EXPERIENCE

Financial management, budgets and/or risk management	Skill Level:	Contributor
<p>Financial management of several social organisations of which I have been a member from 2020 to the present: my role involves raising and managing operating funds. Participation in budget-planning meetings, coordination of the review of financial reports within my organisation in my capacity as Chief Commissioner from 2016 to 2025. Budgets range from £5,000 to £45,000.</p>		
Resource mobilisation (including Fund development)	Skill Level:	Contributor
<p>Participation in my Member Organisation's fund development activities, and attendance at various training workshops and webinars organised by Africa Region, WAGGGS. In practice, I have been actively involved in drafting and submitting funding applications within my Member Organisation for projects with a budget ranging from £1,500 to £45,000 such as:</p> <ul style="list-style-type: none"> • Combating the stigmatisation of orphans and vulnerable children, funded by IMPACT PLUS SANTE NGO • Combating VFFF, funded by OXFAM Bénin • Renovation of the AGB Training Centre, funded by the SGDF and the US Embassy in Bénin • GLACC Programme, funded by the AKO Foundation through WAGGGS 		
Strategy, governance and board/committee level experience	Skill Level:	Expert
<p>10 years' experience in governance as Chief Commissioner of my MO, during which I contributed to the development and implementation of the national strategy and operational plans, which were regularly reviewed. Attended the Africa regional workshop on governance in January 2025 in Rwanda. Member of the women's executive committee of my church; responsible for projects from 2020 to 2023 and then for communications from 2021 to 2024.</p>		
Volunteering, programme and learning and leadership development	Skill Level:	Expert
<p>Participation in various training courses and several leadership events within WAGGGS: this has enabled me to develop enormously on a personal level and has allowed me to support the young people in my Member Organisation in this area. I have always delivered several training sessions on leadership as well as providing personalised support (coaching/mentoring) for these young women. For the most part, they have now been promoted to positions of great responsibility, at both national and international level, within Girl Guiding as well as in their respective professional lives. Certification in leadership, organisational design, and operational excellence commenced in early February 2026 (ongoing)</p>		
Strategic Communications	Skill Level:	Intermediate
<p>Practical experience in developing and implementing communication plans at MO and professional levels. However, I use it much more frequently within my Member Organization.</p>		



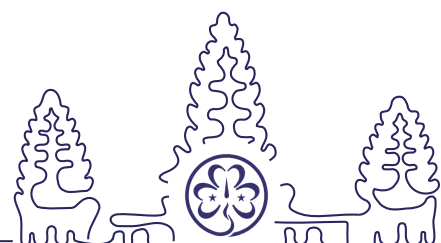
ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

<p>Understanding and acceptance of the legal duties and responsibilities of a World Board member.</p>	<p>Skill Level:</p>	<p>Intermediate</p>
<p>Understanding documentation and sharing of experiences during WAGGGS governance events (Regional and World Conferences from 2013 to present)</p>		
<p>Understanding of, and ability to articulate the WAGGGS mission, leadership model, and educational approach.</p>	<p>Skill Level:</p>	<p>Intermediate</p>
<p>WAGGGS training on this and the facilitation of sessions for young people during national training sessions (Association des Guides du Bénin) and international WAGGGS events (Facilitation events, JLS...)</p>		
<p>A thorough understanding of WAGGGS, including the complex and diverse regional contexts and the varied structures of Member Organisations.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>Participation in WAGGGS regional and global conferences as my MO head delegate from 2013 to present (international working groups discussing WAGGGS documents, overall operations and areas for improvement; drafting of motions). Participation in the Africa Region Governance Workshop in January 2025 as the Chief commissioner of Association des Guides du Bénin.</p>		
<p>Awareness of the challenges and opportunities facing girls and young women worldwide.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>Direct contact with young people in the course of my various roles within Association des Guides du Bénin, discussions during workshops, regional and global exchanges.</p>		
<p>Sound independent judgment and the ability to constructively challenge.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>As much as possible in my daily life...</p>		



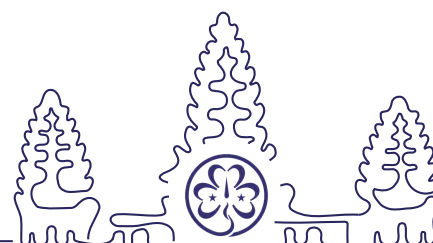
ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

Ability to analyse and interpret information.	Skill Level:	Expert
<p>This is an essential skill in many aspects of my life, but also a professional asset. I can cite as an example the feedbacks I provide on different Girl Guide's forums/gatherings and my willingness to help with various tasks anytime and anywhere needed</p>		
Ability to think critically, creatively and strategically.	Skill Level:	Expert
<p>Regular challenges during my term as Chief Commissioner</p>		
Ability to listen, learn from others, and appreciate diverse perspectives.	Skill Level:	Expert
<p>Experiences of collaboration within the NIGHATOBÉ South-South partnership</p>		
Cultural sensitivity and experience working in a global, multi-cultural context.	Skill Level:	Expert
<p>High level of engagement within the NIGHATOBÉ South-South partnership, regional and international activities</p>		
Ability to represent WAGGGS positively and professionally internally and externally.	Skill Level:	Expert
<p>I have the opportunity to practice this through my role of the WAGGGS Capacity building Team (working with new potential MOs), during my stay at Pax Lodge as a Volunteer Resident (2009-2010) and subsequently through the facilitation opportunities I had on behalf of WAGGGS.</p>		



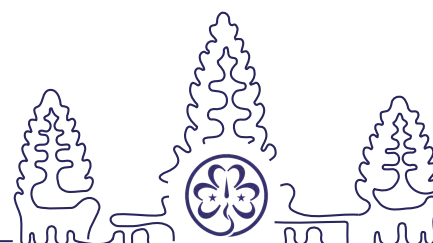
OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

Legal expertise and policy development	Skill Level:	Contributor
Training and involvement in the development of AGB's conservation policy for 2025: Recent familiarisation with the national laws governing this area.		
Organisational development, design, and systems	Skill Level:	Expert
Several years of experience in leadership at AGB, with significant contributions to updates to the organisation's management system. Certification in organisational design and Operational Excellence (in progress).		
Technology strategy, digital transformation and AI	Skill Level:	Contributor
In general. I'm continuing to familiarise myself with various online tools (the latest being the Miro platform during the WAGGGS virtual training course on facilitation)		
Research and development	Skill Level:	Follower
Ability to adapt depending on the field.		
Data analysis, monitoring, and evaluation	Skill Level:	Expert
Member of the project coordination team for community initiatives within my organisation: <ul style="list-style-type: none"> - Stop the Violence in 2012 - Programme to combat domestic violence - Coordination of the project team for the GLACC programme in Benin 		



OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

External relations	Skill Level:	Expert
<p>Experience in communicating with partners:</p> <ul style="list-style-type: none"> • Securing the GLACC programme for my Member Organisation is a significant outcome of the relationship with WAGGGS. • Relations with the authorities and volunteer organisations in Benin. A good example is the representation of the AGB within the National Platform of Volunteer Organisations and Youth Exchanges (PNOVEJ), which is primarily responsible for organising the International Volunteer Days each year under the leadership of the National Agency for the Promotion of Employment (ANPE). 		
Influencing, advocacy, and stakeholder engagement	Skill Level:	Expert
<p>Training as part of the implementation of the WAGGGS GLACC programme; coordination of project team activities and facilitation of training for advocacy champions in Benin. Advocacy opportunities as part of my role of middle staff representative (professional level).</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Expert
<p>In my capacity as Chief Commissioner of AGB, I have managed national and regional teams and coordinated several working groups within my organisation; I have extensive experience in managing intergenerational relations (senior members, resource persons and young people); Elected as staff representative for middle management in 2021 (currently serving my second term); Managing four direct Quality Control agents and nearly fifty operational staff in the course of my professional duties (Deputy Head of the Quality Control Department).</p>		
Crisis management	Skill Level:	Expert
<p>Extensive experience in crisis management within my organisation: I played an active role in the entire crisis management process within the leadership of the AGB during the crisis in 2010. I served as Deputy Chair of the Transition Committee established between 2012 and 2015</p>		



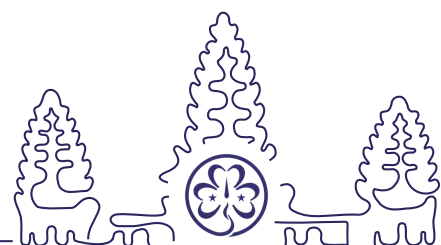


LEADERSHIP MODEL MINDSETS

How do you actively apply the WAGGGS leadership mindsets in your actions and decisions, and how will this enhance your effectiveness as a World Board Member?

The leadership skills I learnt at WAGGGS have inspired me to put them into practice in my own daily life and I will adapt my mindset to the World Board key objectives:

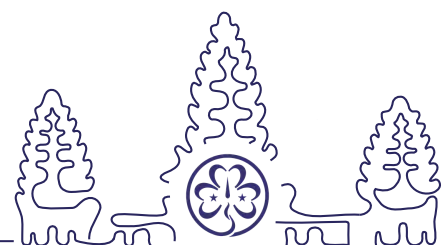
- I reflect deeply on every situation faced; this enables me to analyse it from a personal perspective, determine my exact position, and take the necessary action ;
- I remain focused on our Movement target that is every and any girl: decisions to make to create more opportunities for girls to thrive;
- I am able to listen actively and understand the evolving needs of our member organisations, contribute to mobilise resources to achieve set objectives taking into account our values;
- I have learnt to collaborate with others in a spirit of teamwork (understanding, respect, tolerance and valuing others' strengths). I am therefore able to work with the Board towards our vision (Compass 2032);
- I am able to assess the impact of events on our communities and contribute to manage change for sustainability;
- The critical and creative mindset will inspire me to contribute significantly to the World Board strategy and helping to find effective solutions to address challenges;
- I know how to ask for help when necessary, as I recognise that I am not perfect, I don't have all answers and I must allow each component of my environment to express itself and play its part for our common development.





EDUCATION/ QUALIFICATIONS/ ACADEMIC BACKGROUND AND PROFESSIONAL ROLES

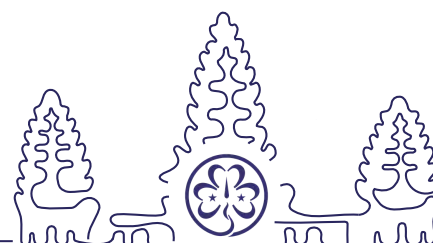
<p>Academic background, areas of study, qualifications.</p>	<ul style="list-style-type: none"> • 2002-2003: Diploma of Proficiency in English language obtained at the International Center for Professional Studies, Accra-Ghana (ICPS) • 2004-2008: Bachelor of Science (BSc) in Biochemistry at Houdégbé North American University, Bénin • 2022: ISO 22000: 2018 training on Food Safety Management System by Best Experts et Conseils, Bénin (International company specialized in training, auditing and support for ISO Certification)
<p>Professional roles or business appointments (from 2016 to today)</p>	<ul style="list-style-type: none"> • 2012-2022: Quality Control Officer at ALPHABENIN SAS (Bénin pasta manufacturing industry) My role is to ensure that every product manufactured meets quality, hygiene, and food safety standards. This involves conducting regular inspections, implementing procedures, and ensuring compliance with local and international regulations. • 2021 to present: Staff representative (middle management category) at ALPHABENIN SAS I serve as a liaison between employees and management, advocating for the interests of the staff while contributing to the smooth operation of the company. • 2023 to present: Deputy Head of Quality Control at ALPHABENIN I assist the Quality Control Manager in managing the Quality Control and External Analysis Department. • 2022 to present: Internal Auditor at ALPHABENIN. My role is to analyse procedures, identify weaknesses, formulates recommendations and monitor their implementation to ensure continuous improvement and sustainability of our management system. • 2023 to present: Member of the Hazard Analysis and Critical Control Points (HACCP) Committees of ALPHABENIN I contribute to identifying hazards, determining critical control points, setting critical limits, elaborating and validating the control plan within the production environment. • 2023 to present: Member of the Health, Safety and Environment (HSE) Committee of ALPHABENIN I contribute to the promotion of health, safety and improved working conditions for employees.



VOLUNTARY AND PROFESSIONAL APPOINTMENTS

Positions held within WAGGGS, a Member Organisation or other voluntary position from 2016 to date.

<p>WAGGGS (at global or regional level)</p>	<ul style="list-style-type: none"> • Member of the capacity-building team responsible for potential Member Organisations; working with GABON on the process of joining WAGGGS: 2024 to present • Member of the WAGGGS volunteer pool: Mobilize and then Campfire platforms from 2010 to present • Participation in the 2nd cohort of virtual training for facilitators in 2025: facilitator in the process of accreditation. • Member of the team of facilitators for the Juliette Low Seminar held online in 2022. • Participant in the training workshop for facilitators of the Girl-Led Action on Climate Change (GLACC) programme in January 2022 in Rwanda • Member of the team of facilitators for the Juliette Low Seminar (Our Chalet hub) in November 2019 • Participant in the WAGGGS facilitator training held in December 2018 in Uganda • Participation in the training workshop for facilitators from the African region in Kenya in 2017
<p>Member Organisation</p>	<ul style="list-style-type: none"> • Chief Commissioner: 2016–2025 • Member of the pool of facilitators: 2013–present
<p>Other voluntary positions</p>	<ul style="list-style-type: none"> • Member of the Masters of Ceremonies (MC) group at the local church: 2024 to present • Treasurer of the women’s social group ‘NO STRESS’ and the HAGBE group: 2020 to present • French/English interpretation during NIGHATOBE South • South partnership events: these included youth camps, training sessions for trainers and executive meetings in which I participated between 2004 and 2024. • English/French translation of several documents as part of the coordination of the GLACC programme in Benin between 2021 and 2025.



SCOTIA AKAR

Ghana Girl Guides Association

Over 30

Nominated by:

Ghana Girl Guides Association

Languages spoken:

English as mother tongue, fluent Spanish, and intermediate French



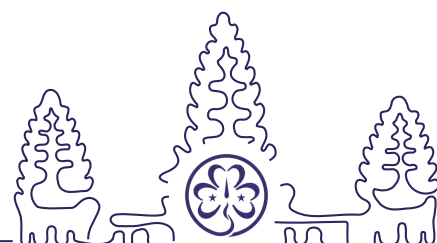
PERSONAL STATEMENT


What motivates you to serve on the WAGGGS World Board, and how would your experiences, skills, values, and perspective contribute to its governance, strategic leadership, and the global mission of the Movement?

At the closing ceremony of the 34th World conference in Edinburgh, Scotland, where I attended as a youth delegate representing my MO, a ton of questions struck my thoughts and two that really stood out were ‘what role are you playing in this change story?’ and ‘are you a piece in this amazing jigsaw puzzle?’. I gave it some deep thought and decided to go back home, get trained and gather meaningful experiences that would better position me to give back at the right time.

Over the years in Girl guiding and most especially, in recent years that I have focused on my leadership journey, I have seen how a supportive global sisterhood can transform individual lives, strengthen communities, and shape a more equitable world. I am inspired by WAGGGS’ mission to create capable, confident leaders and by our vision of a world where every girl feels valued, free, and able to influence the decisions that affect her. Serving on the World Board would allow me to contribute my experience, strategic insight, and unwavering dedication to advancing the global vision in whichever small way that I can.

On the professional tangent, I have built a career centred on leadership, collaboration, and operational excellence. As a Human Resource Practitioner, I work daily at the intersection of strategy, governance, and people. I have led complex initiatives, coordinated diverse stakeholders, and ensured the smooth functioning of executive-level decision-making. This experience has strengthened my ability to analyse issues from multiple perspectives, manage resources responsibly, and communicate with clarity and diplomacy. In my Guiding journey, I have held leadership roles that demanded empathy, fairness, and strong ethical grounding—values that clearly highlight those at the heart of WAGGGS.

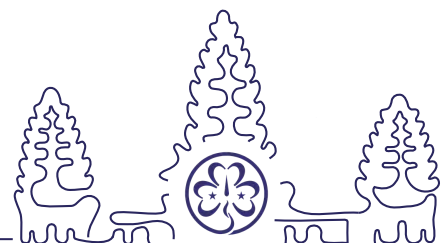




My understanding of leadership is hinged on transparency and empowerment. I believe that good governance requires not only effective processes but a culture of trust, accountability, and inclusive participation. If elected to the World Board, I would work with the team of other members to strengthen capacity building efforts for MOs. With my professional experience in strategic communications, I will bring my knowledge onboard coupled with that of other members to highlight the mission, values and strategic priorities of WAGGGS.

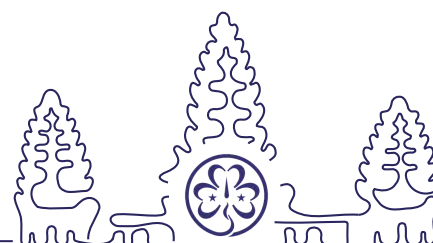
As a World Board member, I would contribute a steady, thoughtful, and forward-looking voice. Among the many things that I find myself good at, I can highlight my deep love for volunteering, development of innovative programmes and engage other Board members to promote meaningful youth participation in programmes, projects and other engagements across WAGGGS MOs and beyond.

The belief that every girl deserves the chance to see herself as powerful, capable of shaping her world and uplifting others is one of the driving forces that ignites my guiding flame every time and I am ever grateful WAGGGS ignited that belief in me. Serving on the World Board would be my way of giving back to the Movement that shaped and continues to shape my values, my leadership, and my purpose.



PRIORITY SKILLS, EXPERTISE AND EXPERIENCE

Financial management, budgets and/or risk management	Skill Level:	Contributor
<p>I have managed small scale budgets at the national level, with the highest being 10000 GBP for a project by tracking expenditures, forecasting costs and preparing monthly financial summaries. For example, I have contributed to the drawing up of annual budgets at the Kusafiri World Centre by analysing spending trends and identifying cost-saving opportunities. My professional financial management experience includes maintaining financial records such as petty cash expenditures and supporting procurement processes.</p>		
Resource mobilisation (including Fund development)	Skill Level:	Follower
<p>I have worked on a few proposals and grant applications, but I look forward to developing my competencies in this field. I have experience in managing stakeholder engagement (working with project partners, law makers and beneficiaries) and monitored grant compliance (grant worth 10,000 British pounds)- ensuring wider reach with a small-scale budget. These experiences I have built over the years while working on WAGGGS initiatives that are delivered at the local or national level (eg. PTTC, Surf Smart, FBM/ABC)</p>		
Strategy, governance and board/committee level experience	Skill Level:	Contributor
<p>I have experience in coordinating board and committee activities, preparing briefing papers. I have also worked closely with senior leadership to facilitate strategic planning sessions, monitor implementation progress and strengthen decision-making processes. For example, I have worked in the development of the Child Protection and safeguarding policies of the Ghana Girl Guide Association.</p>		
Volunteering, programme and learning and leadership development	Skill Level:	Expert
<p>I believe I have nurtured extensive experience in volunteering and programme support, including coordinating community initiatives with NGOs like Foundation for Better Tomorrow (FOBET), facilitating learning sessions, and contributing to youth and leadership development activities. As a volunteer facilitator with WAGGGS, I have supported programme design, training, logistics, monitoring participation and documenting outcomes to enhance continuous learning both at the local and international levels.</p>		
Strategic Communications	Skill Level:	Expert
<p>My professional experience in corporate communications, both at the Embassy of Israel and at Overseas Commerce Ghana Limited have given me experience such as crafting content and managing stakeholder-focused communication plans. I have to an appreciable extent supported organisational visibility by producing briefs, speeches, newsletters, and digital content aligned with strategic priorities. I have also coordinated internal communications, facilitated with partners, donors, and beneficiaries.</p>		



ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

Understanding and acceptance of the legal duties and responsibilities of a World Board member.

Skill Level:

Follower

I have to act in the best interest of WAGGGS in all my actions by employing sound and fair judgements also uphold ethical standards in all engagements

Understanding of, and ability to articulate the WAGGGS mission, leadership model, and educational approach.

Skill Level:

Contributor

I apply the WAGGGS Leadership Model in crafting my sessions for facilitations and further strive to apply in my personal life. I also have experience supporting and promoting the WAGGGS non-formal educational approach (especially “My Path, My Pace”, “learning by doing” and working in small groups or patrols

A thorough understanding of WAGGGS, including the complex and diverse regional contexts and the varied structures of Member Organisations.

Skill Level:

Contributor

I have knowledge of WAGGGS and its global diversity, including the unique cultural, social, and operational contexts across its five regions. I am familiar with the varied governance and membership structures of Member Organisations and how these shape their priorities, challenges, and programme delivery. My experience supporting international Guiding initiatives has strengthened my ability to work effectively with diverse stakeholders, promote cross-regional collaboration, and appreciate the complexity of a global Movement.

Awareness of the challenges and opportunities facing girls and young women worldwide.

Skill Level:

Follower

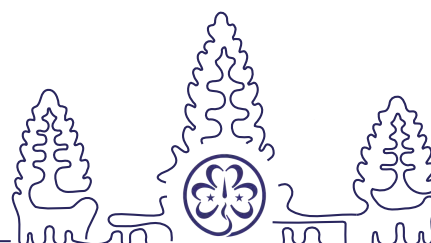
I am aware of some of the challenges that girls and young women face in this fast-paced environment, including limited access to education, gender-based violence, discrimination, and certain barriers to leadership. I have also seen the wonderful opportunities created when girls have safe spaces, mentorship, and skills-building programmes. I understand the importance of advocacy in enabling girls and young women to reach their full potential.

Sound independent judgment and the ability to constructively challenge.

Skill Level:

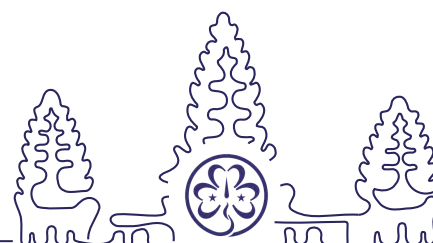
Contributor

In previous roles in GGGA- serving as the Rangers / Cadets Commissioner and later the Girls’ Educational Programmes Commissioner, I have constructively challenged some decisions in a bid to strengthen organisational outcomes. I am comfortable raising questions and offering alternative approaches, while fostering a collaborative environment that supports accountability, effective decision-making, and continuous improvement at leadership and board levels.



