

The Bharat Scouts & Guides, Uttarakhand State Headquarter



Ref. No./BS&G UK/SHQ/ 9594-9692/2025

Date – 23-12-2025 सशक्त युवा, विकसित भारत

From,
State Secretary
The Bharat Scouts & Guides Uttarakhand

To,
District Chief Commissioners and Chief Education Officers:
Districts- Almora/ Nainital/Pithoragarh/Bageshwar/Champawat/ Dehra Dun / Udham Singh Nagar/ Haridwar/ Pauri/Chamoli/Rudra Prayag/Tehri/Uttarkashi/Shanti Kunj

Subject: Forwarding Information regarding Upcoming International Programme(s)

Dear Sir,

Please note that the State Headquarters is in receipt of the below mentioned programme(s) from the National Headquarters please find the attached mail which are to be forwarded to the eligible participants from Schools and the Degree/ PG Colleges in your respective district.

S No.	Circular No.	Date	Subject
1.	NHQ 303/2025	22/12/2025	Call for nomination WAAGS World Board- 39 th World Conference, Cambodia 2026

You are hereby requested to forward it to the eligible candidates from your district enabling them to participate in the aforesaid programmes.

Attachment(s): - Copy of NHQ Circular(s)

"Creating Better Uttarakhand"

Yours in Scouting

(R M Kala)

UID- BSG798627234

State Secretary

The Bharat Scouts & Guides Uttarakhand

Copy to: -

1. State Chief Commissioner, The Bharat Scouts & Guides Uttarakhand (Ex-Officio- Director Secondary Education Uttarakhand Govt.)
2. State Commissioner (Scout/ Guide) The Bharat Scouts & Guides Uttarakhand
3. Director, Higher Education, Uttarakhand
4. Regional Officer, CBSE Regional Office, Kaulagarh Road, Dehra Dun
5. Joint Director, Higher Education, Uttarakhand
6. State Organizing Commissioner (Scout/ Guide) The Bharat Scouts & Guides Uttarakhand
7. District Secretaries, The Bharat Scouts & Guides Uttarakhand
8. Principal, All PG and Degree Colleges (Kumaon and Garhwal Division) Uttarakhand State





The Bharat Scouts and Guides

Creating Better India

National Headquarters

Address: Lakshmi Mazumdar Bhawan, 16, M. G. Marg, I. P. Estate, New Delhi-110002

Website : www.bsgindia.org Email Id: info@bsgindia.org Phones: +91-11-23370126, 23378667



To

All the State Secretaries,
State Association of
The Bharat Scouts and Guides
INDIAN UNION

Circular No.: 303 /2025

Date: 22.12.2025

**SUB: CALL FOR NOMINATIONS – WAGGGS WORLD BOARD – 39th
WORLD CONFERENCE, CAMBODIA 2026**

Dear Sir/Madam,

Warm and proud greetings from The Bharat Scouts and Guides, National Headquarters!

The World Association of Girl Guides and Girl Scouts (WAGGGS) has invited its Member Organisations to submit nominations for election to the World Board at the 39th World Conference, scheduled to be held in Cambodia in 2026.

The WAGGGS World Board stands as the apex governing authority of the organisation and carries the profound responsibility of providing strategic leadership, safeguarding institutional integrity, and steering the global Movement in alignment with the WAGGGS Strategy 2024–2029 and the long-term vision of Compass 2032. The forthcoming election is of particular importance, as it seeks leaders of vision, integrity, international outlook, and proven governance capability to steer the global Movement in a rapidly evolving context.

As outlined in the official Nominations Pack issued by WAGGGS, six World Board members will be elected at the 39th World Conference. Member Organisations are encouraged to nominate competent, committed and values-driven women leaders, including young women under the age of 30, in keeping with WAGGGS's strong commitment to intergenerational leadership.

Nominations are especially encouraged from individuals of outstanding stature and proven competence, possessing strong expertise and experience in areas such as financial management and risk oversight, resource mobilisation and fund development, strategy and governance, volunteering and programme development, learning and leadership development, as well as strategic communications, which have been identified as priority competencies by the World Board.