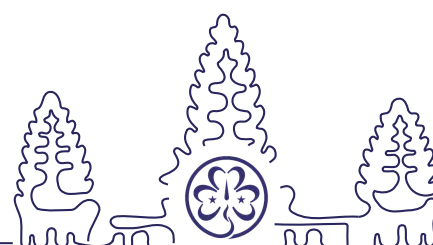
ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

Ability to analyse and interpret information.	Skill Level:	Follower
<p>I am able to analyse and interpret information. This experience I have gained from reviewing some complex documents, identifying key issues, and translating data into clear insights for decision-making.</p>		
Ability to think critically, creatively and strategically.	Skill Level:	Contributor
<p>I am able to evaluate complex situations, question assumptions, and propose innovative yet practical solutions. In previous roles in GGGA-serving as a national commissioner at the national level and also as an HR manager (professionally), I have contributed to strategic planning processes and identified opportunities for improvement. I enjoy exploring new perspectives, integrating diverse insights, and shaping ideas into clear, actionable strategies that support growth.</p>		
Ability to listen, learn from others, and appreciate diverse perspectives.	Skill Level:	Contributor
<p>Over the past years, I have learned to actively listen and learn from sister Girl Guides, volunteers, and leaders across different WAGGGS regions, ensuring diverse voices inform decisions and programme discussions. My experience working in multicultural Guiding spaces has strengthened my ability to appreciate varied cultural contexts and organisational realities.</p>		
Cultural sensitivity and experience working in a global, multi-cultural context.	Skill Level:	Contributor
<p>I have learned to be culturally sensitive in my workspaces, and I really experience this working with WAGGGS and in my professional life working with Israel, Liberia and Sierra Leone. I have learned to navigate differences with respect, humility, and openness. I adapt my communication style to suit different contexts and value the unique perspectives each region contributes. This global awareness helps me build trust and foster inclusive relationships</p>		
Ability to represent WAGGGS positively and professionally internally and externally.	Skill Level:	Contributor
<p>I believe that I represent WAGGGS positively and professionally by consistently communicating its mission, values, and global impact with clarity and confidence. Through my work with diverse volunteers, I model my learning curve every time. In 2011, I was the Ghanaian young delegate at the 34th World Conference, was a remote participant at the CSW 61 in 2017 and a delegate at both the 13th and 14th AF ReCo in Tanzania (in-person) and Ivory Coast (virtual).</p>		



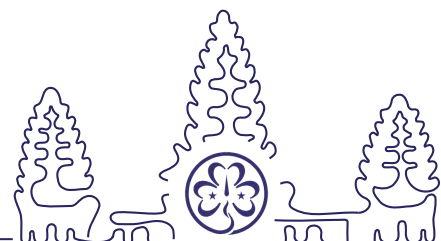
OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

Legal expertise and policy development	Skill Level:	Learner
<p>I have some experience in policy development from an HR perspective, but I do not have much experience in the field of legal related matters.</p>		
Organisational development, design, and systems	Skill Level:	Contributor
<p>I have experience supporting organisational development and volunteer-led environments like WAGGGS. This includes reviewing organisational structures, improving workflows, and strengthening governance and operational systems to enhance efficiency and accountability.</p>		
Technology strategy, digital transformation and AI	Skill Level:	Follower
<p>At every opportunity I get to learn and practice the use of AI and digital transformation tools, I take advantage in a bid to keep myself updated with current trends. For instance, every training opportunity in GGGA and also at work for the youth on IT related areas such as the use of AI or other digital tools, I take advantage to involve myself to either gain knowledge or refresh my acquired knowledge to sharpen my skills.</p>		
Research and development	Skill Level:	Follower
<p>Through the resources available to me or at my disposal, I am able to research and find information that I may require for documents. Though not successful in all instances, I explore diverse ways to get Information. I make the necessary calls, engage in both private and public engagements or conversations such as focus group discussions and interviews to get information that I require for work. Organisations, analysing global trends affecting girls and young women, and transforming findings into strategic recommendations.</p>		
Data analysis, monitoring, and evaluation	Skill Level:	Follower
<p>Over the years, I have gained experience in data collection and analysis at the local level and have engaged in the use of some MEL tools of WAGGGS for the implementation of some specific global initiatives. I have supported M&E for leadership and advocacy programmes such as JLS and Helen Storrow Seminars, ensuring indicators reflect WAGGGS' educational methodology and diverse regional contexts.</p>		



OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

External relations	Skill Level:	Follower
<p>Being an HR practitioner, I have engaged several recruitment firms to identify best talents to fit employment gaps. I have also liaised with some Ghanaian firms to develop training schemes for staff of Overseas Commerce Ghana Limited and Sienna Services Group of Companies. I have also led the refurbishment of a library in Tema Community 3 and tree planting in the Ramser site in Sakumono-Accra, all part Corporate Social Initiatives for the local communities that we operate in.</p>		
Influencing, advocacy, and stakeholder engagement	Skill Level:	Follower
<p>I have experience promoting WAGGGS' advocacy priorities by engaging the right people to amplify the voices of girls and young women. I have supported campaigns, contributed to policy messages, and facilitated consultations that ensure girl-led perspectives shape global and regional agendas. I have learned to build strong relationships with stakeholders and learned to navigate diverse contexts respectfully.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Professionally Qualified
<p>Working with staff especially in relation to KPIs and providing the necessary support along the way to ensure they excel at their work. I work with them to further highlight their strengths and explore possible ways to turn their shortcomings into assets.</p>		
Crisis management	Skill Level:	Follower
<p>Dealing with diverse situations does not follow one trend. You have to analyze each situation differently in order to consider the parameters and tenets involved to arrive at the best management practices or procedures.</p>		





LEADERSHIP MODEL MINDSETS

How do you actively apply the WAGGGS leadership mindsets in your actions and decisions, and how will this enhance your effectiveness as a World Board Member?

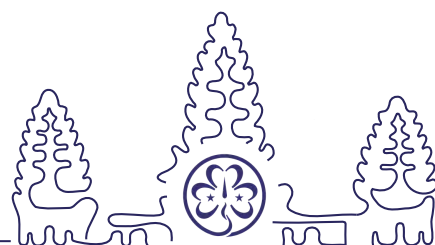
I actively apply the WAGGGS leadership mindsets by leading with purpose, empathy, and accountability in both my professional and volunteer roles.

I will collaborate with other Board members on issues, making sure that diverse perspectives are heard, respected and valued so that collectively, we can use our worldly mindset and put the interest of the girls and the Movement first by building a united team.

I will work with the team to employ different but timely approaches to address challenges that may arise in a calm manner rather than a rushed approach void of emotions. However, if we make mistakes as a team, we will acknowledge them, as this is the first step to making things right. Though we are leaders of the Movement, we are still getting better in our individual leadership journeys and together we will support each other to get better and feel more confident.

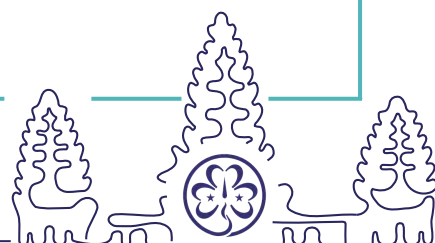
With respect to the diverse pool of knowledge of the team, we will work to break barriers to leadership opportunities for the girls and young women in the Movement. This we can do by advocating for more spaces for girls' voices and promoting their inclusion in decision-making to arrive at decisions or initiatives that best fit their situations. We will highlight the positive impact that we can make through the decisions that are taken.

The team and I will reflect on our personal behaviours and act as role models for the girls and young women. In a bid to inspire and encourage our sisters in the Movement, we will commit to learn from others using creative and innovative measures. It will be greatly beneficial to us a team to employ the use of questions to seek feedback and avoid assumptions while respecting cultural diversity and perspectives.



EDUCATION/ QUALIFICATIONS/ ACADEMIC BACKGROUND AND PROFESSIONAL ROLES

<p>Academic background, areas of study, qualifications.</p>	<ul style="list-style-type: none"> • Senior Professional in Human Resources -International pending certification (2022) • Associate Member-Chartered Institute of Human Resource Management-Level 3 (2021 -2022) • Masters in Business Administration - Human Resource Management Option (2016-2018) • 'Español como Lengua Extranjera'-Certificate in Spanish Proficiency (2012-2013) • Bachelor of Arts -Economics and Spanish (2009-2014)
<p>Professional roles or business appointments (from 2016 to today)</p>	<ul style="list-style-type: none"> • Senior Executive Assistant & Administrator- Oct 2025 – date (Ghana National Petroleum Corporation) <ul style="list-style-type: none"> ◦ Executive support to the Managing Director ◦ Strategic Communication Management ◦ Operational & Administrative leadership ◦ Executive Decision Support *Supporting the HR to manage HR related issues ◦ Stakeholder and relationship management • Senior Administrator (Operations)-Jun 2024- Sep 2025 (Sienna Services Group of Companies) <ul style="list-style-type: none"> ◦ Expatriate Management ◦ Liaison for the expatriate families and their schools ◦ Acculturation of expatriates ◦ Management of expatriate health insurance ◦ Leave management of Expatriates ◦ Liaison for residence & work permits of the Expatriates ◦ Protocol duties for visiting delegations ◦ Liaison for expatriate accommodation ◦ Tracking & renewing companies' certificates and licenses ◦ Other Operational duties • HR & Corporate Communications Manager -Apr 2021 – Mar 2024 (Overseas Commerce Ghana Limited) <ul style="list-style-type: none"> ◦ Digital HR Management ◦ Well-documented staffing procedures ◦ Enhanced Corporate Communications ◦ Employee welfare development and management ◦ Staff training and motivation ◦ Change and risk management ◦ Social media engagements and management ◦ Employee wellness and health promotion ◦ Payroll Administration • Executive Assistant & Protocol Liaison- Nov 2015 – Mar 2021 (Embassy of Israel to Ghana, Liberia & Sierra Leone) <ul style="list-style-type: none"> ◦ High-level political liaison ◦ Extensive research into bilateral relations ◦ Generation of Political papers ◦ Employee welfare development and management ◦ Recruitment & Selection ◦ Development & Education related matters ◦ Staff training and motivation *Conflict resolution ◦ Acculturation of diplomats ◦ Fostering new partnerships

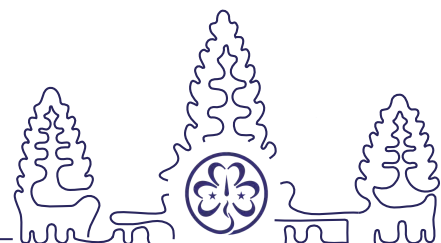




VOLUNTARY APPOINTMENTS

Positions held within WAGGGS, a Member Organisation or other voluntary position from 2016 to date.

<p>WAGGGS (at global or regional level)</p>	<ul style="list-style-type: none"> • Accredited WAGGGS Facilitator, 2025 to date • Team lead- Volunteer Management (WAGGGS Global Capacity Building Team), 2025 to date • International Leadership Seminars Advisory Group – 2025 - date • Capacity Building Volunteer, 2019 to date • JLS Facilitator, 2024 • Facilitator (Celebrating events), November 2023 • Africa Region Volunteer-Quality Girl Guiding Experience, June 2023 • Facilitator & Moderator- Various Regional webinars and webinars (2023-2025) – ‘Inspire Her, Include Her’, ‘16 days of Activism’, ‘Africa Regional webinar for Young Women’ • Assistant to the Lead Volunteer, Global Capacity Building Team, 2020-2025
<p>Member Organisation</p>	<ul style="list-style-type: none"> • Programmes and Projects Commissioner, 2025 to date. • National Level Trainer (Quality Girl Guiding and Girls’ Educational Program) 2012 to date. • Girls Educational Programmes Commissioner, May 2014- June 2019
<p>Other voluntary positions</p>	<ul style="list-style-type: none"> • Team Member- First Timers Welcome Team (True Christian Bible Church), 2024 to date (We are a team of 4 that welcome the guests, give them information about the church and follow up with them to assist new joiners)



FATIMA AL-FAYLAKAWI

Kuwait Girl Guides Association

Over 30

Nominated by:

Kuwait Girl Guides Association

Languages spoken: Arabic as mother tongue and fluent English



PERSONAL STATEMENT

What motivates you to serve on the WAGGGS World Board, and how would your experiences, skills, values, and perspective contribute to its governance, strategic leadership, and the global mission of the Movement?

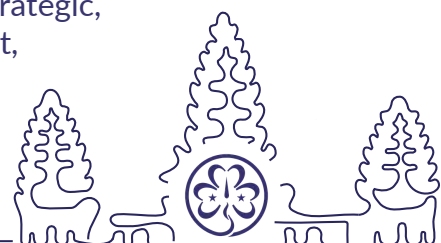
I am honored to stand as a candidate for the World Board of the World Association of Girl Guides and Girl Scouts at a time when strong governance, strategic clarity, and inclusive leadership are essential to advancing the Movement's global impact.

My professional career is grounded in leading complex governance and operational systems within Kuwait's national anti-doping framework, where I currently serve at executive level. I operate within highly regulated international environments that require independent judgment, policy development, stakeholder coordination, and strict adherence to global standards. My responsibilities include safeguarding integrity, ensuring accountability, and managing sensitive, high-stakes processes—experience that directly aligns with the governance and oversight role of a World Board member.

Alongside my professional responsibilities, I have over three decades of active involvement in the Girl Guiding movement. My contributions at national and regional levels have focused on strengthening leadership development, enhancing program quality, and promoting inclusive participation in decision-making spaces. I have been particularly committed to amplifying the voices of young women and supporting structures that ensure leadership pathways remain accessible and relevant across different life stages.

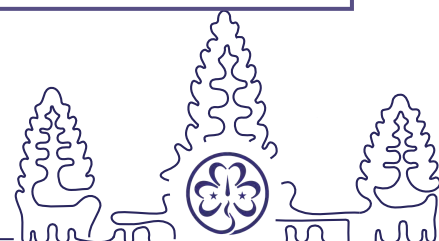
I bring a governance-focused, systems-oriented perspective, with the ability to navigate complexity, engage diverse stakeholders, and contribute to strategic decision-making at organizational level. I am motivated to support WAGGGS in strengthening institutional effectiveness, enhancing collaboration across regions, and ensuring responsiveness to the evolving needs of girls and young women globally.

As a World Board member, I would contribute with integrity, independence, and a strong commitment to accountability. I aim to support a Board culture that is strategic, inclusive, and forward-looking—ensuring that WAGGGS remains resilient, impactful, and sustainable for future generations.



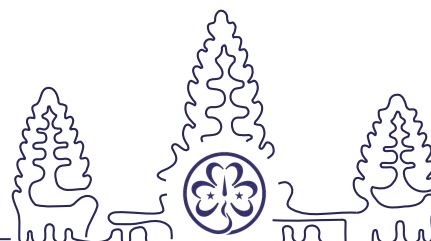
PRIORITY SKILLS, EXPERTISE AND EXPERIENCE

Financial management, budgets and/or risk management	Skill Level:	Contributor
<p>Certified Risk Management Trainer, Ministry of Health. By doing risk assessments and quality improvement plans and training programs. As a Certified Risk Management Trainer and senior leader within the Kuwait Anti-Doping Agency, I apply structured risk management approaches across operational and strategic functions. My work includes conducting risk assessments, developing mitigation strategies, and integrating risk considerations into decision-making processes. Through my involvement in budget-related discussions and committees, I contribute to financial oversight and resource allocation, ensuring alignment with organisational priorities, accountability requirements, and regulatory frameworks.</p>		
Resource mobilisation (including Fund development)	Skill Level:	Learner
<p>Member of budget committees. My experience in resource mobilization is developing through participation in budget planning processes and exposure to resource allocation within government structures. I have contributed to discussions on prioritization and efficient use of resources, while building my understanding of sustainable funding models, partnerships, and resource development strategies relevant to international non-profit organizations.</p>		
Strategy, governance and board/committee level experience	Skill Level:	Contributor
<p>Member of Strategic Planning Team, Ministry of Health. I bring experience contributing to strategic planning and governance processes at institutional level. As a member of the Ministry of Health Strategic Planning Team and through my executive leadership roles, I have supported the development of strategic priorities, policy alignment, and organizational decision-making. I operate within governance frameworks that require accountability, compliance, and oversight, contributing to effective and transparent institutional performance.</p>		
Volunteering, programme and learning and leadership development	Skill Level:	Expert
<p>Volunteer since 1992 across multiple areas. With over 30 years of active involvement in the Girl Guiding movement, I have extensive experience in programme development, training, and leadership development. My roles at national and regional levels, including Vice Chair of the Programmes and Training Committee in the Arab Region, have involved designing curricula, delivering training, and supporting leadership pathways for girls and young women. I have consistently contributed to creating impactful, inclusive learning environments.</p>		
Strategic Communications	Skill Level:	Contributor
<p>Basic exposure limited to observation. My experience in strategic communications has been developed through professional reporting, stakeholder engagement, and participation in institutional communication processes. I contribute to communicating complex information clearly and effectively across diverse audiences. I continue to strengthen my skills in strategic messaging and organizational communication.</p>		



ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

<p>Understanding and acceptance of the legal duties and responsibilities of a World Board member.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>Chair of the Disciplinary Committee for applying anti-doping regulations. As Chair of the Disciplinary Committee for anti-doping regulations, I operate within strict legal and governance frameworks requiring independence, impartiality, and adherence to due process. I oversee sensitive cases with significant legal and reputational implications, ensuring decisions are evidence-based, consistent, and aligned with international standards. This experience reflects a strong understanding of governance accountability and fiduciary responsibility.</p>		
<p>Understanding of, and ability to articulate the WAGGGS mission, leadership model, and educational approach.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>Certified trainer for leadership and professional development programmes. As a certified trainer in leadership and development programmes, I have extensive experience translating organisational missions into practical learning and leadership outcomes. My long-standing involvement in Guiding enables me to clearly articulate the WAGGGS mission and connect it to programme delivery and leadership development for girls and young women.</p>		
<p>A thorough understanding of WAGGGS, including the complex and diverse regional contexts and the varied structures of Member Organisations.</p>	<p>Skill Level:</p>	<p>Contributor</p>
<p>Member of the Arab Region Committees - Curriculum Pilot Committee and Programs and Training Committee. Through my work with the Arab Region Committees, including the Curriculum Pilot Committee and Programmes and Training Committee, I have gained practical insight into regional diversity and the varying structures of Member Organisations. I understand the importance of adapting global frameworks to local contexts while maintaining alignment with the Movement's overall mission.</p>		
<p>Awareness of the challenges and opportunities facing girls and young women worldwide.</p>	<p>Skill Level:</p>	<p>Professionally Qualified</p>
<p>Crisis team member and Young Women Committee member. My involvement in crisis management teams and the Young Women Committee has provided me with direct exposure to the challenges facing girls and young women. I have contributed to initiatives that promote inclusion, leadership opportunities, and participation, bringing both professional and volunteer perspectives to understanding their evolving needs.</p>		
<p>Sound independent judgment and the ability to constructively challenge.</p>	<p>Skill Level:</p>	<p>Professionally Qualified</p>
<p>Director General and Decision Maker - Assistant Undersecretary. In my executive role, I make strategic decisions in complex environments, applying independent judgment and critical assessment. I contribute constructively to discussions, balancing different perspectives while ensuring alignment with organisational objectives and governance principles.</p>		



ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

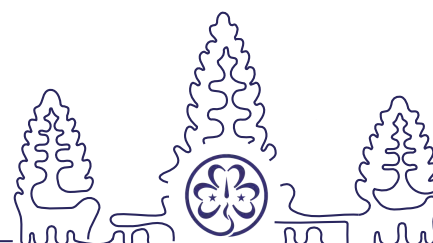
Ability to analyse and interpret information.	Skill Level:	Expert
<p>Results Management, Sanctions Implementation, and Appeals. I have extensive experience analysing complex information within regulatory and operational frameworks. In my role overseeing Results Management and Sanctions Implementation, I review detailed case files, scientific evidence, and legal documentation to support fair and evidence-based decisions, including appeals processes.</p>		

Ability to think critically, creatively and strategically.	Skill Level:	Contributor
<p>Attended a training in this field. Through my leadership and strategic planning experience, I apply critical and strategic thinking in analysing challenges, identifying solutions, and aligning decisions with long-term objectives. I continue to strengthen this capability through practice and professional development</p>		

Ability to listen, learn from others, and appreciate diverse perspectives.	Skill Level:	Contributor
<p>Negotiation skills and meeting perception courses. Through my participation in committees and stakeholder engagement, I actively listen to diverse perspectives and incorporate them into decision-making processes. My experience working across cultures and disciplines has strengthened my ability to value different viewpoints and contribute to inclusive and balanced outcomes</p>		

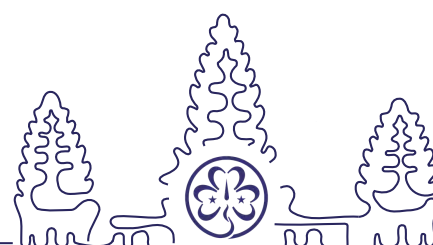
Cultural sensitivity and experience working in a global, multi-cultural context.	Skill Level:	Expert
<p>Member of the Arab Region Committees (training committee- programs committee) and Kuwait Anti-Doping Agency Committees (Result management – budget – HR – Legal and investigation). My involvement in regional and international committees within WAGGGS, as well as my professional engagement in international environments, has provided me with extensive experience working across cultures. I am skilled in adapting to different contexts, respecting diversity, and fostering inclusive collaboration.</p>		

Ability to represent WAGGGS positively and professionally internally and externally.	Skill Level:	Contributor
<p>Represented Kuwait internationally. I have represented Kuwait in international forums, engaging with global stakeholders and institutions. These experiences have strengthened my ability to communicate professionally, uphold organisational values, and contribute positively to international representation and collaboration.</p>		



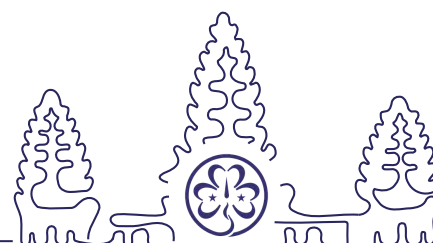
OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

Legal expertise and policy development	Skill Level:	Expert
<p>Member of the Laboratory Policy Writing Team - Ministry of Health I have contributed to policy development as a member of the Laboratory Policy Writing Team within the Ministry of Health and through my work in anti-doping governance. My roles require interpreting and applying regulatory frameworks, ensuring compliance, and contributing to the development of clear and effective policies.</p>		
Organisational development, design, and systems	Skill Level:	Contributor
<p>Member of the Board of Directors of the Kuwait Anti-Doping Agency As a member of the Board of Directors of the Kuwait Anti-Doping Agency, I contribute to organisational development and institutional strengthening. My role involves supporting governance structures, improving systems, and aligning operations with strategic objectives</p>		
Technology strategy, digital transformation and AI	Skill Level:	Follower
<p>Attending courses in this field I am currently building my knowledge in technology and digital transformation through targeted learning and professional development. I recognise the importance of this area for organisational growth and innovation and am committed to developing my expertise further.</p>		
Research and development	Skill Level:	Follower
<p>Professional Development Trainer My exposure to research and development has been primarily through professional training and programme development. I am developing my understanding of structured research approaches and their application to organisational improvement and innovation.</p>		
Data analysis, monitoring, and evaluation	Skill Level:	Contributor
<p>Professional Development Trainer - Risk Management I apply data analysis in risk management, training evaluation, and operational decision-making. My work involves interpreting data to assess performance, identify risks, and support continuous improvement within programmes and institutional processes.</p>		



OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

External relations	Skill Level:	Contributor
<p>Representing Kuwait in international forums + United Nations I have engaged with international organisations and represented Kuwait in global forums, including collaboration with stakeholders such as the United Nations. These experiences have strengthened my ability to build relationships and contribute to external engagement.</p>		
Influencing, advocacy, and stakeholder engagement	Skill Level:	Contributor
<p>Through my leadership roles, I engage with stakeholders across sectors to support decision-making and programme implementation. I contribute to discussions, build consensus, and advocate for effective solutions, particularly in governance and operational contexts.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Contributor
<p>Chair of the Human Resources Committee As Chair of the Human Resources Committee, I contribute to HR decision-making, including workforce planning, role allocation, and team management. I support the development of effective teams and organisational structures.</p>		
Crisis management	Skill Level:	Contributor
<p>Member of the Crisis Team - Ministry of Health As a member of the Crisis Management Team in the Ministry of Health, I have contributed to emergency response planning and decision-making. My role involves assessing risks, coordinating responses, and ensuring continuity of operations in high-pressure situations</p>		





LEADERSHIP MODEL MINDSETS

How do you actively apply the WAGGGS leadership mindsets in your actions and decisions, and how will this enhance your effectiveness as a World Board Member?

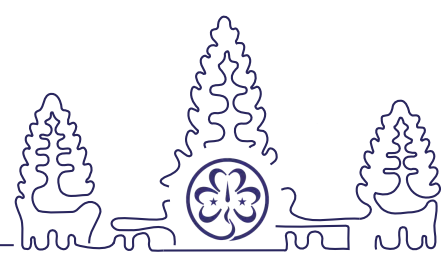
My leadership approach reflects the WAGGGS Leadership Development Framework through a strong focus on integrity, collaboration, and strategic impact.

I lead with values-based decision-making, ensuring that governance, accountability, and ethical conduct are at the core of my actions. I actively foster inclusive environments where diverse perspectives are respected and contribute to stronger, more informed outcomes.

I adopt a collaborative leadership style, recognizing that the strength of global organizations lies in their diversity. I engage constructively across cultures and disciplines, building trust and encouraging participation at all levels.

I am also results-oriented, focusing on translating strategy into measurable impact. I prioritize effective implementation and continuous improvement to ensure that initiatives deliver meaningful outcomes for girls and young women.

Finally, I embrace continuous learning and adaptability. I remain open to new perspectives, responsive to change, and committed to evolving as a leader in a dynamic global environment.





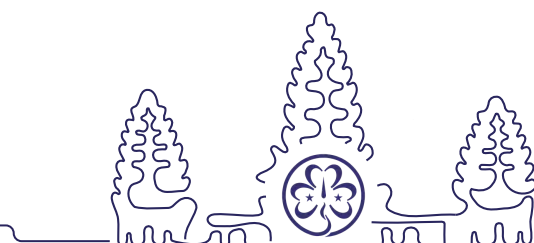
EDUCATION/ QUALIFICATIONS/ ACADEMIC BACKGROUND AND PROFESSIONAL ROLES

Academic background, areas of study, qualifications.	<ul style="list-style-type: none"> • Diploma in Medical Laboratories – Kuwait Health science college – 2005 • Diploma in Authorship and Publishing – Cairo university-2017
Professional roles or business appointments (from 2016 to today)	<ul style="list-style-type: none"> • Safety and risk management programs – incidents reporting – strategic planning – crisis management – quality improvement. • Laboratory Safety Officer, Health Centre – Abdullah Al-Mubarak Area • Laboratory director 2019 • Director of Results Management and Sanctions Implementation – Kuwait Anti-Doping Agency 2023 • Assistant Undersecretary / Director General – Kuwait Anti-Doping Agency 2025

VOLUNTARY APPOINTMENTS

Positions held within WAGGGS, a Member Organisation or other voluntary position from 2016 to date.

WAGGGS (at global or regional level)	<ul style="list-style-type: none"> • Vice Chair, Programmes and Training Committee (2021–2023), Arab Region. • Vice Coordinator, Curriculum Committee (2024–2025), Arab Region.
Member Organisation	<ul style="list-style-type: none"> • Member, National Board, 2017–Present • Member, Young Women Committee, 2016 • Member, National Board, 2017 • Member, Training Committee, 2017
Other voluntary positions	<ul style="list-style-type: none"> • Member, Charity groups, 2019



ILEANA BOSCHINI LÓPEZ

Asociación de Guías y Scouts de Costa Rica

Over 30

Nominated by:

Asociación de Guías y Scouts de Costa Rica

Languages spoken: Spanish as mother tongue, fluent English, basic Italian and Portuguese.



PERSONAL STATEMENT

What motivates you to serve on the WAGGGS World Board, and how would your experiences, skills, values, and perspective contribute to its governance, strategic leadership, and the global mission of the Movement?

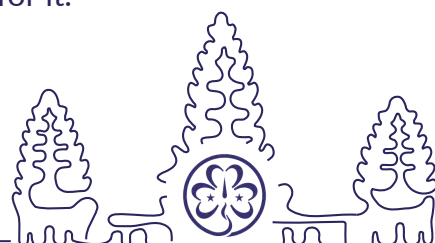
I joined the Girl Scout Movement, after an eleven-year old girl asked my permission to attend a meeting. To support my daughter, and later my son, I joined as a collaborating mother. When I learned about the Law and Promise, it was very easy to join because they coincided with the way I had conducted throughout my life. Today, I see that girl has turned into a successful woman who has showed me the positive impact of the Movement on people's lives and has inspired me with her enthusiasm.

After collaborating as a mother, I held many positions within my MO, before becoming the National President of the Asociación de Guías y Scouts de Costa Rica. The most rewarding aspect of volunteering is the opportunity to work directly with boys, girls and young people.

I see Governance as an opportunity to lead institutional processes that support and strengthen girls and young women's experience of the Guiding programme, enabling them to fulfil their potential as citizens of the world and their environment.

Providing safe and courageous spaces where girls can be themselves and express their thoughts without fear, should always prevail. I want to contribute to ensuring that WAGGGS reaches 2032 as set out in Compass 2032 conversations, when we could affirm that there is a world where girls are free to be themselves and flourish carrying out their own projects in a brighter, more human and greener world.

I believe in a WAGGGS that ensures meaningful youth participation, where girls and young women can lead their own lives informed, empowered, safe, and valued for it.





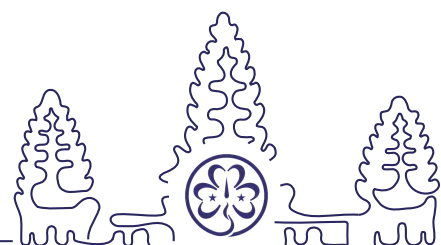
In today's unstable global geopolitical context, the rights of girls and young women are particularly vulnerable, and WAGGGS must continue to insist on leadership development based on the six mindsets. As a member of the World Board I am committed to promote a brave space where girls can take the lead in their own context; seeking gender equality, and recognizing the impact they can have, while protecting themselves and helping each other in a collaborative spirit with a creative and innovative thinking, and knowing that they can freely change their minds.

As a member of the World Board, I would also like to:

- See a modern and inclusive movement, adapted to the realities of the 21st century where no one is left behind.
- See a movement seeking solutions and supporting capacity building within MOs while creating strategies to increase membership and implementing quality programmes.
- Strengthen training for governance and generation renewal by implementing efficient processes.
- Listen and support the different voices in the Regions.

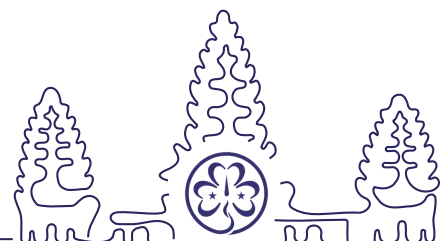
Besides my non formal education, my scientific background helps me analyse problems based on data and objective information in order to identify diverse solutions and make appropriate decisions in each situation presented.

Finally, I wish to contribute my skills and experience of working with girls and young women, as well as my experience of governance and leadership within my MO, to help grow the global movement in multicultural and intergenerational contexts.



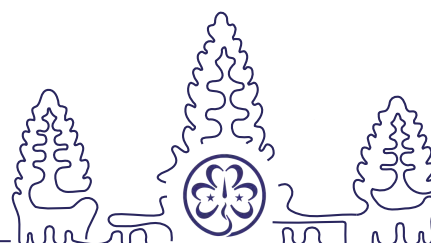
PRIORITY SKILLS, EXPERTISE AND EXPERIENCE

Financial management, budgets and/or risk management	Skill Level:	Follower
<p>I have been involved in budgeting and monitoring budgets in different institutions where I have worked. This is not my area of formal education of expertise, but for instance I led the acquisition of a seismological network of about 1.7 million USD and have been in charge of annual budgets of more than 2 million USD per year as the CEO of Geology and Mines and a similar annual budget in my MO while I was the president.</p>		
Resource mobilisation (including Fund development)	Skill Level:	Learner
<p>While I have not been involved directly in fundraising, I have worked in an administrative role responsible for donations as president of my MO. I have participated in Nuestra Cabaña in a World Seminar about Membership and Funds. As a Rover and Senior Guides leader, I have encouraged them to fundraise money for their community projects.</p>		
Strategy, governance and board/committee level experience	Skill Level:	Expert
<p>I have many years of experience in the governance of NGOs, like student associations, syndicates, cooperatives, professional federations and Guiding Committees. I have also had the opportunity to be in governmental positions as member of the National Assembly of Workers, the Ministry of Public Infrastructure's National Committee of Concessions and National Environmental Technical Secretary. I have continuously developed my skills and expertise along my professional and voluntary work and am ready to contribute to WAGGGS' strengthening and growth.</p>		
Volunteering, programme and learning and leadership development	Skill Level:	Expert
<p>Volunteering has always been part of my life. It has been a space of personal growth and experience, reflected in my work performance and in my role as a member of society. I have written texts and developed programme tools, like "Senior Branch Leaders' Manual" and working tools for Senior Guides and Rovers, based in a program in such way that individuals are protagonists of their own life, advocating for improvement in their environment, for their and their community's benefit.</p>		
Strategic Communications	Skill Level:	Expert
<p>For work reasons, I have had the opportunity to share my views on bills in the congress of my country, address the public through the media or engage with the media in conflict situations, both at professional and volunteering level. As president of my MO I motivated the establishment of strategic partnerships like Costa Rican Red Cross, Ministry of Education, among others.</p>		



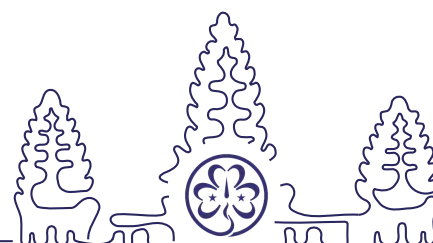
ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

Understanding and acceptance of the legal duties and responsibilities of a World Board member.	Skill Level:	Expert
<p>As a high-level official in my country's government, I have been aware of the legal responsibilities of my position. I understand the significant legal responsibility that implies being a member of the World Board, and I know that I can fulfil it in a responsible and dedicated manner, as I did when I was chairperson of my MO. I am able to confidently lead discussions at the World Board and or Board Committee and provide guidance in this area.</p>		
Understanding of, and ability to articulate the WAGGGS mission, leadership model, and educational approach.	Skill Level:	Contributor
<p>I am very familiar with WAGGGS's mission, as it was a key influence when developing my MO's strategic plan for 2023-2028, a process that I led as a chairperson. As part of a decision-making team, I contributed to promote the integration of the leadership model and advocacy into our adult training programme, and accomplished that our MO is currently working to introduce these topics into the programme offer. As leader of the Movement I can share this experience and good practices.</p>		
A thorough understanding of WAGGGS, including the complex and diverse regional contexts and the varied structures of Member Organisations.	Skill Level:	Contributor
<p>I have participated in three WoCos and also had the opportunity to have participated in two international experiences with participants from the five regions, where I could learn about differences and similarities: a seminar about membership and funds in Nuestra Cabaña and a training about diversity in Denmark, becoming familiar with the very different cultural and developmental contexts, although MOs sometimes face similar challenges. The internal structures of MOs vary greatly, like being SAGNO or not SAGNO.</p>		
Awareness of the challenges and opportunities facing girls and young women worldwide.	Skill Level:	Contributor
<p>In today's unstable geopolitical context, the rights of girls and women are particularly vulnerable. That is why, it is so exciting to be able to offer girls and young women a programme that inspires and supports them to reach their full potential, empowering them in safe, courageous and trusting spaces where they can freely express their opinions, and take responsibility for themselves and their environment in an inclusive and transparent way.</p>		
Sound independent judgment and the ability to constructively challenge.	Skill Level:	Expert
<p>As a female scientist, I have found that questioning has been my secret to success in contributing to my field of work, while opening pathways for women's participation in traditionally male- dominated fields. Inquiring enables us to progress and avoid stagnation, to build a better world. As a World Board member, I will promote analysis and discussion as a team in a decision-making level to give guidance to improve all processes at WAGGGS.</p>		



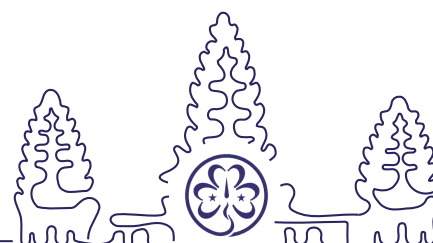
ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

Ability to analyse and interpret information.	Skill Level:	Expert
<p>My scientific training allows me to distinguish between facts and interpretations, always seeking the purest data and primary sources of information, in order to draw conclusions and recommend actions. The World Board needs to have data for an adequate decision making, so I will promote to get the data from the operative levels of WAGGGS, which can facilitate a good analysis to be done during discussions in working groups or in the board sessions for a reliable interpretation and decision making.</p>		
Ability to think critically, creatively and strategically.	Skill Level:	Expert
<p>Critical and creative thinking are inherent to my scientific and strategic training. I have demonstrated critical, creative, and strategic thinking through my work as a seismologist and institutional leader. I rigorously analyse complex geoscientific data to inform risk reduction, developing innovative approaches to seismic resilience, and translated research into policies that strengthen public safety. I have the ability to connect science, planning, and leadership reflecting a forward-looking vision with lasting societal impact.</p>		
Ability to listen, learn from others, and appreciate diverse perspectives.	Skill Level:	Expert
<p>I have a strong capacity to listen, learn from others, and value diverse perspectives through a collaborative, multidisciplinary approach. I engage with professionals across geoscience, engineering, and planning, integrating varied expertise into comprehensive solutions. My work reflects openness and continuous learning, while my leadership fosters inclusive environments where diverse voices meaningfully inform decision-making—essential for effective governance in bodies such as the World Board. I can also contribute to strengthen governance training and generational renewal through efficient processes.</p>		
Cultural sensitivity and experience working in a global, multi-cultural context.	Skill Level:	Expert
<p>My life experience has immersed me in multicultural environments, strengthening my respect for cultural diversity in global contexts. Through engagement in international scientific networks, I collaborate across countries and disciplines, integrating diverse technical and social perspectives, particularly in geology, mining, seismology and territorial planning. My involvement in global Guiding and Scouting is an opportunity to demonstrate my ability to work respectfully with people from different backgrounds, encouraging inclusion, mutual understanding, and shared learning in international settings.</p>		
Ability to represent WAGGGS positively and professionally internally and externally.	Skill Level:	Contributor
<p>As chair of my MO, I served as its official spokesperson. In my professional life, I was responsible for safeguarding the image and reputation of the institution where I worked as a director. I understand very well important topics as Climate Change, Global Warming and their future environmental effects in global levels in different ecosystems. I also understand about alternative energies, mineral demands to get them. So, on these topics I could represent WAGGGS positively and professionally.</p>		



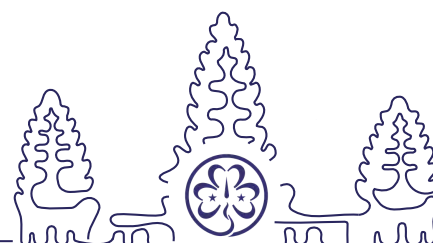
OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

Legal expertise and policy development	Skill Level:	Contributor
<p>In my professional field, I have been responsible for proposing bills and executive decrees. The biggest project I have worked on in this area, was leading the drafting of a new regulation for Costa Rica's Mining Code. As Director, I was responsible for developing policies within my department and in relation to other departments. My biggest challenge in Guiding has been leading the development of my MO's Institutional Strategic Plan for 2023-2028 and its yearly programs.</p>		
Organisational development, design, and systems	Skill Level:	Contributor
<p>I have contributed to institutional processes that demonstrate my capacity in organisational development, design, and systems. Through leadership in technical and institutional settings, I have strengthened regulatory frameworks, including seismic codes and mineral resource management systems, ensuring they are evidence-based and effective. My work integrates scientific knowledge into structured processes that support decision-making within national legal frameworks. I also promote efficient workflows, capacity building, and continuous improvement across the organisations I have worked with.</p>		
Technology strategy, digital transformation and AI	Skill Level:	Contributor
<p>I demonstrate strengths in technology strategy and digital transformation by integrating geospatial tools, data systems, and scientific knowledge into decision-making. I led the digitalisation of mining concession processes in Costa Rica and supported the transition from analog to digital seismic stations, improving geoscientific data for public policy and risk management. I have also trained in AI, leveraging it to enhance predictive analysis and strategic planning while maintaining a critical and ethical approach.</p>		
Research and development	Skill Level:	Professionally Qualified
<p>During my professional career, I have conducted scientific research in Earth sciences. My Research and Development strengths can support WAGGGS through evidence-based approaches to programmes and decision-making. I can design and evaluate initiatives using data, promote a culture of learning and innovation, oriented to the development of practical tools for members. By fostering cross-cultural collaboration, mentoring young leaders, and strengthening knowledge-sharing systems, I could help ensure organisational strategies are informed, impactful, and continuously improved.</p>		
Data analysis, monitoring, and evaluation	Skill Level:	Professionally Qualified
<p>With 29 years working in seismology, I have specialised in data collection, analysis, and interpretation, contributing to seismotectonic knowledge and the development of Costa Rica's Seismic Code. I bring strong value in data analysis, monitoring, and evaluation by applying a rigorous, evidence-based approach to programme design and improvement. I can define indicators, support effective data systems, and translate complex data into actionable insights, strengthening impact measurement and promoting continuous learning, accountability, and informed decision-making</p>		



OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

External relations	Skill Level:	Follower
<p>As a leader in public and private institutions, I have demonstrated strong external relationship-building skills through my ability to engage diverse stakeholders with credibility and trust. My experience collaborating with government, academia, and technical sectors shows my capacity to build strategic partnerships, communicate complex ideas clearly, and represent my organisation in international and multicultural settings. By fostering dialogue, identifying shared goals, and maintaining professional networks, I can strengthen alliances that enhance visibility, resources, and impact.</p>		
Influencing, advocacy, and stakeholder engagement	Skill Level:	Contributor
<p>I can demonstrate influencing, advocacy, and stakeholder engagement through my ability to translate technical knowledge into clear, persuasive messages that inform decision-making. My experience linking science with public policy shows that I can advocate effectively with governments, technical experts, and communities. I engage stakeholders by building trust, aligning diverse interests, and facilitating dialogue. At WAGGGS, I can champion key priorities, mobilise support, and strengthen partnerships to drive meaningful and sustainable impact.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Contributor
<p>Human resources management should recognise the abilities and potential of both staff and volunteers, fostering their development and growth in a safe, inclusive environment with continuous support and monitoring. It is essential to value volunteers as a core part of the organisation's human capital, ensuring they are effectively engaged and supported. At the same time, WAGGGS must ensure it has the right mix of staff and volunteers, aligned with the optimal and efficient use of financial resources.</p>		
Crisis management	Skill Level:	Expert
<p>Due to my training as a geologist, I have been involved in emergency situations caused by earthquakes, volcanic eruptions, landslides, and hurricanes, supporting national response efforts. I have also managed sensitive situations to protect institutional reputation while safeguarding children, young people, and volunteers. This experience enables me to contribute to crisis management in WAGGGS by supporting risk preparedness, clear communication, and coordinated responses that prioritise safety, resilience, and organisational integrity.</p>		





LEADERSHIP MODEL MINDSETS

How do you actively apply the WAGGGS leadership mindsets in your actions and decisions, and how will this enhance your effectiveness as a World Board Member?

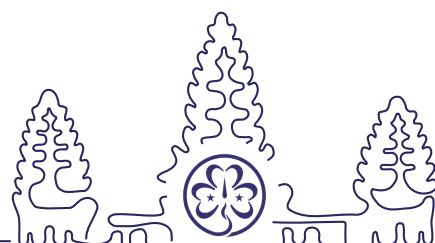
Over the years, I have learned to treat myself kindly, to value my strengths, and to acknowledge my limitations. I have had a balanced life, recognising my emotions and appreciating all experiences—both positive and challenging. I continuously challenge myself to grow, remaining calm in difficult situations and seeking solutions that allow me to adapt to new circumstances. I also value others' perspectives, using feedback and evidence to make informed decisions and avoid assumptions like stereotypes and generalisations.

My experiences have enabled me to understand diverse contexts and backgrounds. I adapt to different situations to ensure that girls and young women feel a safe and brave space, respected, and confident to express themselves and participate meaningfully in decision-making spaces. In this way, I aim to build positive connections with both staff and volunteers within WAGGGS, while encouraging leadership practice among all participants in work groups.

I have challenged gender expectations by pursuing growth in fields historically restricted to women, becoming a pioneer in various professional and social spaces. As a member of the World Board, I would apply this experience to help empower more girls and young women, ensuring their voices are heard in environments that believe in their potential, and also to enhance the team work at the board.

Serving as a Senior Branch Leader, I have deepened my understanding of young people's current needs, and I strive to create opportunities for their active participation in discussions and decision-making spaces. I am passionate about empowering girls and young women in leadership and feel a strong responsibility to serve as a role model.

My decisions are guided by the values instilled by my family, education, and environment, alongside the mission and vision of WAGGGS. Together, these provide a strong foundation for making decisions that drive positive, innovative impact while upholding WAGGGS reputation.



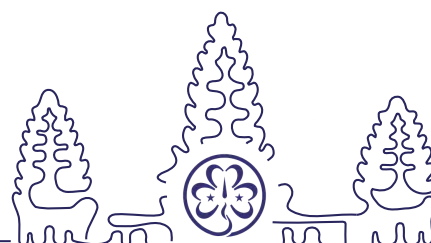
EDUCATION/ QUALIFICATIONS/ ACADEMIC BACKGROUND AND PROFESSIONAL ROLES

<p>Academic background, areas of study, qualifications.</p>	<ul style="list-style-type: none"> • 2015: Environmental Leadership and Management Master's degree, University of Quintana Roo, México • 1999: Seismology Master's degree, University of Bergen, Norway • 1990: Geology Licentiate degree, University of Costa Rica • 1983: Geology Bachelor's degree, University of Costa Rica • 1985-2026: More than 80 scientific papers and internal technical reports published. • Awards: <ul style="list-style-type: none"> ◦ 2002: Bayardo Selva Award, National Geotechnical Seminar of Costa Rica. ◦ 2012: National Geology Award, College of Geologists of Costa Rica. ◦ 2012: Distinguished Scientist Award, National Ministry of Science and Technology. • 2004: Co-author of the book "Seismic Microzonation of San José, Costa Rica," a reference for construction planners in Costa Rica. • 2021: Included in the book "Women of the Bicentennial," which features 180 women and 20 women's organizations recognized during the 200 years of Costa Rica's Independence, from 1821 to 2021.
<p>Professional roles or business appointments (from 2016 to today)</p>	<p>From 2015 to 2023, I worked as General Director of Geology and Mines at the Costa Rican Ministry of Environment and Energy. This institution processes and supervises mining concessions and conducts geological research throughout Costa Rica. During this time, I led the digitization of mining concession processes, transitioning from physical, paper-based records to digital ones. I was also in charge of proposing, revising and approving budgets for more than 2 million USD, and proposing and reviewing legal documents to be submitted to the National Congress. From July 2023: I am retired, doing voluntary work, as a national trainer and member of the National Board in my MO.</p>

VOLUNTARY APPOINTMENTS

Positions held within WAGGGS, a Member Organisation or other voluntary position from 2016 to date.

<p>WAGGGS (at global or regional level)</p>	
<p>Member Organisation</p>	<ul style="list-style-type: none"> • 2021-2025: National President (Chairperson) • 2004-2026: Trainer and contributor to the production of educational materials for Senior Branch. • 2019-2025: Member of the National Executive Committee, related to institutional finances. • 2009-2025: Positions on Board of Directors: Secretary, National Guide Commissioner, Deputy Director, Vice-President • 2010-2013 and 2017-2021: Member of the National Planning Committee • 2010-2013, 2019-2021, 2024-2025: Member of the National Technical Council. • 2003-2010 and 2013-2019: Senior Branch Leader
<p>Other voluntary positions</p>	<ul style="list-style-type: none"> • 2026: Women's Commission of the Geologists' College of Costa Rica, • I have done volunteering work on diverse social organisations, where I have been able to develop my leadership and teamwork skills. For example, I am part of a team which achieved that a National Association of Professionals in Mining will be soon created.



LYDIA FANG

Girl Scouts of Taiwan

Over 30

Nominated by:

Girl Scouts of Taiwan

Languages spoken:

Chinese as mother tongue and fluent English

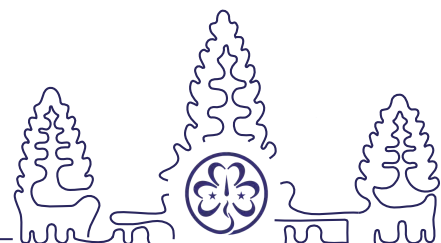



PERSONAL STATEMENT

What motivates you to serve on the WAGGGS World Board, and how would your experiences, skills, values, and perspective contribute to its governance, strategic leadership, and the global mission of the Movement?

When I attended my first World Conference in 2014 as a delegate from Girl Scouts of Taiwan, I was not yet certain what kind of leader I could become. What Girl Guiding gave me – over twelve years of growing through this Movement – was not just a title or a platform. It gave me the conviction that I had both the right and the responsibility to speak up for the world. That belief transformed the way I lead: from a young delegate learning to find her voice, to Mentor Team Lead for the Juliette Low Seminar guiding 55 mentors across 32 countries, to Head of Delegation at NGO CSW69, bringing the voice of Girl Scouts of Taiwan to the global stage.