The nomination process is rigorous and transparent and is overseen by the WAGGGS Nominations Committee. Detailed information regarding eligibility criteria, roles and responsibilities of World Board members, and the complete nomination procedure is in the Nominations Pack enclosed herewith for ready reference.

The duly completed nomination forms, recommended by the State Association, should be submitted to info@bsgindia.org with a copy to jdg@bsgindia.org on or before 31st January 2026. Nominations received after the stipulated date and time shall not be considered.

All State Associations are requested to accord this matter the highest priority, disseminate the information widely within their jurisdiction, and ensure that leaders of exceptional calibre, unwavering firm and strong international outlook from our Movement are identified, motivated and encouraged to come forward for this prestigious global responsibility.

Thanking you with regards,

Yours in Guiding,


(DARSHANA PAWASKAR)
Director

Encl.: As above

Copy to:-

1. All the NHQ Office Bearers, The Bharat Scouts and Guides, National Headquarters.
2. Chairman/Secretary, Railway Scout and Guide Board, Rail Bhawan, New Delhi.
3. The Commissioner, Kendriya Vidyalaya Sangathan, New Delhi.
4. The Commissioner, Navodaya Vidyalaya Samiti, Noida.
5. All State Chief Commissioners, The Bharat Scouts and Guides.
6. All State Commissioners, Guide Wing, The Bharat Scouts and Guides.
7. All the District Secretaries, District Association of Dammam, Riyadh and Muscat.
8. All Assistant Directors, Bharat Scouts and Guides, for information and follow-up.
9. All ALT<s – Guide Wing for information.



We see. We care. We act.

39th WAGGGS WORLD CONFERENCE

CAMBODIA 2026

NOMINATIONS FOR THE WORLD BOARD

**Information pack for
Member Organisations**

DECEMBER 2025



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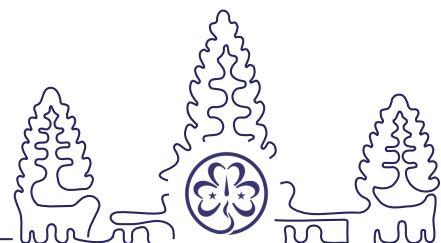
INTRODUCTION

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INTRODUCTION

From the Chair of the World Board and the Chief Executive

The World Board plays a vital leadership role in guiding WAGGGS through the opportunities and challenges of a rapidly evolving global context. As the organisation's highest governing body, the World Board helps shape our long-term vision, ensures accountability, and strengthens the systems that enable our Movement to support and empower girls and young women everywhere.

As we prepare for the election of new World Board members at the 39th World Conference, we invite Member Organisations to nominate candidates who embody the values, experience, and skills our Board needs at this moment.

WAGGGS is committed to continually strengthening the way we operate, ensuring that our governance structures remain aligned with our strategic direction. Over the past year, the World Board has assessed the organisational requirements needed to fulfil our Strategy 2024–2029. As part of this work, the Board has identified two key portfolios of critical importance at this time: **(1) Financial management, accounting and/or risk management**, and **(2) Resource mobilisation (including fund development)**. The World Board is exploring a proposal to update the election process so that candidates with these two priority skills can be elected directly through designated candidate pools. In addition, priority skills, experience, and expertise have been identified in the following areas: **Strategy and Governance; Volunteering; Programme, learning and leadership development; and Strategic communications**.

The newly elected Board members will join the five Regional Chairs and the six World Board members elected in 2023, and together will form a cohesive Board that reflects the skills and experience required to lead our Movement.

Everything we do must lead the Movement towards Compass 2032. As we advance into a more aligned Global Team—across governance, volunteers, and staff—we are seeking Board members who can bring the expertise, perspective, and experience needed to deliver on our strategic goals and the services Member Organisations value.