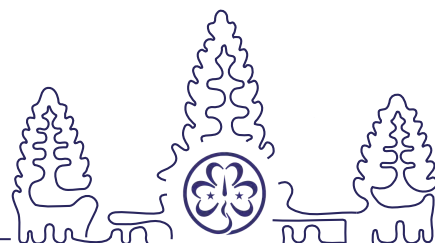
The challenge WAGGGS faces on its path toward Compass 2032 is urgent: to become a truly girl-led Movement where every and any girl feels confident to lead. I believe the defining work of this moment is digital transformation – and making sure it works for girls, not against them. Across our 153 Member Organisations, artificial intelligence is already reshaping how girls learn, connect, and build futures. Some girls are gaining skills that will empower them for decades; others are being shaped by systems that were never designed with them in mind. Bridging that divide is not a simple technical challenge. It is a governance challenge. And it is the contribution I am most prepared to make. As Teaching Training and Government Relations Account Manager at Junyi Academy, Taiwan’s leading EdTech NGO, I work at the intersection of AI literacy policy, government relations, and large-scale educator training – helping public institutions translate digital transformation from aspiration into equitable, practical action.





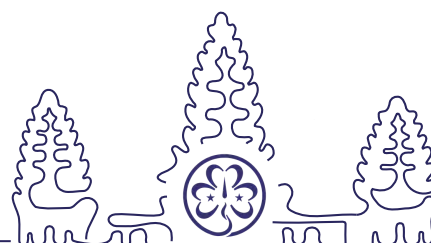
My background also spans environmental advocacy at Greenpeace East Asia, where I led multi-stakeholder campaigns that influenced national climate policy, and project management across civil society and corporate sectors. These experiences taught me that meaningful change requires patience, evidence, and the courage to hold a principled position under pressure — all of which governance at Board level demands.

The decision to stand for the World Board took two years of deliberate reflection. I kept returning to one question: what does WAGGGS most need right now, and what can I genuinely bring? I came to believe that a voice bringing diverse regional perspectives, grounded in real-world digital transformation and advocacy practice — combined with twelve years of deep commitment to this Movement — is what this Board needs as it leads us toward 2032. The world today is less peaceful than when I made my first Promise. But it is precisely in uncertain times that Girl Guides and Girl Scouts walk forward — purposeful, grounded, and unafraid. I am ready to help lead that walk.



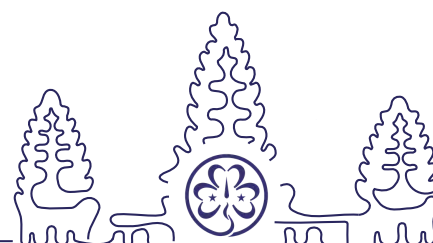
PRIORITY SKILLS, EXPERTISE AND EXPERIENCE

Financial management, budgets and/or risk management	Skill Level:	Contributor
<p>During my tenure at Greenpeace, I held direct responsibility for co-creating and co-managing project budgets across eight cities. In my current role at Junyi Academy, I leverage this experience to provide strategic budget recommendations to government bureaus, ensuring digital transformation resources are allocated effectively. I am skilled in using data to analyze spending efficiency and assess risks, ensuring organizational resources achieve maximum social impact and sustainability.</p>		
Resource mobilisation (including Fund development)	Skill Level:	Contributor
<p>I have extensive experience in high-level stakeholder engagement, bridging government, corporate, and NGO sectors. In my current role, I secure policy and resource support from education bureaus for digital initiatives. At Impact Hub Taipei, I coordinated corporate ESG programs. I can help the Board identify and cultivate diverse income streams, from government partnerships to strategic corporate collaborations.</p>		
Strategy, governance and board/committee level experience	Skill Level:	Contributor
<p>I have deeply engaged in WAGGGS governance by attending the 36th and 37th World Conferences as a delegate and observer. A member of the GST International Committee for 5 years and the Young Leader Team since 2016, I have led three strategic marketing and youth-led initiatives. Professionally, I influence public education policy at a systemic level, providing me with the strategic oversight needed to guide organizational growth.</p>		
Volunteering, programme and learning and leadership development	Skill Level:	Expert
<p>I have a proven track record of designing and delivering international programs, including the 2021-2022 JLS Mentor Team Lead role and the 2025 U4SDGs Program in Kusafiri. I have co-created World Thinking Day activity plans used in 150 countries. My expertise lies in translating complex topics like AI and SDGs into inclusive, value-based leadership experiences for girls worldwide.</p>		
Strategic Communications	Skill Level:	Expert
<p>I am a seasoned advocate with high-level international exposure. I served as a speaker at NGO CSW68 and Head of Delegation at CSW69 for GST, where I co-facilitated UN sessions. I have managed nationwide media campaigns with over 100 features. I can provide strategic oversight to enhance WAGGGS' global visibility, ensuring our voice remains influential in digital and policy spaces.</p>		



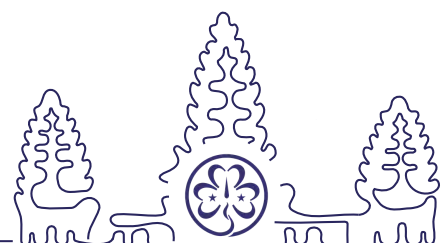
ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

<p>Understanding and acceptance of the legal duties and responsibilities of a World Board member.</p>	<p>Skill Level:</p>	<p>Contributor</p>
<p>Having studied in the UK and volunteered as a Unit Helper with Girl Guides UK, I am familiar with the high standards of governance required for UK-based charities. I understand that as a Trustee, I am responsible for ensuring WAGGGS follows its Constitution and UK law. My experience in GST's International Committee has further prepared me to act in the best interests of the global Movement.</p>		
<p>Understanding of, and ability to articulate the WAGGGS mission, leadership model, and educational approach.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>As the JLS Mentor Team Lead (2021-2022), I facilitated values-based leadership journeys for 55 mentors. I currently apply the WAGGGS leadership model to train young women for NGO CSW 70, cultivating their advocacy skills through our six mindsets. Professionally, I integrate our non-formal educational approach into AI literacy curricula at Junyi Academy, ensuring technology empowers girls with a values-based foundation.</p>		
<p>A thorough understanding of WAGGGS, including the complex and diverse regional contexts and the varied structures of Member Organisations.</p>	<p>Skill Level:</p>	<p>Contributor</p>
<p>Having participated in the 36th and 37th World Conferences and the 2019 Asia Pacific Conference, I have a deep understanding of WAGGGS' diverse regional structures. Serving on the International Committee of Girl Scouts of Taiwan for five years has given me firsthand insight into Member Organisation (MO) challenges. I appreciate the complexity of our global Movement and the unique needs of different regions.</p>		
<p>Awareness of the challenges and opportunities facing girls and young women worldwide.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>My work as a speaker at NGO CSW68 and Head of Delegation at CSW69 allowed me to advocate for girls' rights on a global stage. I am acutely aware of modern challenges, such as the digital divide and AI-driven gender bias. At Junyi Academy, I actively address these by creating inclusive digital learning opportunities that prepare girls for future societal shifts.</p>		
<p>Sound independent judgment and the ability to constructively challenge.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>In my role as a Government Relations Account Manager, I frequently provide independent, data-backed recommendations to education bureaus to optimize their policies. I have the confidence to ask critical questions and challenge assumptions constructively to ensure strategic goals are met. My experience in Greenpeace as a campaigner further honed my ability to advocate for evidence-based decisions under pressure.</p>		



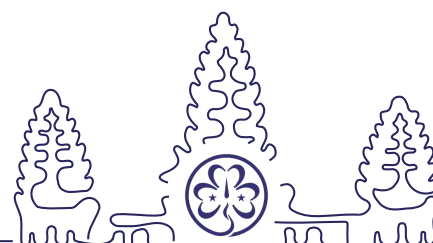
ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

Ability to analyse and interpret information.	Skill Level:	Expert
<p>My professional background is heavily data-oriented. At Junyi Academy, I analyze educational data to identify student needs and evaluate program effectiveness. At Greenpeace, I produced data-driven research reports to communicate complex climate impacts. I can effectively synthesize complex reports to help the Board make informed, strategic decisions.</p>		
Ability to think critically, creatively and strategically.	Skill Level:	Expert
<p>I apply strategic thinking daily as a Government Relations Account Manager, aligning digital transformation projects with long-term public educational policies. Previously, as a campaigner, I oversaw complex advocacy strategies and stakeholder engagement. My Master's in Project Management enables me to analyze organizational challenges from a systemic perspective, ensuring WAGGGS' growth remains innovative and sustainable in a rapidly changing global context.</p>		
Ability to listen, learn from others, and appreciate diverse perspectives.	Skill Level:	Expert
<p>My leadership style is rooted in the "Collaborative Mindset". As a JLS Mentor Team Lead, I prioritized active listening to support mentors from varied backgrounds. I believe in a "listen first" approach, valuing the diverse viewpoints of our global sisterhood to build consensus. This ensures that Board decisions are inclusive and reflect the collective wisdom of the Movement</p>		
Cultural sensitivity and experience working in a global, multi-cultural context.	Skill Level:	Expert
<p>Serving as a U4SDGs Facilitator at Kusafiri in 2025 and participating in numerous global workshops has refined my cultural sensitivity. I have worked in multi-cultural contexts across the UK, USA, Ghana, and Taiwan. I respect cultural nuances and am skilled at fostering inclusive environments where every voice is heard and respected.</p>		
Ability to represent WAGGGS positively and professionally internally and externally.	Skill Level:	Expert
<p>I have represented the Movement at high-level international forums, including serving as a speaker and Head of Delegation for NGO CSW events. My professional background as a Government Relations Account Manager and media spokesperson (100+ features) has equipped me with the diplomacy and communication skills needed to be a professional ambassador. I am committed to safeguarding WAGGGS' reputation and role-modeling its values in every interaction.</p>		



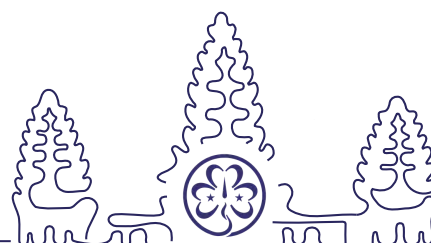
OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

Legal expertise and policy development	Skill Level:	Contributor
<p>I possess professional experience in policy development through my role at Junyi Academy, where I co-lead efforts to align digital education programs with government policies. I have a foundational understanding of the regulatory environments in which NGOs operate. My Master's degree in Project Management further equipped me with the skills to analyze policy frameworks and ensure organizational initiatives meet systemic requirements.</p>		
Organisational development, design, and systems	Skill Level:	Contributor
<p>Through my Master's in Project Management, I gained expertise in optimizing organizational systems and managing complex stakeholder networks. In my current role, I help schools and bureaus navigate digital transformation by improving their educational delivery systems. I am comfortable analyzing workflows to ensure that organizational designs support long-term strategic goals and improve overall efficiency across the Movement.</p>		
Technology strategy, digital transformation and AI	Skill Level:	Professionally qualified
<p>At Junyi Academy, I contribute as a lead trainer and organizer for city-level AI literacy events, translating digital concepts for educators and students. Beyond curriculum delivery, I personally utilize various AI models to optimize organizational workflows and streamline project tasks. I am prepared to provide strategy oversight on how AI can modernize WAGGGS' educational programs while fostering practical digital agility and operational efficiency.</p>		
Research and development	Skill Level:	Contributor
<p>During my time at Greenpeace, I contributed to data-oriented research projects that analyzed environmental impacts to inform public advocacy. At Junyi Academy, I participate in developing and testing new digital learning modules based on field feedback from educators. I understand how to use R&D to drive innovation, ensuring that WAGGGS' programs remain evidence-based and relevant to the needs of modern girls.</p>		
Data analysis, monitoring, and evaluation	Skill Level:	Expert
<p>Professionally, I use data analysis to identify educational pain points and evaluate the effectiveness of training programs. I have produced data-oriented research reports for Greenpeace to support nationwide campaigns. I am skilled at using digital tools and metrics to monitor progress and evaluate impact, ensuring the Board can make data-informed decisions regarding WAGGGS' strategic outcomes.</p>		



OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

External relations	Skill Level:	Expert
<p>I manage high-level external relations at Junyi Academy, building strategic partnerships with government education bureaus. With experience as a media spokesperson (100+ features) and a speaker at NGO CSW68/69, I understand how to manage an organization's public image and engage diverse stakeholders. I am prepared to support WAGGGS in strengthening its visibility and fostering meaningful collaborations with global partners.</p>		
Influencing, advocacy, and stakeholder engagement	Skill Level:	Expert
<p>I have a proven track record of achieving systemic policy changes. At Greenpeace, I secured campaign wins by influencing corporations to commit to RE100 and persuading the central government to integrate vulnerable groups into climate policy. Currently, I manage multi-layered stakeholder engagement for digital transformation in Taiwan. My leadership at NGO CSW 68 and 69 further demonstrates my ability to navigate complex environments to champion girls' empowerment.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Expert
<p>As the JLS Mentor Team Lead, I managed and mentored 55 volunteers from diverse global backgrounds. I am currently training young women for NGO CSW 70, focusing on leadership development and capacity building. I understand the unique challenges of volunteer management and am committed to fostering an inclusive, supportive environment that empowers every member to contribute effectively.</p>		
Crisis management	Skill Level:	Contributor
<p>My experience as an environmental campaigner involved managing high-pressure situations and coordinating rapid responses across multiple teams. I understand the importance of maintaining clear communication and data integrity during organizational crises. I am prepared to support the Board in identifying potential risks and developing robust strategies to safeguard the Movement's reputation and the safety of its members.</p>		





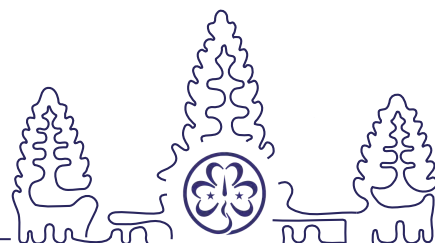
LEADERSHIP MODEL MINDSETS

How do you actively apply the WAGGGS leadership mindsets in your actions and decisions, and how will this enhance your effectiveness as a World Board Member?

At the core of how I lead is active listening combined with deliberate action. In a world marked by geopolitical shifts, digital disruption, and growing inequality, what the Movement needs from its Board is the ability to hold steady, listen deeply, and move forward with clarity – not by instinct alone, but by paying close attention to what is actually happening.

I also lead myself first. Reflection is something I return to consistently – after difficult decisions, after conflict, and especially after I get something wrong. Before acting, I seek information and perspectives I do not yet have: I research, consult people with more experience, and seek out those whose contexts differ from my own. At a decision point, I typically develop three distinct options – not to delay, but to ensure I have considered the full range of what is possible.

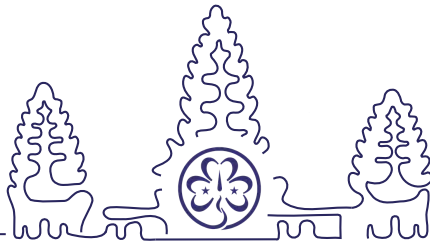
As JLS Mentor Team Lead, I learned to put the collective interest first – stepping back so others could step forward, and creating environments where diverse voices genuinely shape outcomes rather than simply appear in the room. I have also increasingly used AI tools to support how I work: running initial analysis, structuring project management groundwork, and surfacing options more quickly so that the human conversation can focus on what matters most. My leadership does not move by bold leaps into the unknown. It moves by understanding – building a clear picture of the situation, the people, and the possibilities before committing to a direction. I believe that is where meaningful innovation begins: not in the absence of information, but in the disciplined use of it. In a world that is less stable than it once was, I want to be the kind of Board member who helps the Movement walk forward with both courage and clarity.





EDUCATION/ QUALIFICATIONS/ ACADEMIC BACKGROUND AND PROFESSIONAL ROLES

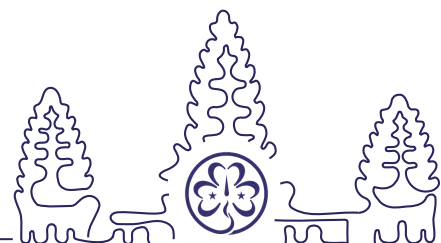
<p>Academic background, areas of study, qualifications.</p>	<ul style="list-style-type: none"> • Master of Science in Project Management, University of Warwick, UK (2021-2022) • Bachelor of Education in Civic Education and Leadership, National Taiwan Normal University (2014 - 2017) • Bachelor of Arts in Teaching Chinese as a Second Language (Double Major), National Taiwan Normal University (2014- 2017)
<p>Professional roles or business appointments (from 2016 to today)</p>	<p>Teaching Training and Government Relations Account Manager I Junyi Academy, Taiwan (Nov 2025 - Present)</p> <ul style="list-style-type: none"> • Co-leading strategic consultations with city and county education bureaus to optimize digital transformation budgets and policies. • Designing AI literacy curricula and delivering large-scale online training to over 100 students and educators to bridge the digital divide. • Analyzing educational data to help government partners align their resources with future educational goals. <p>Climate and Energy Campaigner, Greenpeace East Asia, Taiwan (Jul 2023 - Sep 2025)</p> <ul style="list-style-type: none"> • Managed multi-stakeholder campaigns and coordinated project budgets across eight cities. • Produced and released data-oriented research reports to communicate climate impacts to the public and policy-makers. • Represented the organization in over 100 nationwide media features, delivering expert interviews and public briefings. <p>Senior Consultant I TutorABC, Taiwan (Nov 2019 - Sep 2021)</p> <ul style="list-style-type: none"> • Delivered customized English lessons to over 3,000 learners, applying strong interpersonal skills in an online setting. <p>Project Specialist I Impact Hub Taipei, Taiwan (Oct 2018 - Aug 2019)</p> <ul style="list-style-type: none"> • Coordinated the HSBC ESG Program and the Asia Pacific Social Enterprise Summit, bridging corporations, social enterprises, and government actors.



VOLUNTARY APPOINTMENTS

Positions held within WAGGGS, a Member Organisation or other voluntary position from 2016 to date.

WAGGGS (at global or regional level)	<ul style="list-style-type: none"> • Facilitator, U4SDGs Project in Kusafiri, 2025 • Mentor Team Lead, Juliette Low Seminar (JLS) Core Team, 2021-2023 • Team Member, Dove Self-Esteem Project, 2020 - 2022 • Volunteer Engagement Team Member, 2020 - 2021 • Member, World Thinking Day Co-Creation Team, 2018 - 2019 • Member, Advocacy Champion Team, 2018 - 2019
Member Organisation	<ul style="list-style-type: none"> • Member, International Committee, 2021 to date • Trainer, NGO CSW 70 Delegation, 2025 to date • Head of Delegation (CSW69) & Speaker (CSW68), NGO • CSW; included role as UN Session Co-facilitator, 2024 - 2025 • Delegate Observer, 36th & 37th WAGGGS World Conferences, 2017, 2021 • Member, Young Leader Team, 2016 - 2021 • Unit Helper, Girl Guides UK, 2021- 2022
Other voluntary positions	<ul style="list-style-type: none"> • Overseas Vice Leader (Sri Lanka and Philippines), Vision Youth Action, 2017 - 2018 • Vice Leader, Ding An Community Service Project, 2017 • International Volunteer, Etudes et Chantiers IOF, France (Castle restoration and culture exchange), 2016



SARAH GOVAN-SISK

Girl Guides of Canada

Over 30

Nominated by:

Girl Guides of Canada

Languages spoken:

English as mother tongue, fluent French, and basic Spanish



PERSONAL STATEMENT

What motivates you to serve on the WAGGGS World Board, and how would your experiences, skills, values, and perspective contribute to its governance, strategic leadership, and the global mission of the Movement?

A steady and strategic leader in governance, finance, and fundraising, I bring the experience needed to guide WAGGGS with confidence, grounded in multilingual and multicultural understanding, strong relationships, and a deep commitment to regional empowerment and youth voice. These principles have shaped my journey from the very first moment I stepped into the world of Girl Guiding.

I still remember walking into my first Girl Guide meeting, unsure if I belonged. The songs were unfamiliar, my second-hand uniform too big, but none of that mattered. I was welcomed, encouraged, and celebrated. That simple kindness revealed the power of inclusion, support, and belonging, values that have guided my leadership throughout the Movement.

Over the years, I have had the privilege of serving as Board Chair and International Commissioner of Girl Guides of Canada, supporting volunteers and staff to create opportunities for girls and young women while ensuring clear roles, effective decision-making, and governance practices were in place. In my decade as WAGGGS Constitutions Coordinator, I have partnered with Member Organisations worldwide to strengthen practices, modernise structures, and advance governance in their unique contexts. These experiences have given me practical insight into how strong governance builds resilient organisations, supports volunteers, and improves outcomes for young people, while grounding my perspective in both global and local realities.

Equally essential is staying connected to youth. Each week, I engage with more than 100 youth as a local unit leader, witnessing firsthand how encouragement and trust help girls grow in confidence, take risks, and find their voices. This direct involvement ensures that my leadership decisions are always informed by the real-life experiences of the girls and volunteers we serve.





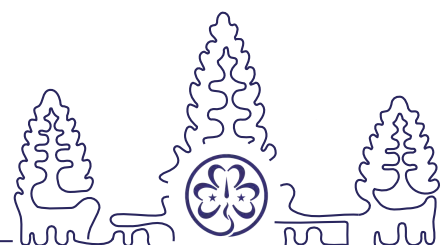
Building on these experiences, my platform for the World Board focuses on three priorities:

- Purpose – delivering meaningful, measurable impact for girls and young women.
- Professionalism – ensuring strong, transparent governance, clear accountability, and confident, well-informed decision-making.
- Progress – evolving WAGGGS through innovation, technology, partnerships, and new ways to support Members.

In a complex global environment, WAGGGS needs a World Board that provides clear direction while respecting the diversity of its Members. This requires thoughtful decision-making, open communication, and strong, meaningful collaboration with Regions and Member Organisations, grounded in solid governance experience and a clear understanding of effective oversight. My commitment is to support the Board in establishing clear priorities, upholding accountability, and ensuring that regional perspectives genuinely shape major initiatives.

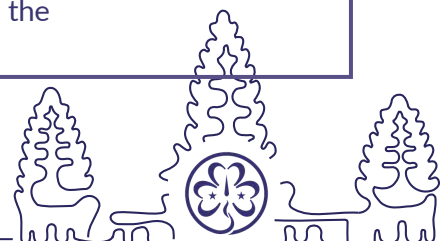
Having lived and worked across cultures and languages, and raising a family deeply involved in Guiding and Scouting, I have developed a strong appreciation for the diversity of experiences that shape young people around the world. I would bring this perspective to help WAGGGS remain inclusive, relevant, and responsive to every Member.

These experiences continue to ground me in the values that first drew me to Guiding: kindness, inclusion, integrity, and service. By pairing these values with strong governance, clear structures, and effective decision-making, I hope to ensure that every young person walking into their first meeting anywhere in the world feels they belong—and has the support to lead with courage, compassion, and confidence.



PRIORITY SKILLS, EXPERTISE AND EXPERIENCE

Financial management, budgets and/or risk management	Skill Level:	Expert
<p>I am an experienced senior leader in financial management, budgeting, and risk management. I have professionally overseen multi-million-dollar operations and governance budgets and improved enterprise risk management by creating risk statements, metrics, and evaluation processes at government-owned organisations. As Board Chair of GGC, I provided financial leadership, particularly in relation to the organization's \$13 million annual fundraising campaign and managed risk during both stable and challenging times, helping to strengthen the organisation's resilience, financial sustainability, and sound decision-making processes.</p>		
Resource mobilisation (including Fund development)	Skill Level:	Expert
<p>I am an experienced board leader who contributed to fund development through strong financial oversight, governance alignment, and risk-aware decision-making, including oversight of multi-million-dollar contracts and revenue streams. As Chair of GGC, I supported the organisation's sustainability by overseeing major commercial contracts, including merchandise sales, and ensuring strong financial controls, clear priorities, and sensible risk management, which enabled responsible revenue generation and successful partnerships to advance the missions of GGC and WAGGGS.</p>		
Strategy, governance and board/committee level experience	Skill Level:	Professionally Qualified
<p>I am a professionally qualified expert in strategy, governance, policy development, and board/committee leadership, with over two decades of experience across public-sector and not-for-profit organizations. I have served as a key advisor to federal Parliamentarians and senior officials on strategic planning, decision-making, and risk-informed governance practices, in high pressure and high impact environments. As Board Chair for GGC, I successfully led a high-performing board through complex strategic planning, operational, and cultural initiatives, ensuring accountability, transparency, and effective oversight.</p>		
Volunteering, programme and learning and leadership development	Skill Level:	Expert
<p>I am an expert in volunteer management and leadership development, with over 20 years of experience as a local leader with GGC, supporting program development and implementation both in decision-making and on the ground. As Board Chair, I contributed to leadership development initiatives, volunteer engagement, and program delivery at national and international levels. I also supported volunteers and leaders through mentorship, training, and strategic oversight, ensuring initiatives align with organizational goals and empower girls and youth</p>		
Strategic Communications	Skill Level:	Professionally Qualified
<p>I am a professionally qualified expert in strategic communications, combining academic credentials with extensive professional experience in Parliamentary affairs, stakeholder relations, and governance in public and non-for-profit contexts. I developed and delivered high-impact messaging, briefings, and engagement strategies for diverse stakeholders, and aligned communications with organizational strategy, advancing policy objectives. I am well versed in supporting stakeholder engagement at national and international levels – the latter demonstrated during my time as a communications advisor to the Canadian Minister for La Francophonie.</p>		



ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

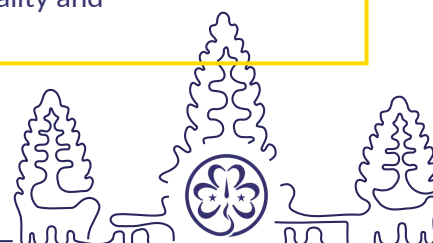
Understanding and acceptance of the legal duties and responsibilities of a World Board member.	Skill Level:	Professionally Qualified
<p>I am professionally qualified with a comprehensive understanding of the legal duties and responsibilities of Board members, informed by decades of governance experience in public and not-for-profit organizations. I regularly provide guidance to trustees on their financial and legal duties, as well as conflict of interest management, ensuring boards operate with honesty, responsibility, and transparency. My experience as Chair of GGC and in government-owned corporations has strengthened my capacity to navigate complex legal and ethical frameworks while supporting strategic decision-making</p>		

Understanding of, and ability to articulate the WAGGGS mission, leadership model, and educational approach.	Skill Level:	Expert
<p>I have expertise in understanding and communicating the WAGGGS mission, leadership model, and educational approach. Through roles as the Constitutions Coordinator and as part of the Capacity Building team, I have represented and promoted WAGGGS membership principles and policies to both current and potential Member Organizations, and have translated organizational purpose into practical strategies, volunteer engagement initiatives, and governance, ensuring the Movement's values, leadership philosophy, and educational methodology are clearly articulated and consistently applied.</p>		

A thorough understanding of WAGGGS, including the complex and diverse regional contexts and the varied structures of Member Organisations.	Skill Level:	Expert
<p>I bring extensive knowledge of WAGGGS, including the unique perspectives of its regions and MOs, developed over decades of global volunteer service. My roles at WAGGGS as Constitutions Coordinator and member of the Capacity Building Team, as well as four years as GGC's International Commissioner, strengthened my ability to balance global best practices with locally and culturally responsive solutions.</p>		

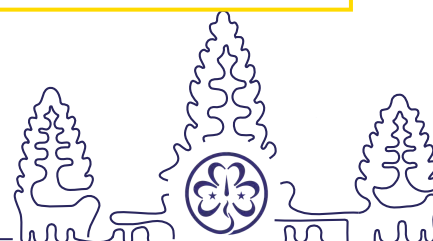
Awareness of the challenges and opportunities facing girls and young women worldwide.	Skill Level:	Expert
<p>My awareness of these challenges and opportunities is grounded in personal commitment, professional policy leadership, and global Guiding experience. Professionally, I championed gender-based federal policy and advanced measures to improve housing safety and accessibility for girls and women. As Board Chair, International Commissioner, and a local leader working directly with girls at GGC, I have advanced advocacy on pay equity and mental health, directed donations towards Western Hemisphere initiatives addressing systemic barriers, and helped develop the next generation of leaders.</p>		

Sound independent judgment and the ability to constructively challenge.	Skill Level:	Professionally Qualified
<p>I am professionally qualified in exercising sound independent judgment and offering constructive and respectful challenge in complex policy environments. As Board Chair and International Commissioner of GGC, I navigated high-stakes decision-making by balancing risk and strategy, while encouraging open dialogue and shared understanding. Professionally, I contribute thoughtful analysis and alternative perspectives to boards and senior executives, and I design and deliver education for federal board members on trust, transparency, and effective board challenge, to strengthen decision quality and accountability.</p>		



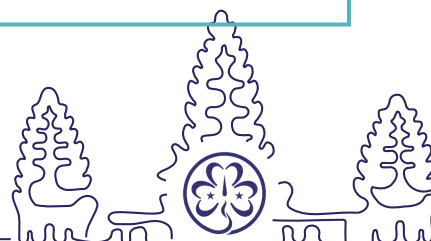
ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

Ability to analyse and interpret information.	Skill Level:	Professionally Qualified
<p>I have extensive professional and academic experience in analysing and interpreting complex information. I regularly bring together data, legal guidelines, and input from various stakeholders to give Parliamentarians, board members, and senior leaders clear and useful information to support their decisions. Through my volunteer work with WAGGGS and GGC, I use these skills to review governance structures, policies, and tools, helping organisations make improvements based on evidence and achieve greater effectiveness.</p>		
Ability to think critically, creatively and strategically.	Skill Level:	Professionally Qualified
<p>I am professionally qualified in applying critical, creative, and strategic thinking daily in complex governance and policy environments. I routinely analyse complex issues and develop effective solutions to respond to senior officials' questions, requests, and emerging challenges, often pivoting rapidly when circumstances change. As Board Chair, I strove to set the tone at the top, fostering a psychologically safe environment where the board and management were encouraged to think critically, remain curious, be innovative, and engage in respectful challenge and debate.</p>		
Ability to listen, learn from others, and appreciate diverse perspectives.	Skill Level:	Expert
<p>I actively listen, learn from others, and welcome diverse perspectives to inform decision-making and support collaborative leadership. Drawing on my volunteer experiences within WAGGGS, I have a full appreciation for the unique views and operating environments across all regions. As Board Chair and founding member of GGC's Diversity and Inclusion Task Force, I helped embed inclusivity across programs and at the highest levels of the organization. Finally, as an advisor to the Minister for La Francophonie, I helped unite perspectives and policy goals among French-speaking communities worldwide.</p>		
Cultural sensitivity and experience working in a global, multi-cultural context.	Skill Level:	Expert
<p>I navigate multicultural, international environments with sensitivity and respect, collaborating across countries, languages, and cultures. I prioritize inclusive, context-sensitive approaches, building consensus, strengthening collaboration, and advancing shared goals. From my experience with WAGGGS, including as Constitutions Coordinator and in trainings, I have a full appreciation for the unique perspectives of all WAGGGS regions, and I understand the imperative to work with MOs to develop decisions and solutions using best practices and global standards while adapting to local and cultural needs.</p>		
Ability to represent WAGGGS positively and professionally internally and externally.	Skill Level:	Professionally Qualified
<p>I am professionally qualified and have a proven track record of representing organizations with credibility, professionalism, and authenticity. In WAGGGS and GGC leadership roles, I have advocated for the Movement, engaged with international peers, and strengthened partnerships. Professionally, I regularly serve as a representative for federal government-owned corporations, managing stakeholder relations and appearing before nationally televised Parliamentary committees, where accountability and stakes are high. Representing WAGGGS aligns naturally with my values and commitment to empowering girls and young women worldwide.</p>		



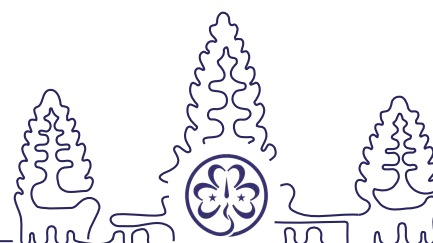
OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

Legal expertise and policy development	Skill Level:	Professionally Qualified
<p>I am professionally and academically qualified in policy development, with extensive experience both shaping and interpreting frameworks, policies, by-laws, and statutes for boards, executives, and government officials. In my professional roles, I developed and implemented policies aligned with legislation, stakeholder needs, and organizational objectives. I contributed to federal legislative amendments, guided statutory compliance, and translated complex policy issues into actionable guidance, ensuring that governance, operational, and strategic decisions were both legally sound and policy driven.</p>		
Organisational development, design, and systems	Skill Level:	Expert
<p>I have significant experience shaping and enhancing organisational structures to meet strategic aims. My career includes managing governance frameworks and introducing innovations such as artificial intelligence and ESG practices. At GGC, I led a culture refresh initiative, clarifying roles, improving accountability, and increasing regional impact, ensuring all were aligned with the mission. Internationally, I continue to support WAGGGS Member Organisations in strengthening governance systems, policies, and practices for greater effectiveness and adaptability across diverse environments.</p>		
Technology strategy, digital transformation and AI	Skill Level:	Expert
<p>I have expertise in technology strategies, digital transformation, and AI governance in professional and volunteer roles. I chair the AI Governance Committee at CDIC, implementing frameworks to promote efficiency and effectiveness of these new tools, while ensuring data security and proprietary protection. As Board Chair, I oversaw transformational technology initiatives at GGC, which enhance youth and volunteer programming. These experiences have equipped me to support the strategic adoption of technology at WAGGGS to strengthen governance, operational efficiency, and stakeholder engagement.</p>		
Research and development	Skill Level:	Professionally Qualified
<p>I am professionally qualified in research and development, grounded in academic training. Daily, I combine rigorous analytical skills with practical application, synthesizing complex data, legislation, and stakeholder input to inform evidence-based decisions and innovative solutions. In federal governance and policy roles, I lead research initiatives that support policy development and board decision-making. In WAGGGS and GGC volunteer roles, I apply these skills to evaluate governance frameworks, policies, and organizational practices.</p>		
Data analysis, monitoring, and evaluation	Skill Level:	Expert
<p>I am an expert in data analysis, monitoring, evaluation, and risk management. Professionally, I develop and implement tools to assess board and organizational performance, translating complex information into recommendations to enhance governance and strategic decision-making. At CDIC, I use data and risk indicators to guide corporate planning and monitoring, to ensure organizational resilience. As Board Chair at GGC, I implemented board assessment and evaluation tools to strengthen governance, accountability, and continuous improvement.</p>		



OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

External relations	Skill Level:	Professionally Qualified
<p>I am professionally qualified in external relations, with extensive experience building and managing stakeholder networks across government, media, and international organizations. My work in Parliamentary affairs and in communications and policy advisory roles honed my ability to engage with senior officials, legislators, and diverse stakeholders, while my academic background supports effective messaging and strategic engagement. In WAGGGS and GGC volunteer roles, I have leveraged these skills to strengthen partnerships, advocate for initiatives, and represent the Movement across global contexts.</p>		
Influencing, advocacy, and stakeholder engagement	Skill Level:	Professionally Qualified
<p>I am professionally qualified in influencing, advocacy, and stakeholder engagement, with extensive experience shaping policy and building consensus among senior officials. In Parliamentary affairs and senior policy roles, I have effectively advanced initiatives, facilitated legislative alignment, and ensured stakeholder perspectives inform decision-making. As a volunteer with WAGGGS and GGC, I have used these skills to advocate for programs, foster international partnerships, and strengthen engagement across diverse cultural and organizational contexts.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Expert
<p>I hold expertise in human resources management, with extensive experience leading both professional and volunteer teams. In my professional roles, I have coached and developed high-performing staff, aligning team objectives with organizational priorities, and was recognized as a top leader at CMHC, earning scholarships to pursue advanced professional leadership certificates. As Board Chair and International Commissioner with GGC, I led a cultural transformation initiative that ensured staff thrive in a volunteer-led environment and contribute collaboratively to organizational success.</p>		
Crisis management	Skill Level:	Expert
<p>I have expertise in crisis management, with extensive experience preparing organizations for high-stakes situations. Professionally, I design governance processes, decision-making frameworks, and risk assessments that ensure the government can respond effectively to potential crises in the Canadian financial system, and regularly take part in preparedness exercises to ensure the governance team is ready to respond. My work focuses on making well-informed, timely, and balanced decisions, while keeping the organization resilient under pressure.</p>		





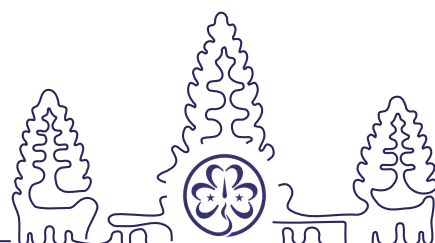
LEADERSHIP MODEL MINDSETS

How do you actively apply the WAGGGS leadership mindsets in your actions and decisions, and how will this enhance your effectiveness as a World Board Member?

Since first joining the Movement, the WAGGGS leadership concepts and mindsets have been a guiding force in my development—both directly and indirectly. Participating in the WAGGGS Leadership Development Program as a young adult was a pivotal experience, strengthening my foundation and deepening my understanding of collaboration, responsibility, and the power of reflection. These lessons continue to shape my actions as a volunteer, professional, and leader, and now inform the perspective I bring as I present myself for the role of World Board Member.

The Leadership Development Framework sets clear expectations for leaders: to be reflective, worldly, collaborative, creative, and critically minded, while maintaining an unwavering commitment to gender equality and responsible action. I actively apply these mindsets in all my roles. The Reflective Mindset guides me to consider how my decisions impact colleagues, boards, and communities. The Worldly Mindset empowers me to approach cross-cultural and international contexts with empathy and awareness. Collaboration is essential, in ensuring diverse voices are integrated into decisions and Member Organizations thrive through local solutions that meet cultural needs. Creative and Critical Thinking help me navigate complex governance and operational challenges, while the Gender Equality Mindset fuels my advocacy for pay equity and safer, more accessible environments for girls and women. Responsible Action remains my ethical compass.

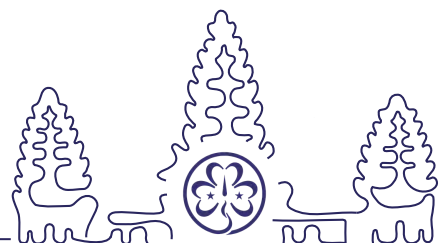
As a leader in the Movement, I am committed to fostering environments where these mindsets flourish, enabling myself to continue to develop, and supporting others to thrive. By actively embodying the Leadership Development Framework, I will strengthen global partnerships, enhance inclusive governance, and ensure every girl and young woman feels inspired and equipped to make a meaningful, lasting impact, both locally and globally. This journey is not just about personal growth, but about empowering others to lead with courage, compassion, and conviction, shaping a brighter future for all.





EDUCATION/ QUALIFICATIONS/ ACADEMIC BACKGROUND AND PROFESSIONAL ROLES

<p>Academic background, areas of study, qualifications.</p>	<p>MASTER OF ARTS with distinction in both coursework and thesis Communications Policy Studies, University of London (London, UK)</p> <ul style="list-style-type: none"> • Full Scholarship Recipient - British Council Chevening Scholarship • Partial Scholarship Recipient- University Graduate Scholarship <p>BACHELOR OF ARTS with distinction Journalism, Concordia University (Montréal, Québec, Canada)</p> <ul style="list-style-type: none"> • Full Scholarship Recipient - John Dobson Foundation Scholarship <p>INTERNATIONAL BACCALAUREATE DIPLOMA with distinction Social Sciences - Economics and Psychology, Champlain College (St-Lambert, Québec, Canada)</p> <ul style="list-style-type: none"> • Recipient - IB Prize (Top Graduate) • Recipient - Government of Canada Bilingualism Award
<p>Professional roles or business appointments (from 2016 to today)</p>	<p>CANADA DEPOSIT INSURANCE CORPORATION (CDIC) (Ottawa, Ontario, Canada) June 2020-present Current Role : Director, Governance</p> <p>Summary: An accomplished governance professional who provides guidance and support to boards and senior leaders on legal and governance issues. Skilled in overseeing decision-making for government bodies with both national and international reach. Experienced in establishing effective governance frameworks and leading teams to achieve high-quality results. Delivers clear advice, thorough analysis, and practical solutions, including creating board policies, charters, legislation, and by-laws.</p> <p>Business Appointments:</p> <ul style="list-style-type: none"> • Member, Governance Professionals of Canada • Member, Institute of Corporate Directors • Member, Crown Corporate Secretaries Forum • Lead, Governance and Legislative Review Initiative • Chair, Artificial Intelligence Governance Committee <p>CANADA MORTGAGE AND HOUSING CORPORATION (CMHC) (Ottawa, Ontario, Canada), January 2006-June 2020 Previous Roles: Senior Manager, Policy and Stakeholder Relations</p> <p>Summary: A senior leader providing strategic advice, analysis, and policy support to federal Cabinet members, Parliamentarians, and senior officials. Skilled at building and coordinating relationships across government and national stakeholders, and at guiding strategic policy development and implementation, while leading a high-performing team.</p> <p>Business Appointments:</p> <ul style="list-style-type: none"> • Corporate Champion, Gender-based Analysis Plus (GBA Plus) • Corporate Representative, Cabinet Affairs Intergovernmental Committee



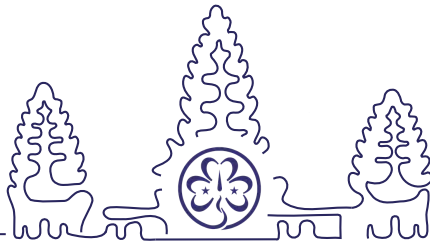


<p>Professional roles or business appointments (from 2016 to today)</p>	<p>Previous Roles:</p> <p>Manager, Parliamentary Affairs Summary: A strategic advisor providing trusted guidance on Parliamentary relations, policy, and legislative matters to federal Cabinet members, Parliamentarians, and senior officials in a high-pressure, bilingual environment. Expert in managing complex stakeholder relationships, fostering strong intergovernmental and bipartisan partnerships, and leading teams in a high-pressure environment.</p> <p>Business Appointments:</p> <ul style="list-style-type: none"> • Corporate Representative, Parliamentary Affairs Intergovernmental Committee <p>Manager, Governance Summary: A proven governance leader who advises boards and senior executives on legal and governance matters. Expert in managing board operations, creating and updating governance frameworks and policies, and leading teams to deliver practical solutions.</p> <p>Additional Former Roles: Legislative and Communications Advisor – Canadian Minister for La Francophonie Legislative Advisor – Deputy to the Government’s Parliamentary Manager (“Whip”)</p>
--	--

VOLUNTARY APPOINTMENTS

Positions held within WAGGGS, a Member Organisation or other voluntary position from 2016 to date.

<p>WAGGGS (at global or regional level)</p>	<ul style="list-style-type: none"> • Honorary Associate (2024 to date) • Constitutions Coordinator (2021 to present) • Co-opted Member – Governance Committee of the World Board (2021 to present) • Member - Capacity Building Governance Team (2025 to present) • Member – OB-PS (2016 to present) • Stop the Violence Trainer (2014 to present) • Member - Constitutions and Bye-Laws Sub-Committee of the World Board (2016-2021)
<p>Member Organisation</p>	<ul style="list-style-type: none"> • Chair - Board of Directors (2022-2025) • International Commissioner (2018-2021) • Member - Governance Review Task Force (2014-2016) • Program Leader (2005 to present): Design and direct facilitation of programs for girls aged 9–16 and youth mentorship, while supporting inclusive, empowering environments.
<p>Other voluntary positions</p>	<ul style="list-style-type: none"> • Member – Workplace Pay Equity Committee (2024 to Present)



ELLI KODJAMANI

Girl Guides Association of Cyprus

Over 30

Nominated by:

Girl Guides Association of Cyprus

Languages spoken:

Greek as mother tongue, fluent English, basic French, basic Spanish and basic Italian



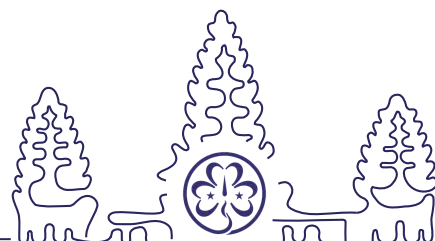
PERSONAL STATEMENT

What motivates you to serve on the WAGGGS World Board, and how would your experiences, skills, values, and perspective contribute to its governance, strategic leadership, and the global mission of the Movement?

I was fortunate to grow up in a large Guiding family, in the island of Cyprus, and, having the women in my family as role models, I learned the importance of equality, and other values that today connect me with millions of girls and women. As a woman and a Guide, a journalist, a teacher and a journalists' trainer, I dedicated time, work and passion, via various fora, to achieving the goal of gender equality, across the spectrum of life. Unfortunately, women today still experience inequality and injustice, proving that years of struggle led to little result.

Today, as much as when WAGGGS was founded, the values of Guiding and its overarching goal, the empowerment of girls, are more important than ever before. Our shared vision of a world where girls achieve their goals, can only be fulfilled if we renew our actions and give new impetus to our programs. This is my compass, the one that has guided me to seek election to the World Board. Because I believe that WAGGGS can make a worldwide difference, in the field of claiming equal rights and equal opportunities for women in work and personal life, struggle for peace, politics, economy and technology, sustainability and climate change. This being an opportunity but also a big challenge for our World Association in the years to come.

Being a professional journalist with a leading role at a big Media outlet, namely the News Director of ANTENNA Cyprus, and at the same time the elected Chairwoman of the Cyprus Media Ethics Committee, with successful activity on a wide range of issues, outside my small country as well, I believe that I have all that is required to be a Member of the World Board: Vision and leadership, strategic and critical thinking, communication skills, the ability to build trust and manage crisis of any kind, decision-making abilities, active participation in working groups, and above all empathy and emotional intelligence.

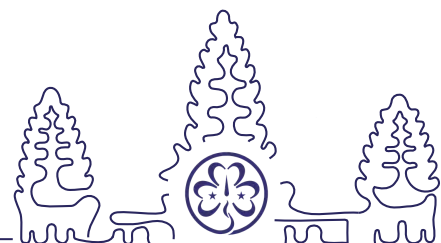




I add the knowledge and contacts with stakeholders I gained through my profession in the international field, that give me the ability to better understand differences among the Regions of our Global Movement, and each separate country and MO, acknowledge the varied needs and desires of girls, and mainly how best our goals can be achieved.

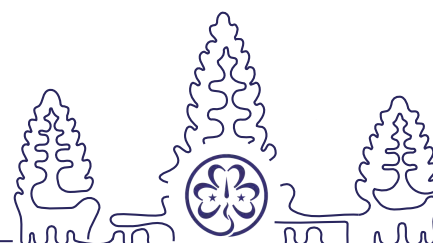
From my experience in the field of teaching, but also as an active member of the Girl Guides Association of Cyprus (among the younger District Commissioners at the age of 24, and serving as International Commissioner from 2019 until today), I love working with young people, and I can easily understand their desires, concerns and dreams, knowledge that can be transformed into new ideas for a renewed connection of WAGGGS with Member Organisations globally.

Empirically, I also know that I serve as a means of inspiration for girls and young women, so that they can learn to assert themselves, be productive, both as professionals and as volunteers, and work for a better world and on transforming into role models themselves.