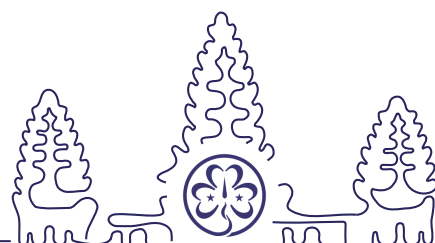
This nominations cycle is a key step in advancing Outcome 3 of the WAGGGS Strategy 2024–2029, strengthening our governance and ensuring that every part of WAGGGS works in alignment and towards a shared direction.

We invite Member Organisations to actively engage in this nominations process by identifying and putting forward candidates who embody the experience, professionalism, and commitment required to serve our mission. By doing so, we can **shape together a strong and effective World Board**—one that reflects the strength, diversity, and ambition of our global sisterhood, and is ready to lead with purpose and champion a future where every girl and young woman can thrive.

Yours in Girl Guiding and Girl Scouting,

Candela Gonzalez
Chair of the World Board

Nadine El Achy
Chief Executive





INTRODUCTION

From the Chair of the Nominations Committee

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. Board members help shape WAGGGS's strategic direction while bringing their skills, expertise, perspectives and leadership to advance our shared mission. Active engagement is essential, as this role requires time, commitment and dedication, but it offers tremendous personal growth, professional development, and the opportunity to make a lasting impact on our global movement, making it deeply rewarding and fulfilling.

We now invite Member Organisations to nominate individuals for the World Board. Within this pack you will find information about the role, responsibilities, and the qualities we are seeking in new World Board members, guiding you as you consider potential nominees for this important governance role. We deeply value your partnership and thoughtful consideration in identifying experienced, dedicated, and passionate individuals who can contribute to the continued success and growth of WAGGGS.

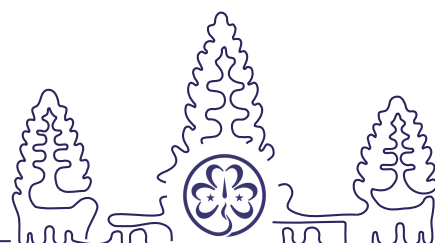
We are pleased to confirm that there are currently two members of the World Board under the age of 30, in line with Motion 3 adopted at the 37th World Conference. This reflects our strong commitment to intergenerational leadership where young women play an active and meaningful role in shaping decisions at the highest level of our Movement. Their voices, perspectives and energy are essential to WAGGGS's future, and we continue to encourage the most talented and capable women of all generations from across our Movement to come forward as candidates in the upcoming elections.

The nominations process will be led by the Nominations Committee, supported by the Head of Governance. There are six members of the Nominations Committee, one from each of the five WAGGGS regions and myself as Chair.

Please feel free to contact either Nicola Lawrence, Head of Governance at governance@waggggs.org or me at anamaria.miderosgadea@waggggs.org if you have any questions.

Yours in Girl Guiding and Girl Scouting,

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



PART A: INFORMATION ABOUT THE WORLD BOARD

ABOUT THE WORLD BOARD

The WAGGGS World Board (the Board of Trustees) is the governing body of WAGGGS and is responsible for ensuring the effective leadership of the organisation. It has ultimate responsibility for the organisation, overseeing its activities and determining its mission and future direction. The Board is also collectively accountable for compliance with relevant UK legal and regulatory requirements.

There are seventeen members of the World Board consisting of:

- twelve Elected Trustees; and
- five Regional Chairs

The twelve Elected Trustees are elected at World Conference by Full Member Organisations from a list of nominees submitted by the Member Organisations. The twelve Elected Trustees should include, so far as practicable, at least two women under the age of 30 at the time of the election.

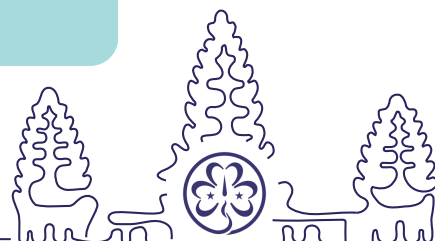
The five Regional Chairs, constituting the chairs of the Regional Committees, are elected by their respective Regional Committee from amongst the members of the committee. They automatically become a member of the World Board of WAGGGS upon their election as Regional Chair.

All seventeen members of the World Board are trustees of WAGGGS. Although their method of election to the Board is different to the twelve Elected Trustees, the Regional Chairs are also trustees of WAGGGS, equal to all other Board members and hold the same responsibilities and duties for the organisation. They bring an invaluable regional perspective and insight, but on the World Board must always act in the best interests of WAGGGS and its members as a whole.



What is a trustee?

A trustee is a volunteer who is legally responsible for a charity. They make important decisions, oversee resources, ensure the charity follows the law, and act in its best interests while helping it achieve its mission.





WAGGGS GOVERNANCE PRINCIPLES

As part of the governance review in 2025, we have identified the following core governance principles. These principles guide not only the overall structure and functioning of WAGGGS but also the nomination and selection of World Board members.

We ensure that governance decisions are guided by **WAGGGS' mission, vision, and strategic goals**, with an emphasis on long-term sustainability, collective impact, and data-informed decision-making. The World Board focuses on strategic oversight rather than operational tasks.

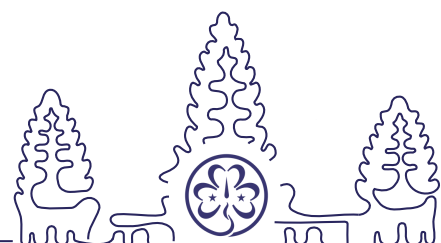
We believe leadership should include **people of all ages**, with shared responsibilities across generations. We are committed to ensuring that young women under 30 have a strong, meaningful voice in decision-making at all levels. Their perspectives are vital to shaping our Movement's future, and we actively create opportunities for them to lead, influence, and contribute alongside leaders of all generations.

We use our **regional structure** to identify and then implement the Movement's strategic goals. Our approach strengthens collaboration across global, regional, and national (Member Organisation) levels. We share good practices, foster mutual support, and engage constructively with external partners when it adds value.

Our Board is **skilled, accountable, and inclusive**. It has the right size, composition, skills, and experience to govern effectively as a UK-based charity, supported by committees that provide specialised expertise.

We ensure our Board reflects the rich diversity of our global Movement—bringing a global mindset and embracing varied experiences and viewpoints to enhance decision-making and leadership. Roles and responsibilities are clearly defined across all levels of WAGGGS' governance, with timely, open, and transparent communication that builds trust and supports effective collaboration.

By fostering a culture of respect and inclusion and actively removing barriers to participation, we enable full, meaningful discussions and balanced, agile decisions that benefit from diverse viewpoints.



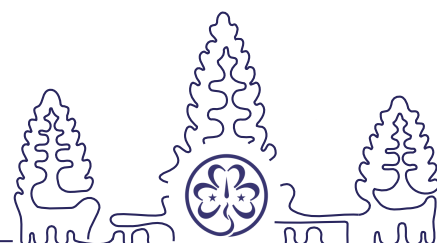
We regularly review and improve how we work to stay agile and responsive.

The Board actively reflects on its performance and effectiveness, using feedback and evaluation to strengthen governance and decision-making.

Defined terms of office and a structured rotation plan support this by introducing fresh perspectives while retaining valuable experience. This balance helps keep the Board dynamic, forward-looking, and equipped to respond to changing needs.

We deliver good governance in the most cost-effective way possible, to ensure we maximise investment in delivering our value proposition to our Members.

By aligning our nominations process with these principles, we ensure that the Board is composed of individuals who demonstrate the skills, experience, and personal qualities necessary to govern effectively. This approach helps create a balanced, accountable, and diverse Board capable of leading WAGGGS in line with its mission and Compass 2032 priorities.



ROLE AND RESPONSIBILITIES OF THE WORLD BOARD

Serving on the World Board is a voluntary role, undertaken by individuals who are committed to advancing the mission of WAGGGS and bring the skills, experience, and personal qualities needed to contribute to the strategic management of this complex, global organisation.