PRIORITY SKILLS, EXPERTISE AND EXPERIENCE

Financial management, budgets and/or risk management	Skill Level:	Expert
<p>As Director of the News Department of a large Media organization, also supervising the Production Departments, I deal with budget and management, on a yearly basis and during extraordinary or special situations. Vital experience also comes from leading or being a member of working teams of voluntary and other bodies, organising conferences, seminars and other activities. In Guiding I had the precious experience of leading, on behalf of GGA Cyprus, the hosting team of the 38th WoCo in 2023.</p>		
Resource mobilisation (including Fund development)	Skill Level:	Expert
<p>My skills in resource mobilisation are well practised through my profession, as well as through the Cyprus Media Ethics Committee (in the past also as Board Member of the Union of Cyprus Journalists and the Steering Committee of the European Federation of Journalists). Also, through my voluntary work in different bodies.</p>		
Strategy, governance and board/committee level experience	Skill Level:	Professionally Qualified
<p>I extensively practice strategy planning and governance in my professional life. I have been trained and regularly attend seminars and have experience in different fields (for example political election strategies or projects to promote best practices). I have also been part of bodies planning and putting into action strategic plans on different issues (example: the National Mechanism of Women's Organisations as a representative of GGA Cyprus for a strategy on gender equality)</p>		
Volunteering, programme and learning and leadership development	Skill Level:	Professionally Qualified
<p>I have been trained in educative methods, as well as learning and leadership development, and follow seminars year to year, form my work at KES College as a lecturer and journalists' trainer. I use the methods of education and the skills and experience I gain also in my work in Guiding, as an active member of the Programme Team, with my focus on the leadership development methods and programs.</p>		
Strategic Communications	Skill Level:	Professionally Qualified
<p>Contacts, human sources of information and strategic communications are part of my everyday work as a journalist (locally, on European level and internationally). These networks with stakeholders of different background and field of action have helped me a great deal also in my voluntary work at GGA Cyprus, and I am sure that they will also open many doors for me and for WAGGGS if elected as World Board member.</p>		



ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

Understanding and acceptance of the legal duties and responsibilities of a World Board member.

Skill Level:

Professionally Qualified

My experience while working on the amendment and implementation of the legal framework for journalistic content and the work of journalists in Cyprus and the EU, having served as Court and Parliament Reporter, and having studied Law for a year, makes me brave enough to say that I have professional skills in not only understanding the legal duties and responsibilities of a World Board member, but also in adjusting to the legal dimension of such a role.

Understanding of, and ability to articulate the WAGGGS mission, leadership model, and educational approach.

Skill Level:

Expert

Having been trained in education for the needs of my work as a lecturer and trainer in journalism, and having served in various positions in Guiding (International Commissioner, GGA Cyprus Board Member, District Commissioner, member of the Constitutional Committee, translator of CAT and head of the CAT Committee through which we made adjustments in our Constitution and Programs) I am confident that I have gained the ability to articulate the WAGGGS mission, leadership model and educational approach, and even suggest better practices or discuss necessary changes.

A thorough understanding of WAGGGS, including the complex and diverse regional contexts and the varied structures of Member Organisations.

Skill Level:

Expert

My understanding of WAGGGS (Governance and Structure) as well as of the complex and diverse regional contexts and the varied structures of MOs, comes from years of studying our World Association and practicing its constitutional and structural norms also to be able to adjust our own structure and Constitution in Cyprus. With my knowledge of worldwide politics, social, financial, and other issues, I am also confident that I understand the varied needs of our Regions and MOs

Awareness of the challenges and opportunities facing girls and young women worldwide.

Skill Level:

Professionally Qualified

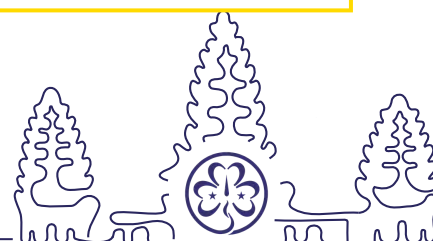
I follow on gender equality issues for more than three decades professionally. Laws and conventions, projects and strategies, intergovernmental and volunteer processes. Therefore, I can easily and not only on a professional level identify challenges and opportunities facing girls and young women worldwide and suggest new ideas on actions WAGGGS could take as a global movement but also on a regional level.

Sound independent judgment and the ability to constructively challenge.

Skill Level:

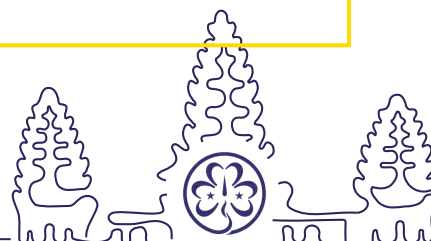
Professionally Qualified

Sound independent judgement is the key to success for us journalists. Despite being a very sentimental person, attached to family and people in general, I have learned that no feeling should be allowed to interfere in my judgement. And to reach an independent decision, I always challenge everything and everybody, number one myself.



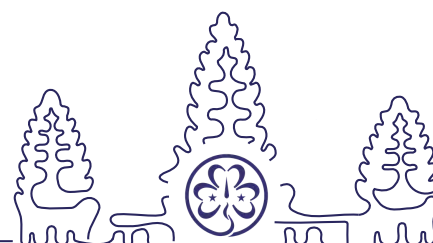
ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

Ability to analyse and interpret information.	Skill Level:	Professionally Qualified
<p>Through my work as investigative journalist and News Director, I analyse complex political, social, economic information and data daily, and always under time pressure. I evaluate sources, verify facts and interpret data to produce high level, evidence-based reporting. This analytical approach allows me to assess risks, interpret strategic documents and contribute to informed, responsible and valid decision-making at any level.</p>		
Ability to think critically, creatively and strategically.	Skill Level:	Professionally Qualified
<p>My profession and voluntary roles require constant strategic thinking, critical analysis and creative problem-solving, particularly in crisis situations or when designing impactful campaigns. In Guiding and Scouting, I have applied the same mindsets in programme planning and international representation. My best achievements were the WoCo 2023 in Nicosia Cyprus, and the OB-PS Annual Event 2025 in Limassol Cyprus, for which I worked as Head of the Hosting Team.</p>		
Ability to listen, learn from others, and appreciate diverse perspectives.	Skill Level:	Professionally Qualified
<p>Active listening has been one of the most valuable skills I developed as a journalist. I have interviewed people from very different backgrounds, and I learned how best to approach each perspective with respect and deep interest. Through Guiding, this deepened further, especially when working with MOs of different structures and Regions. I value dialogue and believe better decisions come when everyone feels heard. International travel and intercultural collaboration strengthened my ability to learn from differing viewpoints.</p>		
Cultural sensitivity and experience working in a global, multi-cultural context.	Skill Level:	Professionally Qualified
<p>Having reported from tens of countries and collaborated with international media and colleagues of different identities, I have gained extensive experience working in multicultural environments. Having seen firsthand how cultural, political and socio-economic realities shape the lives of people, has reformed my communication style and my decision-making, helping me approach discussions with sensitivity, respect and a strong commitment to inclusion. These are qualifications I use in other fields of action as well, not only professionally.</p>		
Ability to represent WAGGGS positively and professionally internally and externally.	Skill Level:	Professionally Qualified
<p>As News Director and Chairwoman of the Cyprus Media Ethics Committee, I regularly represent publicly and in various official bodies and fora, managing high-level communications and sensitive reputational matters. My public speaking, media engagement and stakeholder relations experience, on a local, European and international level, equip me to believe that I can represent WAGGGS anywhere and before anyone with credibility, diplomacy and professionalism, strengthening the visibility of our World Association as well as its advocacy impact globally.</p>		



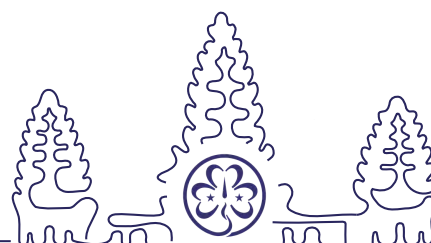
OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

Legal expertise and policy development	Skill Level:	Expert
<p>My legal understanding comes from my Law studies, my experience as a parliamentary and court reporter, and my work on media ethics and regulatory frameworks. As Chairwoman of the Cyprus Media Ethics Committee, I interpret laws and codes of conduct, and I examine policy-related cases, issuing decisions with all necessary legal information. I am also actively involved in the Constitution Revision Committee of the GGA Cyprus, where we review the Association's Constitution and propose updates in consultation with our legal advisor. This combined experience allows me to engage confidently with governance and constitutional matters.</p>		
Organisational development, design, and systems	Skill Level:	Expert
<p>I have extensive practice in organisational development, used in all my professional positions, and I always follow on international and other developments in both design and systems for every different role, as certain experience that can be shared, along with my ability to adjust</p>		
Technology strategy, digital transformation and AI	Skill Level:	Expert
<p>Although not my professional field, I keep following on seminars and trainings as a journalist, working not only on traditional but also on New Media, and as a lecturer in the field of education. Digital transformation and AI tools are vital for my work, and I follow training on best use possible, as I also support personal creativity and no dependence on only technology. These practices always help me in my volunteer work as well.</p>		
Research and development	Skill Level:	Professionally Qualified
<p>Research underpins both my journalism and my teaching. Investigative reporting requires structured information gathering, verification and synthesis, while my academic role involves guiding students through research processes. In Guiding, I use the same approach when contributing to programme and policy discussions, making sure ideas are based on real needs and evidence.</p>		
Data analysis, monitoring, and evaluation	Skill Level:	Professionally Qualified
<p>My extended qualifications in data analysis, monitoring and evaluation come from my success as a journalist and a News Director. Years of experience and knowledge of different sources of all kinds of data have also increased my ability in quick and trustworthy evaluation, upon which I can base suggestions and ideas.</p>		



OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

External relations	Skill Level:	Professionally Qualified
<p>My journalistic background in external relations has helped my Association a great deal. It proved in many occasions vital for building closer relations with officials and other non-governmental organisations and beneficial networking. This knowledge can be easily extended on a regional and international scale, for the benefit of our global Guiding Movement.</p>		
Influencing, advocacy, and stakeholder engagement	Skill Level:	Professionally Qualified
<p>My professional actions are based on my believe that independent Media is the Social Attorney General, as they should seek for accountability, pursue public engagement and encourage policy change. I stay on this same road also as a volunteer in Guiding, influencing, encouraging and empowering girls and young women to be the policymakers they want to see in their troops, District and Association in general. This approach has often proved vital for framing problems and highlight solutions internally.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Professionally Qualified
<p>In my professional life, success in human resources management is proved with viewership. In my Guiding life, my best practices were tested with the biggest ever achievement of GGA Cyprus, the successful hosting of the 38th WAGGGS WoCo.</p>		
Crisis management	Skill Level:	Professionally Qualified
<p>My professional life is synonymous to crisis management almost on a day-to-day basis. Starting from war and health crisis and ending in financial and economic crisis. The key strategies I follow, that include proactive planning, fostering adaptability and collaborative decision-making, as well as managing intense emotions and handling uncertainty, have often proved vital when dealing with crisis also in my Guiding life.</p>		





LEADERSHIP MODEL MINDSETS

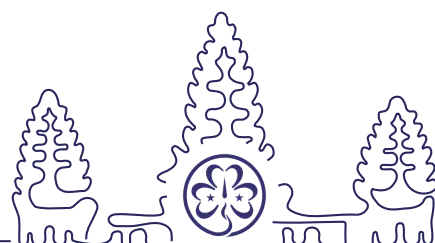
How do you actively apply the WAGGGS leadership mindsets in your actions and decisions, and how will this enhance your effectiveness as a World Board Member?

My first contact with the WAGGGS leadership mindsets was when I took up my duties as International Commissioner. After thoroughly studying the Framework, I realized that I was following a similar model of action in my professional life.

Challenging myself and my skills, reflective work, collaboration and creativity, critical thinking and responsible action have been for long a second nature. Respectively, the gender equality mindset has been a compass for all my work, as I strongly believe that no present or future is worth fighting for if it is not one where girls have equal opportunities to thrive.

My first contact with the Framework proved a key moment. Based on the professional success of implementing such a model, among the goals I set as International Commissioner was to help my organization adapt its structure, operation, programs and Constitution to the data derived from the WAGGGS Leadership Outcome Framework. Having previously served in other positions in the hierarchy of the GGA Cyprus, and identifying challenges, I took up the initiative to suggest to the Board the formation of Committees to discuss constitutional changes, renovation of our training program, and new projects. The renewal journey we began and follow in recent years, was based on this Framework, the CAT and other tools, and my contribution was also by translating all necessary documents in Greek.

The inspiration and the outcome of this effort, along with my role in inspiring and leading small Cyprus GGA into hosting what is described by participants as one of the best-ever WAGGGS WoCo, in 2023, are the keys that make me believe in what an opportunity will be for me personally, if I succeed in my new goal to continue my leadership journey in WAGGGS WB.



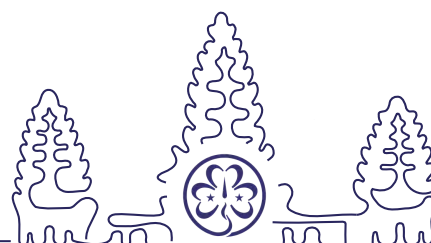
EDUCATION/ QUALIFICATIONS/ ACADEMIC BACKGROUND AND PROFESSIONAL ROLES

<p>Academic background, areas of study, qualifications.</p>	<ul style="list-style-type: none"> • Diploma with Distinction from KES College, School of Journalism and Public Relations, Nicosia, Cyprus • Diploma from London School of Journalism • Three-year attendance Department of Philology / School of Philosophy / National Kapodistrian University of Athens, Greece • One-year attendance Law School / National Kapodistrian University of Athens, Greece • EUROMED educational program at the Netherlands Public Broadcasting in Hilversum, Netherlands • EUROMED training for TV Journalists in Amman, Jordan • Seminars (European Union, Council of Europe, United Nations, International Federation of Journalists, Alliance of Independent Press Councils of Europe) on issues of journalism, ethics and education, copyright, human rights, gender equality, racism and hate speech, public relations, technology and AI
<p>Professional roles or business appointments (from 2016 to today)</p>	<ul style="list-style-type: none"> • News Director of ANTENNA Cyprus (TV and online platform), 2010 to date • Lecturer at the School of Journalism of KES College, teaching News Reporting, Ethics and Legislation, Investigative Journalism, Interviewing Skills, 2001 to date • First elected and now serving for a second term as the Chairwoman of the Cyprus Media Ethics Committee (member of the Alliance of Independent Press Councils of Europe), 2020 to date

VOLUNTARY APPOINTMENTS

Positions held within WAGGGS, a Member Organisation or other voluntary position from 2016 to date.

<p>WAGGGS (at global or regional level)</p>	<ul style="list-style-type: none"> • Head of the Organizing Committee of the Host MO (Girl Guides Association of Cyprus) and part of the International Team responsible for organizing the 2025 OB-PS Annual Event, 2024 – 2025 • Head of the Organizing Committee on behalf of the Host MO (Girl Guides Association of Cyprus) of the 38th WAGGGS World Conference in Nicosia, Cyprus, 2022 – 2023 in Limassol, Cyprus
<p>Member Organisation</p>	<ul style="list-style-type: none"> • International Commissioner, 2019 – August 2026
<p>Other voluntary positions</p>	



DR NATASHA MONTESALVO

Girl Guides Australia

Over 30

**Resource Mobilisation and Fund Development
Portfolio Expert**



Nominated by:

Girl Guides Australia

Languages spoken:

English as mother tongue, basic French and basic Spanish

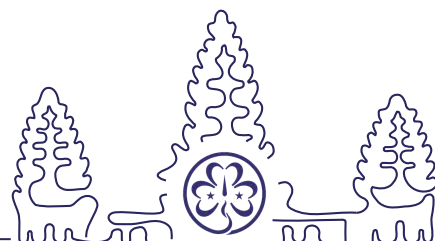
PERSONAL STATEMENT

What motivates you to serve on the WAGGGS World Board, and how would your experiences, skills, values, and perspective contribute to its governance, strategic leadership, and the global mission of the Movement?

I am standing for election to the WAGGGS World Board because I believe deeply in the power of the Girl Guide and Girl Scout Movement to shape ethical, confident leaders who can respond to a rapidly changing world with courage and compassion. My motivation is grounded in a commitment to service, global citizenship, and governance that is principled, inclusive, and future focused all of which developed during my youth membership of the movement.

Throughout my professional and volunteer life, I have worked with purpose driven organisations that prioritise sustainability, and international collaboration. I have seen firsthand how strong governance and clear strategy enable organisations to translate values into measurable impact on a global scale. Equally, I have learned that effective leadership requires cross culture learning, balancing diverse perspectives, and making decisions that protect long term mission whilst maintaining economic viability, distilling global ambition to localised impact. These experiences have shaped my approach to leadership as one that is evidence informed, collaborative, and accountable.

What inspires me most about WAGGGS is its unique ability to combine grassroots community action with global advocacy. WAGGGS through its member organisations equips girls and young women not only with practical skills, but with a sense of agency and responsibility to others. My personal values of integrity, equity, and stewardship strongly align with WAGGGS' mission to empower girls to be responsible global citizens. I am particularly motivated by WAGGGS' commitment to leadership development, climate action, and inclusion, areas where thoughtful governance and strategic oversight are critical.

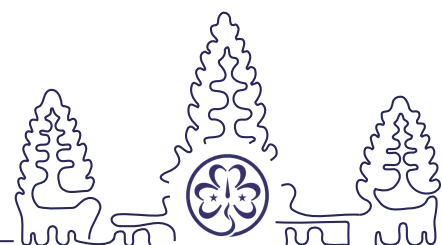




As a World Board member, I would bring experience from global forums and offer perspectives shaped by working across regions and sectors, often in complex operating environments. I bring experience in board level decision making, risk management, and strategic planning, with a strong focus on aligning organisational purpose with operational reality and pragmatism. I am comfortable engaging with financial oversight, policy development, and performance monitoring, and I value transparency as a cornerstone of trust in governance.

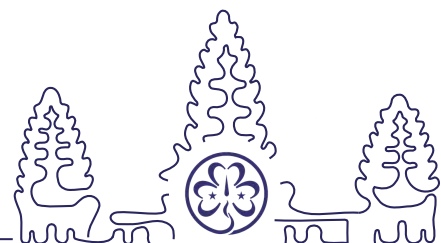
I see several key challenges and opportunities facing Guiding and Scouting globally. These include ensuring financial sustainability in uncertain economic conditions, remaining relevant to girls in diverse cultural and digital contexts, and amplifying youth voice in decision making while maintaining robust governance. At the same time, there is a significant opportunity for WAGGGS to strengthen its role as a global leader on issues such as climate resilience, gender equality, and civic participation, ensuring the voice of youth is elevated and supported.

I would seek to support the World Board by fostering strategic clarity, strengthening partnerships, and ensuring that the voices and needs of Member Organisations are reflected in global priorities and meet local needs. Above all, I am motivated by a desire to serve the Movement that gave me such a memorable youth experience, that shaped my leadership style, and to help ensure that WAGGGS remains strong, trusted, and impactful for generations to come.



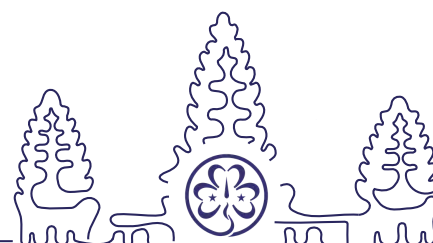
PRIORITY SKILLS, EXPERTISE AND EXPERIENCE

Financial management, budgets and/or risk management	Skill Level:	Expert
<p>As an active member of the GGA Board this is a core expectation. I completed formalised training in financial management and budgeting at Masters and Undergraduate levels. Risk Management is a core part of my professional role both internally supporting the identification and mitigation of risk and externally, building capacity across small businesses in understanding and responding to existing and emerging risks.</p>		
Resource mobilisation (including Fund development)	Skill Level:	Expert
<p>Throughout my career, I have a strong track record of securing funding that drives real outcomes identifying aligned opportunities, crafting compelling applications, and winning competitive tenders both in Australia and internationally. I have successfully accessed diverse funding pools, led bids that align projects with organisational strengths, and collaborated with large consortiums to deliver expert advice on major, aid-funded initiatives. My ability to connect opportunity with action has consistently brought resources and recognition to the organisations I serve.</p>		
Strategy, governance and board/committee level experience	Skill Level:	Professionally Qualified
<p>During my time of the GGA Board I completed a Diploma in Governance. I have experience at the State and National Level Board and have Chaired a Board subcommittee (Membership Strategy)</p>		
Volunteering, programme and learning and leadership development	Skill Level:	Professionally Qualified
<p>Learning and Development – I have a Certificate IV in training and assessment, building and delivering training courses, both formal and non-formal. Across my profession I have developed and delivered a number of micro credential courses and regularly provide training and capacity building programs to diverse audiences including small tourism businesses and governments in Fiji, the Philippines, Northern Ireland, Sweden, Saudi Arabia, the United States, and Australia.</p>		
Strategic Communications	Skill Level:	Expert
<p>As a professional consultant I understand and value clear, strategic communications and the importance of informing, consulting, involving, collaborating and empowering key stakeholders.</p>		



ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

<p>Understanding and acceptance of the legal duties and responsibilities of a World Board member.</p>	<p>Skill Level:</p>	<p>Contributor</p>
<p>I have read and understood the nominations pack and have completed due diligence on roles, responsibilities and obligations.</p>		
<p>Understanding of, and ability to articulate the WAGGGS mission, leadership model, and educational approach.</p>	<p>Skill Level:</p>	<p>Contributor</p>
<p>As a member of the State Team in Queensland I was lucky enough to participate in multiple training workshops on the WAGGGS model, leadership mindsets and educational approach.</p>		
<p>A thorough understanding of WAGGGS, including the complex and diverse regional contexts and the varied structures of Member Organisations.</p>	<p>Skill Level:</p>	<p>Contributor</p>
<p>With over 152 countries represented in WAGGGS, I understand the challenges associated with building a space that creates value and empowers girls and young women across varied and diverse communities. Working within a federated model in Australia demonstrates a microcosm of the challenges of working with diverse member structures.</p>		
<p>Awareness of the challenges and opportunities facing girls and young women worldwide.</p>	<p>Skill Level:</p>	<p>Contributor</p>
<p>I am aware of the disproportionate impact that issues such as climate change, unequal access to education, gender-based violence, unpaid care work, health inequalities, among others, have on girls and young women</p>		
<p>Sound independent judgment and the ability to constructively challenge.</p>	<p>Skill Level:</p>	<p>Expert</p>
<p>Through my roles at GGA and at a state level I have demonstrated sound judgement and a willingness to challenge. I am also required to demonstrate these skills daily in my consultancy role.</p>		



ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

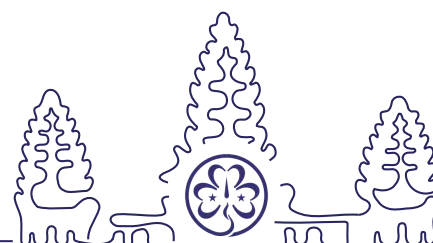
Ability to analyse and interpret information.	Skill Level:	Professionally Qualifie
My PhD utilised both qualitative and quantitative data. My current role requires understanding of big-picture and delivery of actionable outcomes.		

Ability to think critically, creatively and strategically.	Skill Level:	Professionally Qualifie
I sit as a DI (dominance and influencer) on the DISC behavioural style – I am a natural problem solver who likes to challenge and think critically about situations. My time on both the State and National Boards in Australia provided me experience in utilising these skills at a governance level.		

Ability to listen, learn from others, and appreciate diverse perspectives.	Skill Level:	Expert
As EarthCheck is a global organisation operating in more than 100 countries, a core part of my role is understanding global best practice, learning from others and understanding the unique challenges that communities face. I have strong exposure across diverse economies and the implications for sustainable futures of communities taking global ambition and turning it into localised actions.		

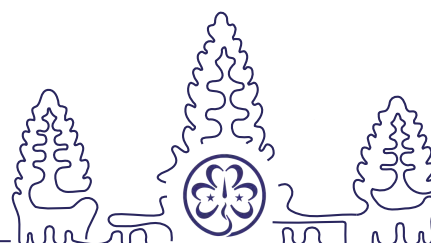
Cultural sensitivity and experience working in a global, multi-cultural context.	Skill Level:	Expert
As the Director of Research and Policy for the APEC International Centre of Sustainable Tourism, I represent the Centre at the Tourism Working Group with key stakeholders from across APEC economies. In addition, I have experience in facilitating workshops, meetings and trainings at a multi-lateral level. I have lived and worked in Türkiye, Finland, Italy and England. I am currently supporting clients across Europe, Middle East, Oceania, the Pacific and the Americas.		

Ability to represent WAGGGS positively and professionally internally and externally.	Skill Level:	Contributor
I have been representing EarthCheck at global forums for more than five years. I understand the importance of a clear brand message and articulate representation of the mission and values of an organisation. I would be able to bring this level of professionalism to WAGGGS.		



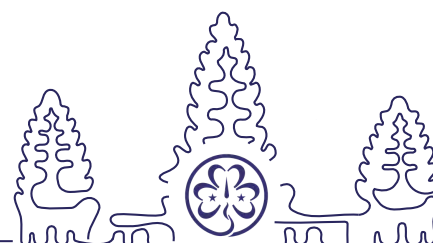
OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

Legal expertise and policy development	Skill Level:	Contributor
Contributor at legal – I am comfortable in areas such as contract management. Policy – expert – As Research and Policy Manager for the peak advocacy organisation my role involved reviewing and responding to policy development.		
Organisational development, design, and systems	Skill Level:	Expert
I have supported change initiatives that recognised organisations as complex systems, ensuring governance, operational models, and culture were aligned to strategic priorities		
Technology strategy, digital transformation and AI	Skill Level:	Contributor
I have a keen interest in digital transformation and efficiencies through embedding technology. I recently attended an APEC workshop facilitated by the OECD on AI in the tourism sector and the opportunities and challenges. I also actively supported volunteers in Queensland with digital transformation and the roll out of Microsoft SharePoint.		
Research and development	Skill Level:	Professionally Qualified
My PhD was research based. I hold dual roles at EarthCheck including the role of Director of Research and Policy for the EarthCheck Research Institute.		
Data analysis, monitoring, and evaluation	Skill Level:	Professionally Qualified
My PhD used both qualitative and quantitative research and data analytics.		



OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

External relations	Skill Level:	Contributor
<p>I demonstrate strong external relations through a strategic, values led approach to engagement that builds trust, credibility, and long-term impact. I have represented organisations in diverse and often complex stakeholder environments, working constructively with governments, international bodies, communities, and businesses to advance shared objectives while safeguarding organisational integrity.</p>		
Influencing, advocacy, and stakeholder engagement	Skill Level:	Expert
<p>As Policy and Research Manager for the peak body for tourism in Queensland I was responsible for leading the advocacy efforts including engagement with stakeholders (public and private), writing formal submissions and appearing at public commissions.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Contributor
<p>As Assistant State Commissioner, I have supported HR management of volunteers. EarthCheck is a relatively small organisation and as such I have been involved in a number of the HR processes including recruitment and performance management. As part of my Board role at GGA I was involved in both CEO and Chair recruitment processes.</p>		
Crisis management	Skill Level:	Expert
<p>One of the key streams of delivery within my consultancy work has been crisis management and disaster risk reduction (both natural and manmade, including reputational). This includes training for micro and small businesses in building resilience and disaster preparedness, developing a micro credential on disaster preparedness, creation of the Don't Risk It Guide to support tourism businesses and a research report for the Asia Pacific Economic Corporation on the use of ICT in disaster management.</p>		





LEADERSHIP MODEL MINDSETS

How do you actively apply the WAGGGS leadership mindsets in your actions and decisions, and how will this enhance your effectiveness as a World Board Member?

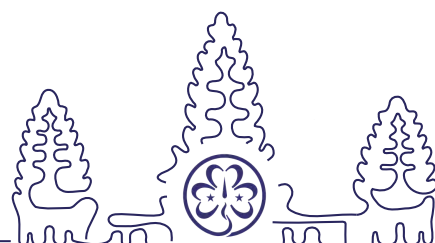
Using the WAGGGS Leadership Development Framework, I would approach World Board decision making by applying its core mindsets while contributing to leadership outcomes. Leaders are expected to act as values-based, globally minded stewards who empower others, enable inclusive participation, and strengthen organisational impact. I would aim to achieve this through responding to situations in a measured and calm manner and seeking opportunities to learn from others.

I would ground my contributions in a worldly mindset, actively seeking diverse perspectives from Member Organisations and ensuring that the voices of girls inform decisions. This supports inclusive participation and ensures decisions reflect the realities of those we serve. I recognise that we all bring our own biases, and I am continuing to develop awareness of these by listening, seeking challenge, and learning from different contexts. Whilst I do this in my current employment, I would endeavour to further build on this through my time on the Board build a united team and put the focus on positive impact.

Through a creative and critical thinking mindset, I would support evidence-informed decision making, drawing on data, evaluation, and lived experience. I view complexity as an opportunity to strengthen impact, contributing to innovation and sustainable growth. At this stage in my leadership journey, I am building confidence in balancing strategic thinking with adaptability in global contexts.

Applying a responsible action mindset, I would engage constructively in decision making, considering risk, safeguarding, and long-term sustainability. This aligns with the expectation all leaders act with integrity and accountability, even when decisions are challenging.

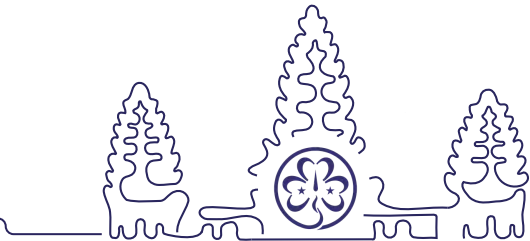
Finally, through a collaborative leadership mindset, I would foster trust, shared ownership, and collective responsibility. I see this as an opportunity to role-model and to contribute and enable the leadership of others, ensuring the Movement remains inclusive, resilient, and impactful for girls and women worldwide.





EDUCATION/ QUALIFICATIONS/ ACADEMIC BACKGROUND AND PROFESSIONAL ROLES

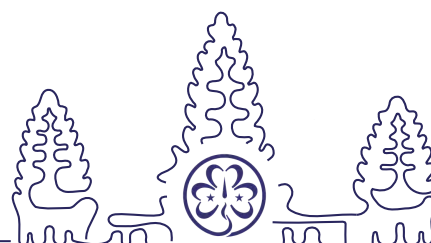
<p>Academic background, areas of study, qualifications.</p>	<ul style="list-style-type: none"> • Doctor of Philosophy (2011-2015) – Complex tourism networks and brand governance. Griffith University, Australia. • Masters of International Tourism and Hospitality Management. (2011) James Cook University, Australia. • Bachelor of Science – International Tourism Management (2008-2011). Sheffield Hallam University, England. • Diploma of Governance (2023). Institute of Community Directors, Australia [online]. • Certificate IV Training and Assessment (2010). Enrich Training, Australia [online]. • Certified Carbon Management Leader (CCML™) (2025). Chartered Institute of Professional Certifications. Australia [online].
<p>Professional roles or business appointments (from 2016 to today)</p>	<p>EarthCheck (2020-present) - Principal Consultant – Destinations, Strategy & Insights (EarthCheck) and Director of Research and Policy (EarthCheck Research Institute and the APEC International Centre for Sustainable Tourism).</p> <p>EarthCheck is the world leading scientific benchmarking and certification organisation for the travel and tourism industry.</p> <p>As Principal Consultant, I am an Executive level team member shaping the strategic direction of the organisation, identifying, bidding for and completing projects with a focus on resilient and sustainable destinations and businesses.</p> <p>In addition, I lead the EarthCheck Research Institute (ERI), a not-for-profit focused on advancing knowledge across the tourism industry. This is achieved through the creation of collaborative and inclusive spaces to deliver research projects. The APEC International Centre for Sustainable Tourism requires constructive and positive response in different cultural, social and work contexts to provide policy advice across APEC member economies.</p> <p>Queensland Tourism Industry Council (2015-2020) - Policy and Research Manager.</p> <p>As Policy and Research Manager at the Queensland Tourism Industry Council, I led advocacy and stakeholder engagement across a network of over 1,000 members. I ensured diverse voices informed policy responses and delivered initiatives such as disaster management training and climate adaptation for the sector. This work demonstrates outcomes in enabling participation, building capacity, and supporting communities to respond to complex challenges through inclusive and collaborative spaces.</p>



VOLUNTARY APPOINTMENTS

Positions held within WAGGGS, a Member Organisation or other voluntary position from 2016 to date.

WAGGGS (at global or regional level)	
Member Organisation	<ul style="list-style-type: none"> • Director – GGA Board, 2022 to date • Chair- Membership and Strategy Committee – GGA, 2024 to date • Assistant State Commissioner, 2020 to date • Director – Queensland Board, 2018, 2025 • Region Manager, 2017-2022 • District Manager, 2018-2022 • Unit Leader, 2012-2025 • Facilitator – Voices Against Violence, 2016
Other voluntary positions	<ul style="list-style-type: none"> • Low ropes instructor, 2017 to date



TRICIA TILFORD

Girl Scouts of the USA

Over 30

Finance, management, accounting and risk management portfolio expert



Nominated by:

Girl Scouts of the USA

Languages spoken:

English as mother tongue and intermediate Spanish

PERSONAL STATEMENT

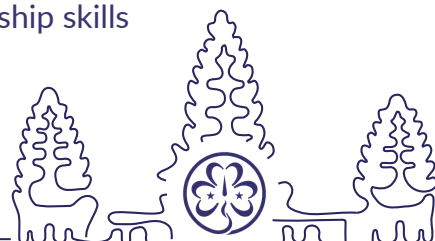
What motivates you to serve on the WAGGGS World Board, and how would your experiences, skills, values, and perspective contribute to its governance, strategic leadership, and the global mission of the Movement?

Girl Scouting has enriched my life from my earliest days as a Brownie to traveling the world bonded in an international sisterhood. I want girls to have the same life-changing experiences that I had as a girl thanks to Girl Guiding/Girl Scouting. It is in that hope that I offer my services and experiences to WAGGGS to give back to the organization that has given so much to me.

I want to use my skills to help the girl. The girl who needs to believe in herself, who needs a caring adult, who needs a sisterhood. The girl who has been told you're not good enough, you're not smart enough, you will never be successful. The one who will receive less education than her brother and who will be subjected to a higher rate of violence over her lifetime. The same girl who will thrive and find inner strength and direction as a member of the Girl Guide/Girl Scout Movement. The girl who will develop confidence, lifelong friendships and become a leader in our world. The girl who will prove to the world the power of the girl and her rightful place in it.

I believe that my leadership, governance and financial experience can help WAGGGS grow and achieve its mission. I am a Certified Public Accountant with financial and management experience working for a global accounting firm and a multinational corporation. As a member of the WAGGGS Audit, Finance and Risk Committee and Chair of the WAGGGS Investment Subcommittee, I understand the financial challenges and opportunities facing WAGGGS.

I served as Board Chair of the Girl Scouts of Eastern Massachusetts (48,000 members, USD \$14 million budget) for six years including navigating multiple CEO changes and the COVID-19 pandemic with a 27-person board. This experience challenged my leadership skills and developed my governance skills.



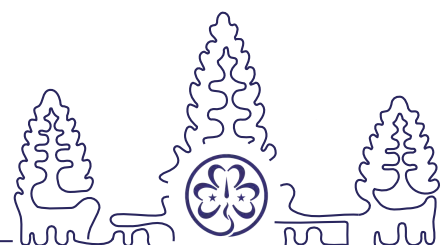


I was able to share my governance expertise by leading the design and delivery, with a multi-cultural facilitator team, of the WAGGGS Asia Pacific Governance Workshop in June 2024, sharing best practices and helping 10 MOs develop take-home plans to improve their governance practices. I have worked with seven charities (five related to Girl Scouting, two outside of Girl Scouting) in a variety of roles including board officer roles and numerous board committees. These experiences have given me the skills needed as a World Board member.

The key challenges facing WAGGGS are:

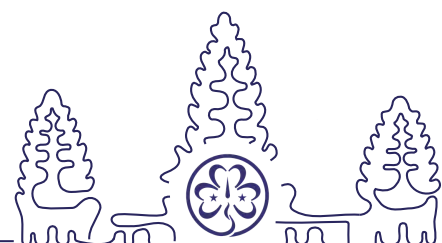
- We must support our MOs by sharing best practices and giving targeted support in areas of greatest need. Strong MOs result in improving the lives of more girls and young women.
- We must do more with less. Membership is growing in many parts of the world, but our financial resources are not growing at the same rate. Therefore, we must prioritize where to spend our limited resources and how to diversify revenue streams.

As a World Board member, I would address these challenges by using my financial background and analytical skills to assess areas for improvement particularly regarding budget and financial decisions.



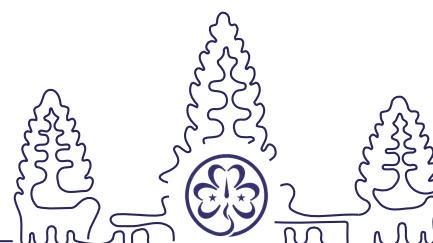
PRIORITY SKILLS, EXPERTISE AND EXPERIENCE

Financial management, budgets and/or risk management	Skill Level:	Professionally Qualified
<p>Certified Public Accountant with financial and management experience working for a global accounting firm and a multinational corporation. Experience serving on an audit and/or finance committee for five different charities. Currently serving as a member of the WAGGGS Audit, Finance and Risk Committee and Chair of the WAGGGS Investment Subcommittee.</p>		
Resource mobilisation (including Fund development)	Skill Level:	Expert
<p>Experience serving on fund development committees and/or advising three charities on fund development plans including meeting with major donors.</p>		
Strategy, governance and board/committee level experience	Skill Level:	Expert
<p>Led the design and delivery of the Asia Pacific Region Governance Workshop to ensure that MOs have the knowledge and resources to implement best governance practices. Served on five charity boards, including officer roles. Led boards of up to 27 members. Served on committees for seven charities including strategy and bylaws. Delegate to GSUSA National Council Session and WAGGGS World Conference. Currently working with Mount Alvernia Academy in transitioning to independent school status by setting up systems and governance processes.</p>		
Volunteering, programme and learning and leadership development	Skill Level:	Expert
<p>Life-long Girl Scout with experience working with girls and supporting delivery of Girl Scout programming as Board Chair of Girl Scouts of Eastern Massachusetts, including engaging with girl board members and encouraging their participation in leadership discussions. Local leader with Boy Scouts for nearly 15 years, delivering the Scout program while supporting a boy-led troop model and guiding youth to take on increasing leadership responsibilities.</p>		
Strategic Communications	Skill Level:	Expert
<p>Worked with staff of Girl Scouts of Eastern Massachusetts on delivery of strategic communications during the COVID-19 pandemic and multiple CEO transitions. Served as Marketing and Communications Committee Chair for the World Foundation for Girl Guides and Girl Scouts, Inc.</p>		



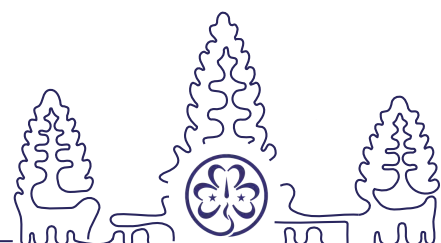
ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

Understanding and acceptance of the legal duties and responsibilities of a World Board member.	Skill Level:	Expert
<p>Experience serving on multiple boards and board committees including Board Chair of Girl Scouts of Eastern Massachusetts. Worked on bylaw revisions for three charities and currently working on creating a set of policies for Mount Alvernia Academy. Led the design and delivery of the WAGGGS Asia Pacific Region Governance Workshop 2024, which involved researching and incorporating WAGGGS governance processes into the curriculum and aiding MOs in developing take-home plans to improve their governance practices.</p>		
Understanding of, and ability to articulate the WAGGGS mission, leadership model, and educational approach.	Skill Level:	Expert
<p>Experience serving on multiple WAGGGS committees. Attended eight WAGGGS World Conferences, ten OB-PS meetings and visited four WAGGGS World Centres. Knowledge of WAGGGS was enhanced while reviewing grant proposals submitted by WAGGGS while serving on the board of the World Foundation.</p>		
A thorough understanding of WAGGGS, including the complex and diverse regional contexts and the varied structures of Member Organisations.	Skill Level:	Expert
<p>Strengthened knowledge of the various regions and structures of MOs by (1) leading the design and delivery of the WAGGGS Asia Pacific Region Governance Workshop 2024 in India for 10 MOs with a multi-cultural facilitator team, (2) instructing at the 2003 Western Hemisphere Seminar on budget and finance at Nuestra Cabaña, (3) serving on the WAGGGS Audit, Finance and Risk Committee, (4) attending ten OB-PS meetings and (5) attending eight WAGGGS World Conferences.</p>		
Awareness of the challenges and opportunities facing girls and young women worldwide.	Skill Level:	Expert
<p>Led strategic board discussions on the challenges facing girls to inform decision making while serving as the Board Chair of the Girl Scouts of Eastern Massachusetts. Developed strong global awareness through engagement with participants and MOs at ten OB-PS meetings, eight World Conferences, and visits to four World Centres, as well as travel to 40 countries, with insight into key issues including gender equality, access to education and evolving opportunities for leadership in a rapidly changing world.</p>		
Sound independent judgment and the ability to constructively challenge.	Skill Level:	Expert
<p>Use judgment to analyze financial and investment information and challenge assumptions as a member of the WAGGGS Audit, Finance and Risk Committee.</p>		



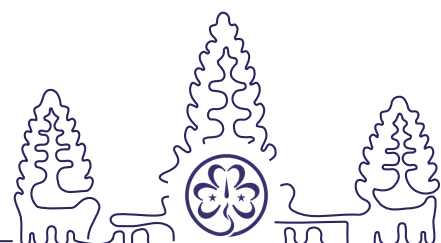
ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

Ability to analyse and interpret information.	Skill Level:	Professionally Qualified
<p>Certified Public Accountant and board member with experience analyzing financial and organizational information.</p>		
Ability to think critically, creatively and strategically.	Skill Level:	Expert
<p>Serving as Board Chair of Girl Scouts of Eastern Massachusetts (over 48,000 total members) with a board of 27 members required thinking critically, creatively and strategically about challenges including membership and property dispositions.</p>		
Ability to listen, learn from others, and appreciate diverse perspectives.	Skill Level:	Expert
<p>Considered diverse perspectives while managing significant turnover in the CEO position (five CEOs, including interims, in six years) and the COVID-19 pandemic while Board Chair of Girl Scouts of Eastern Massachusetts.</p>		
Cultural sensitivity and experience working in a global, multi-cultural context.	Skill Level:	Expert
<p>Experience working as a WAGGGS volunteer on the Audit, Finance and Risk Committee and leading the design and delivery of the WAGGGS Asia Pacific Region Governance Workshop with a multi-cultural facilitator team delivering to a multi-cultural audience. Attended eight WAGGGS World Conferences, attended ten OB-PS meetings, visited four WAGGGS World Centres and travelled to 40 countries.</p>		
Ability to represent WAGGGS positively and professionally internally and externally.	Skill Level:	Expert
<p>Represented Girl Scouts through multiple speaking engagements, meeting with government officials and meeting with major donors as Board Chair of Girl Scouts of Eastern Massachusetts. Represented WAGGGS in many roles over the years. Most recently, represented WAGGGS to the host MO (India) during the Asia Pacific Region Governance Workshop.</p>		



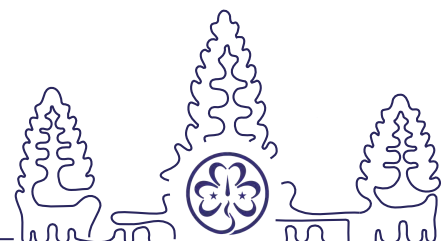
OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

Legal expertise and policy development	Skill Level:	Expert
Worked on bylaw revisions for three charities and currently working on creating a set of policies for Mount Alvernia Academy.		
Organisational development, design, and systems	Skill Level:	Contributor
Continually analyzed best practices in the delivery of the Girl Scout program particularly with movement to remote delivery during the COVID-19 pandemic while Board Chair of Girl Scouts of Eastern Massachusetts.		
Technology strategy, digital transformation and AI	Skill Level:	Follower
Understand the importance of technology strategy for organizations today and the need to keep pace with change.		
Research and development	Skill Level:	Follower
Followed the research completed by Girl Scouts of the USA on girls and the girl experience to inform board decision making as Board Chair of Girl Scouts of Eastern Massachusetts.		
Data analysis, monitoring, and evaluation	Skill Level:	Contributor
Reviewed the data analysis completed by the staff on membership trends and program outcomes to inform board decision making as Board Chair of Girl Scouts of Eastern Massachusetts.		



OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

External relations	Skill Level:	Expert
Multiple speaking engagements representing Girl Scouts, met with government officials and met with major donors to steward their financial support as Board Chair of Girl Scouts of Eastern Massachusetts.		
Influencing, advocacy, and stakeholder engagement	Skill Level:	Expert
Multiple speaking engagements representing Girl Scouts, met with government officials and met with major donors to steward their financial support as Board Chair of Girl Scouts of Eastern Massachusetts.		
Human resources management (staff and/or volunteers)	Skill Level:	Expert
During six years as Board Chair of Girl Scouts of Eastern Massachusetts, worked with five CEOs (including interims), which required managing multiple human resource issues. Served on the search committees for three CEOs and one program coordinator.		
Crisis management	Skill Level:	Expert
Term as Board Chair of Girl Scouts of Eastern Massachusetts (2016-2022) overlapped with the COVID-19 pandemic. Worked directly with the CEO to manage the response and make difficult decisions regarding staff and properties. During six years as Board Chair of Girl Scouts of Eastern Massachusetts, worked with five CEOs (including interims), which required working closely with the senior management team and the crisis communication firm to minimize disruption for staff and volunteers through each leadership transition.		





LEADERSHIP MODEL MINDSETS

How do you actively apply the WAGGGS leadership mindsets in your actions and decisions, and how will this enhance your effectiveness as a World Board Member?

I apply the WAGGGS leadership mindsets deliberately, using my experiences to grow as a leader.

Leading Yourself: I reflect on my decisions and interactions to strengthen my leadership. During my six years as Board Chair of Girl Scouts of Eastern Massachusetts, navigating CEO turnover (five CEOs, including interims) taught me to balance careful analysis with decisive action, learning from successes and challenges without dwelling on setbacks.

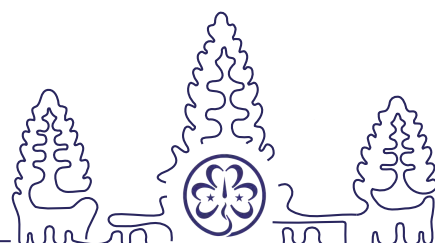
Leading Relationships: Leading a 27-person board through complex issues, including property dispositions and the COVID-19 pandemic, reinforced the importance of building trust, listening actively, and integrating diverse perspectives to achieve thoughtful, collective decisions.

Leading for Innovation and Leading for Impact: Guiding governance improvements at Mount Alvernia Academy, including updating bylaws, developing policies, and reviewing compensation practices, taught me to manage change responsibly – balancing innovation with the organization’s values and long-term sustainability of a 99-year-old school transitioning to independent school status.

Leading for Girls’ Empowerment: I consistently center girls and young women in decision-making. Engaging with girl board members and advocating with government officials has strengthened my understanding of how policies and programs can reflect their perspectives and empower their voices.

Leading in Context: Designing and delivering the Asia Pacific Governance Workshop strengthened my global mindset. The design team consisted of five members from five MOs working to deliver content to 10 MOs. Collaborating across cultures and adapting content to local contexts highlighted the importance of culturally aware, flexible leadership.

These experiences have shaped my leadership journey and awareness of the challenges and opportunities facing girls and young women worldwide. As a World Board member, I will intentionally apply these mindsets to steward the Movement responsibly, navigate complexity thoughtfully, and support inclusive, girl and young women-led decision making that strengthens our global impact.





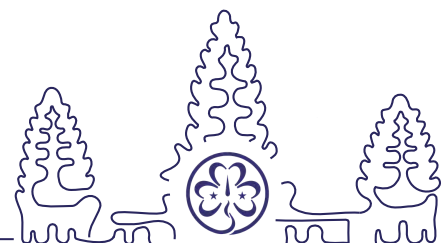
EDUCATION/ QUALIFICATIONS/ ACADEMIC BACKGROUND AND PROFESSIONAL ROLES

Academic background, areas of study, qualifications.	Bachelor of Business Administration, University of Notre Dame, 1993, major: accounting
Professional roles or business appointments (from 2016 to today)	Certified Public Accountant (equivalent to Chartered Accountant), 1996 to date, requiring 80 hours of continuing professional education courses every two years Board Member - multiple charities (2010-2022, 2024 to date)

VOLUNTARY AND PROFESSIONAL APPOINTMENTS

Positions held within WAGGGS, a Member Organisation or other voluntary position from 2016 to date.

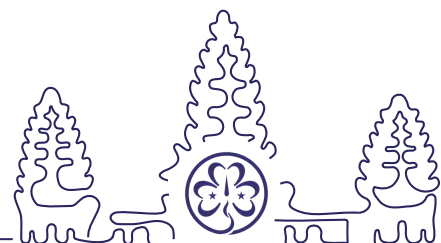
WAGGGS (at global or regional level)	<ul style="list-style-type: none"> • Investment Subcommittee Chair, 2025 to date • Audit, Finance and Risk Committee, 2024 to date • Capacity Building Team: Governance, 2023 to date • Asia Pacific Region Governance Workshop Lead Facilitator, 2024 • World Conference Teller, 2023
Member Organisation	<p>Girl Scouts of the USA</p> <ul style="list-style-type: none"> • Charter Refinement Team, 2016 to 2017 • National Volunteer Partner: Finance, 2015 to 2016 <p>Girl Scouts of Eastern Massachusetts</p> <ul style="list-style-type: none"> • Board Chair, 2016 to 2022 • Board of Directors, 2013 to 2022 • Executive Committee, 2016 to 2022 • Audit Committee Chair, 2013 to 2016 • Board Nominating and Development Committee, 2011 to 2016 • CEO Review Committee, 2015 to 2016, 2020 • CEO Search Committee, 2017 to 2018, 2018 to 2019 <p>World Foundation for Girl Guides and Girl Scouts, Inc.</p> <ul style="list-style-type: none"> • Director Emerita, 2016 to date • Board of Directors, 2010 to 2016 • Proxy for WAGGGS, 2010 to 2016 • Finance Committee, 2010 to 2016 • Bylaws Revision Task Force, 2016 to 2017 • Nominating Committee, 2013 to 2014, 2016 to 2017 • Program Coordinator Search Committee, 2022 to 2023 • Marketing and Communications Committee Chair, 2010 to 2016



VOLUNTARY APPOINTMENTS

Positions held within WAGGGS, a Member Organisation or other voluntary position from 2016 to date.

Other voluntary positions	<p>Mount Alvernia Academy</p> <ul style="list-style-type: none">• Board of Trustees, 2024 to date• Finance Committee, 2024 to date• Incoming Board Chair <p>Family Service of Greater Boston</p> <ul style="list-style-type: none">• Board Treasurer, 2013 to 2016• Board of Trustees, 2010 to 2016• Finance Committee Chair, 2013 to 2016• Executive Committee, 2013 to 2016• Audit Committee, 2010 to 2016• CEO Transition Committee, 2015 to 2016 <p>Scouting America</p> <ul style="list-style-type: none">• Troop Committee Chair, 2020 to date• Pack Committee Chair, 2012 to 2019
----------------------------------	--



DR HINA VELJI

Pakistan Girl Guides Association

Over 30

Nominated by:

Pakistan Girl Guides Association

Languages spoken:

Urdu as mother tongue and fluent English



PERSONAL STATEMENT

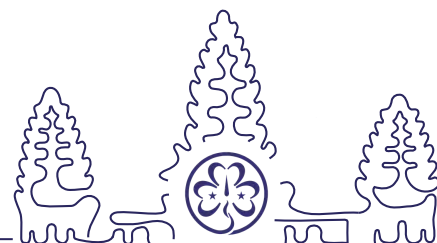
What motivates you to serve on the WAGGGS World Board, and how would your experiences, skills, values, and perspective contribute to its governance, strategic leadership, and the global mission of the Movement?

I am standing for election to the WAGGGS World Board because Girl Guiding and Girl Scouting has shaped my values, leadership, and lifelong commitment to service since childhood. The Movement empowered me first as a girl and later entrusted me with leadership responsibilities as a woman. I now seek to serve at the level of global governance, contributing my experience and perspective to support WAGGGS in remaining inclusive, relevant, and future-focused.

My Guiding journey spans nearly two decades, with a strong focus on expanding access, strengthening quality, and building sustainable volunteer systems. From 2015 to 2023, I served as National Guides Commissioner for Ismaili Guides across Pakistan, providing leadership to a programme serving approximately 30,000 girls nationwide. My role required extensive engagement across diverse contexts, including remote and underserved communities, to ensure that girls had meaningful access to high-quality Guiding experiences.

Under my leadership, membership grew from approximately 5,000 to 30,000 Guides, while maintaining strong programme standards and recognition at national level. This experience reinforced my belief that growth must be accompanied by quality, and that inclusion and excellence must go hand in hand. It also shaped my understanding that effective governance must remain connected to the realities of girls, volunteers, and communities on the ground.

During the COVID-19 pandemic, I led national efforts to ensure continuity of Guiding. This included sustained virtual engagement over six months, alongside the development of offline activity packs for girls without internet access. These initiatives ensured that participation remained inclusive, particularly for those most at risk of exclusion.

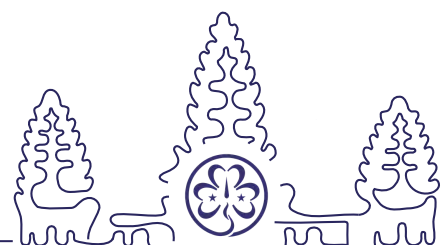




Beyond Guiding, I have led international youth engagement through Global Encounters camps and internships in Pakistan, working with participants and partners from multiple countries and strengthening cross-cultural understanding and collaboration. As Honorary Secretary of the Aga Khan Youth & Sports Board, I have also contributed to national-level planning and governance of youth initiatives across sports, arts, and leadership development.

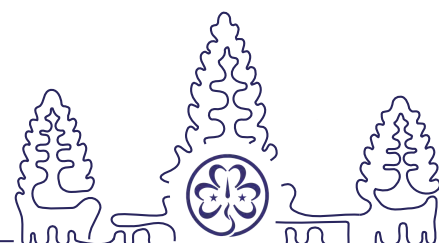
Professionally, I serve as a General Manager (South), Aga Khan Education Service, Pakistan (AKESP) and school leader within a large education system, overseeing multiple institutions. My work involves governance engagement, financial oversight, risk management, and organisational development, strengthening my ability to contribute effectively at Board level.

In 2025, my leadership was recognised through the Asia Pacific Leadership Award for Commissioners. However, my motivation to serve comes from a deep commitment to the Movement and its impact. As a World Board member, I would bring a grounded Global South perspective, experience in volunteer-led systems, and a commitment to intergenerational and values-based leadership. I am particularly motivated to support WAGGGS in strengthening governance, expanding equitable access, and translating Compass 2032 into meaningful impact for girls and young women worldwide.



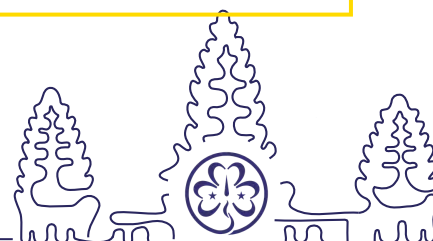
PRIORITY SKILLS, EXPERTISE AND EXPERIENCE

Financial management, budgets and/or risk management	Skill Level:	Contributor
<p>I have substantial experience overseeing budgets, financial planning, and risk management in senior leadership roles. As General Manager (South) and Principal within a large education system, I work closely with finance teams and boards to review budgets, monitor expenditure, manage risk, and ensure accountability. I also bring entrepreneurial experience as a former business owner, strengthening my ability to interpret financial reports and contribute to sound Board-level financial decisions.</p>		
Resource mobilisation (including Fund development)	Skill Level:	Contributor
<p>I have contributed to resource mobilisation through partnership development, programme expansion, and income-generating initiatives. This includes building and sustaining partnerships with multiple institutions for international camps and internships, expanding organisational participation, and supporting programme sustainability. While I am not a specialist fundraiser, I bring practical experience in partnership-based resource mobilisation and strategic discussions around long-term sustainability and value creation.</p>		
Strategy, governance and board/committee level experience	Skill Level:	Expert
<p>I bring extensive experience in strategy and governance across volunteer-led and professional organisations. I have served in national governance roles within youth and Guiding structures and currently operate at system level as General Manager, overseeing eight schools serving approximately 14,500 students. I engage regularly with boards, senior leadership, and committees, with responsibilities spanning strategic planning, policy oversight, risk management, performance review, and ensuring alignment with organisational mission, values, and long-term goals.</p>		
Volunteering, programme and learning and leadership development	Skill Level:	Expert
<p>I have nearly two decades of experience leading volunteer-driven programmes and leadership development. As National Guides Commissioner, I provided strategic oversight for programmes serving 30,000 girls nationwide, growing membership while maintaining quality and recognition. I have led national service-learning initiatives, international camps and internships, and leadership pathways, with a strong focus on volunteer engagement, inclusion, and values-based learning.</p>		
Strategic Communications	Skill Level:	Contributor
<p>I have experience supporting strategic communication through leadership roles that require clear representation, stakeholder engagement, and alignment of messaging with organisational values. This includes representing programmes nationally and internationally, leading conferences, engaging partners, and supporting visibility of youth initiatives. I am confident contributing at Board level to oversight of communication strategies, reputation management, and ensuring clarity and consistency of organisational voice.</p>		



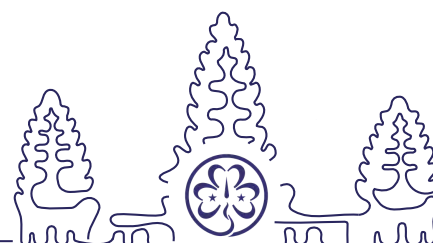
ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

Understanding and acceptance of the legal duties and responsibilities of a World Board member.	Skill Level:	Contributor
<p>Through my senior leadership roles, I work closely with boards and governing bodies and understand the legal and fiduciary responsibilities of trustees, including duty of care, compliance, accountability, and acting in the best interests of the organisation. I regularly engage with governance frameworks, policies, risk registers, and performance reporting, and I am committed to upholding UK charity governance standards, transparency, and collective responsibility as a World Board member.</p>		
Understanding of, and ability to articulate the WAGGGS mission, leadership model, and educational approach.	Skill Level:	Expert
<p>Girl Guiding has shaped my leadership from childhood, and I have actively practised and promoted the WAGGGS mission, leadership model, and non-formal educational approach throughout my Guiding roles. As National Guides Commissioner and programme leader, I have translated these principles into large-scale programmes, leadership pathways, and service learning initiatives, ensuring values-based education, girl-centred leadership, and meaningful participation across diverse contexts.</p>		
A thorough understanding of WAGGGS, including the complex and diverse regional contexts and the varied structures of Member Organisations.	Skill Level:	Expert
<p>My experience spans local, national, regional, and international Guiding contexts, giving me a strong understanding of WAGGGS' diverse structures and regional realities. I have worked closely with national associations, regional partners, and international programmes, appreciating variations in capacity, governance models, and cultural contexts. This enables me to contribute a grounded Global South perspective while always acting in the best interests of WAGGGS as a whole.</p>		
Awareness of the challenges and opportunities facing girls and young women worldwide.	Skill Level:	Expert
<p>My leadership has consistently addressed challenges such as access, gender inequality, digital exclusion, health and nutrition, resilience, and leadership opportunities for girls. Through SDG-focused initiatives, service-learning camps, crisis-responsive programming during COVID-19, and targeted activity packs, I have connected global challenges with practical, empowering actions that enable girls and young women to develop agency and leadership.</p>		
Sound independent judgment and the ability to constructively challenge.	Skill Level:	Expert
<p>In my governance and senior management roles, particularly as General Manager overseeing multiple institutions, I routinely exercise independent judgement on complex and high-impact decisions. I critically analyse proposals, challenge assumptions, and identify risks while maintaining a collaborative and respectful approach. I am confident contributing robust, evidence-based perspectives, supporting informed decision-making, and upholding collective responsibility by respecting final Board decisions.</p>		



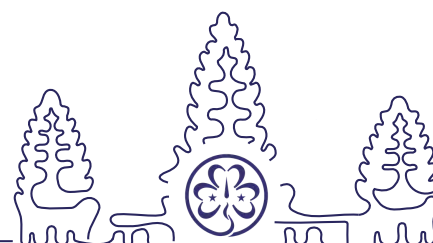
ESSENTIAL SKILLS, EXPERTISE AND EXPERIENCE

Ability to analyse and interpret information.	Skill Level:	Expert
<p>As a General Manager and Principal, I analyse financial reports, performance data, and risk assessments to inform decision-making. I synthesise complex information and present insights clearly to boards and senior teams. My roles require strategic thinking and adaptability in complex environments. I have led system-level planning for education networks, national Guiding growth, and international youth programmes, balancing innovation with sustainability while aligning mission, data, and context to guide effective decisions.</p>		
Ability to think critically, creatively and strategically.	Skill Level:	Expert
<p>My leadership roles require long-term strategic thinking alongside adaptability in complex environments. I have led system-level planning for education networks, national Guiding growth strategies, and international youth programmes, balancing innovation with sustainability. I consistently connect mission, data, and context to shape strategic direction and respond effectively to emerging challenges and opportunities.</p>		
Ability to listen, learn from others, and appreciate diverse perspectives.	Skill Level:	Expert
<p>Working across volunteer-led, multicultural, and intergenerational contexts has strengthened my ability to listen actively and value diverse viewpoints. I engage constructively with girls, volunteers, professionals, and board members, recognising that inclusive dialogue leads to better decisions. I am committed to continuous learning and to creating spaces where diverse voices are respected and meaningfully included.</p>		
Cultural sensitivity and experience working in a global, multi-cultural context.	Skill Level:	Expert
<p>I have extensive experience working across Pakistan’s diverse regions, including remote and mountainous communities, as well as with international youth and partners from multiple countries. Through global camps, internships, and international collaborations, I have demonstrated cultural sensitivity, adaptability, and respect—essential qualities for effective leadership and governance within a global Movement like WAGGGS.</p>		
Ability to represent WAGGGS positively and professionally internally and externally.	Skill Level:	Contributor
<p>I have represented organisations nationally and internationally in professional, youth, and volunteer contexts. This includes engaging with senior leaders, partners, communities, and international participants. I communicate with clarity, integrity, and respect, and I am confident supporting the World Board in representing WAGGGS’ values, mission, and strategic priorities with credibility and professionalism.</p>		



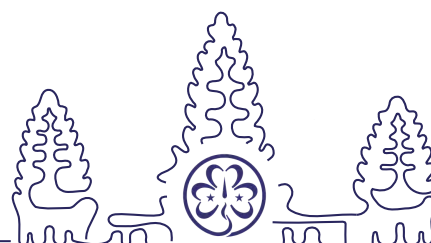
OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

Legal expertise and policy development	Skill Level:	Contributor
<p>While not a legal specialist, I regularly engage with policy frameworks, compliance requirements, and governance documents in my senior leadership roles. I work closely with legal and governance teams to interpret policies, manage compliance, and ensure organisational decisions align with regulatory and ethical standards. This experience enables me to contribute constructively to Board discussions on policy development and risk-aware governance.</p>		
Organisational development, design, and systems	Skill Level:	Expert
<p>As a General Manager overseeing eight schools serving approximately 14,500 students, I lead organisational development initiatives focused on system strengthening, role clarity, performance management, and sustainability. My work includes redesigning structures, aligning processes with strategy, supporting leadership pipelines, and managing change across complex organisations. This experience equips me to contribute meaningfully to Board-level discussions on organisational effectiveness and systems thinking.</p>		
Technology strategy, digital transformation and AI	Skill Level:	Professionally Qualified
<p>I have led and supported digital transformation initiatives within education and youth programmes, including online learning platforms, large-scale virtual engagement during COVID-19, and the integration of digital tools for communication, learning, and management. I hold international certifications in web-based teaching tools and online pedagogy, enabling me to contribute informed, practitioner-level insight to Board oversight of technology strategy, digital innovation, and emerging AI-enabled approaches.</p>		
Research and development	Skill Level:	Contributor
<p>My work involves applying research-informed practices to programme design, education improvement, and youth development initiatives. I engage with research findings, pilot innovative approaches, and adapt programmes based on learning and feedback. This enables me to support Board-level conversations on innovation, evidence-based decision-making, and continuous organisational learning.</p>		
Data analysis, monitoring, and evaluation	Skill Level:	Contributor
<p>In my leadership roles, I regularly use data to monitor performance, evaluate programmes, and inform strategic decisions. This includes analysing enrolment trends, academic outcomes, programme impact, and organisational indicators. I am comfortable interpreting dashboards and reports, asking critical questions, and supporting a culture of evidence-based governance and accountability.</p>		



OTHER DESIRABLE SKILLS, EXPERTISE AND EXPERIENCE

External relations	Skill Level:	Contributor
<p>I have extensive experience building and managing external relationships across national and international contexts. This includes working with partner organisations, senior leaders, community stakeholders, and international youth networks through Global Encounters, education systems, and Guiding structures. I bring diplomacy, cultural sensitivity, and strategic intent to relationship-building, supporting reputation, trust, and long-term collaboration.</p>		
Influencing, advocacy, and stakeholder engagement	Skill Level:	Expert
<p>My roles have required sustained engagement with diverse stakeholders, including boards, senior leaders, volunteers, communities, and young people. I have advocated for access, quality education, youth leadership, and girl-centred development at national and international levels. I influence through evidence, values, and collaboration, supporting alignment across stakeholders while advancing organisational priorities.</p>		
Human resources management (staff and/or volunteers)	Skill Level:	Expert
<p>I have extensive experience managing both staff and large volunteer systems. As a senior education leader and National Guides Commissioner, I have overseen recruitment, performance management, capacity-building, safeguarding, and leadership development. I understand the complexities of people management across professional and volunteer contexts and contribute a people-centred, values-driven approach to organisational leadership</p>		
Crisis management	Skill Level:	Expert
<p>I have led organisations and volunteer systems through significant crises, including the COVID-19 pandemic. My experience includes rapid decision-making, risk assessment, continuity planning, digital transition, and safeguarding wellbeing while maintaining mission delivery. These experiences have strengthened my ability to lead calmly under pressure and contribute effectively to Board-level crisis oversight and resilience planning.</p>		





LEADERSHIP MODEL MINDSETS

How do you actively apply the WAGGGS leadership mindsets in your actions and decisions, and how will this enhance your effectiveness as a World Board Member?

The WAGGGS Leadership Model reflects how I have grown as a leader through Guiding and in my professional journey. For me, these mindsets are not theoretical—they are lived through my work with girls, volunteers, and communities across diverse and often challenging contexts.

The Reflective mindset shapes how I lead myself. Working across different regions of Pakistan, I have learned to pause, reflect, and adapt—especially when decisions impact girls in underserved communities. This helps me stay grounded in purpose and open to learning.

Through the Collaborative mindset, I have led large volunteer networks where ownership and trust are essential. Whether growing Guiding from 5,000 to 30,000 members or working with multiple partners, I have learned that sustainable impact comes from shared leadership, not individual authority.

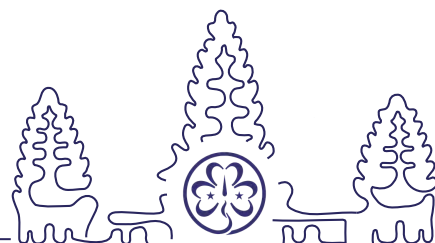
The Worldly mindset has been strengthened through my work in remote and mountainous areas, as well as through international youth engagement. These experiences have deepened my understanding of how context shapes opportunity, and the importance of inclusive, locally relevant approaches.

I practise the Creative and Critical Thinking mindset by finding practical solutions to complex challenges. During COVID-19, this meant combining digital engagement with offline activity packs to ensure no girl was left behind.

The Gender Equality mindset is central to my leadership. I have worked closely with girls who face barriers to participation, and I am committed to creating spaces where they can lead, speak, and grow with confidence.

Finally, the Responsible Action mindset ensures that leadership leads to meaningful outcomes. I focus on decisions that are ethical, sustainable, and aligned with the long-term wellbeing of girls and the Movement.

As a World Board member, I would bring leadership that is reflective, grounded in reality, and committed to ensuring that every girl, regardless of her context, has the opportunity to thrive.



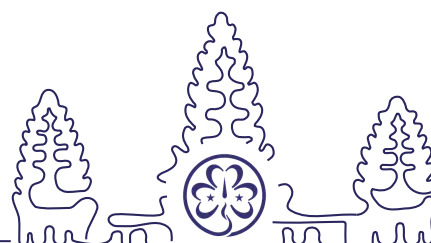
EDUCATION/ QUALIFICATIONS/ ACADEMIC BACKGROUND AND PROFESSIONAL ROLES

<p>Academic background, areas of study, qualifications.</p>	<p>I hold an MBA in Educational Leadership and Management from the Institute of Business Management (2023), with a strong focus on organisational leadership and strategy. I also hold a Doctor of Pharmacy (D.Pharm) from the University of Karachi (2012), which has strengthened my analytical and evidence-based decision-making skills. I completed my Higher Secondary Certificate at Aga Khan Higher Secondary School, Karachi (2005).</p>
<p>Professional roles or business appointments (from 2016 to today)</p>	<p>I currently serve as General Manager (South) at Aga Khan Education Service, Pakistan (2024–Present), providing system-level leadership across multiple schools serving approximately 14,500 students. My role includes governance coordination, strategic planning, financial oversight, risk management, and performance monitoring, working closely with senior leadership and boards to strengthen organisational effectiveness and sustainability.</p> <p>I also serve as Principal of Aga Khan Higher Secondary School, Karachi (2022–Present), leading academic and organisational strategy, staff development, and quality assurance. Previously, I served as Vice Principal (2020–2022), supporting whole-school leadership and operations.</p> <p>Earlier, I worked as Programme Manager at Youth Development Foundation (2019–2020), leading youth development initiatives focused on leadership, education, and community engagement.</p>

VOLUNTARY APPOINTMENTS

Positions held within WAGGGS, a Member Organisation or other voluntary position from 2016 to date.

<p>WAGGGS (at global or regional level)</p>	
<p>Member Organisation</p>	<ul style="list-style-type: none"> • Chairperson Senior Guides, Pakistan Girl Guides Association, 2023 to date • Commissioner for Ismaili Guides, 2015-2023
<p>Other voluntary positions</p>	<ul style="list-style-type: none"> • Honorary Secretary, Aga Khan Youth & Sports Board for Pakistan, 2023 – to date • Global Encounters International Camp – Jurisdiction Lead Pakistan, 2013 to date • Global Encounters – Internship Lead Pakistan, 2021 to date



PART B: SUPPORTING INFORMATION

On this page you will find link to various supporting documents relevant to the World Board.

World Board Nominations Pack

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

- The role and responsibilities of the World Board
- The World Board member person specification
- Additional responsibilities for the roles of Chair and Vice-Chair
- Additional skills and experience requirements for those elected as Chair and 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.

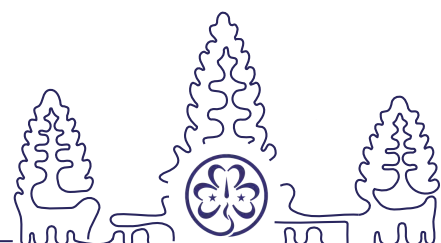
[CAMPAIGNING
GUIDELINES](#)



Information Video

In January 2026, the Nominations Committee shared a short video giving an overview of the nominations process and information about the role of the World Board. Watch the video in your preferred language here:

[INFORMATION
VIDEO](#)





We see. We care. We act.

39th WAGGGS WORLD CONFERENCE

CAMBODIA 2026