The World Board's primary role is governance, providing high-level strategic oversight and ensuring that WAGGGS meets its legal, accounting, and reporting obligations. Board members are encouraged to ask questions to ensure they understand key issues and receive sufficient information to make informed decisions.

The World Board has delegated day-to-day operations, leadership and administration of the organisation to the Chief Executive. While members of the World Board are kept informed about the organisation's work, their role remains strategic, not operational. They do not manage day-to-day activities but focus on guiding the organisation's overall direction.

Legal duties of a Trustee

WAGGGS is a registered charity, regulated by the Charity Commission for England and Wales. The Charity Commission provides guidance on the legal duties and responsibilities of charity trustees, which are summarised into six key areas:



Ensure your charity is carrying out its purposes for the public benefit

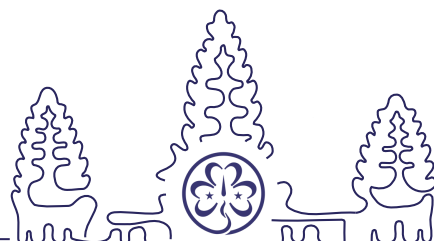
This means understanding:

- What your charity can and cannot do within its purposes.
- How your charity is delivering on its purposes and providing benefit to the public.
- The real impact your charity is making.

Comply with your charity's governing document and the law

This means:

- Being familiar with your governing document (in WAGGGS, our Constitution and Bye-Laws).
- Staying up to date with filing accounts, returns, and any changes to your charity's registration details.
- Being aware of other laws that apply to your charity.
- You don't need legal expertise, but you are expected to take reasonable steps to understand the law and ensure your charity complies.





Act in your charity's best interests

This means:

- Making balanced, informed decisions.
- Recognising and managing conflicts of interest.
- Being prepared to ask questions and challenge when necessary.
- Respecting majority decisions.
- Not preserving the charity for its own sake or serving personal interests.

Ensure your charity is accountable

This means:

- Meeting legal accounting and reporting requirements.
- Demonstrating that your charity complies with the law and operates effectively.
- Being accountable to members and others with a stake in the charity.
- Ensuring staff and volunteers are accountable to the Board.
- Viewing accountability as an opportunity, not a burden.



Manage your charity's resources responsibly

This means:

- Managing risks and protecting the charity's assets, reputation, and people.
- Securing the resources your charity needs.
- Having and following appropriate controls and procedures.
- Overseeing the charity's land and buildings.
- Being responsible for, and accountable to, staff and volunteers.

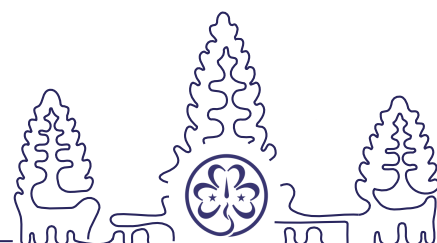
Act with reasonable care and skill

This means:

- Using your skills and experience to make informed decisions.
- Knowing when to seek advice.
- Preparing thoroughly for meetings.
- Obtaining the information you need, including financial and management reports.
- Being ready to respond if something goes wrong.



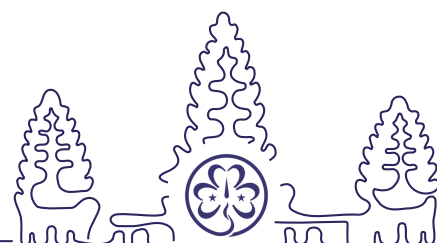
Source: Charity Commission, ["The Essential Trustee: 6 main duties"](#)





ROLE DESCRIPTION OF A WORLD BOARD MEMBER

1. Ensure WAGGGS complies with its Constitution and Bye-Laws, UK charity law, and all other relevant legislation and regulations.
2. Ensure WAGGGS focuses on its Objects (its objectives or purpose) as defined in the Constitution and Bye-Laws, applying resources exclusively to support these Objects.
3. Contribute to the World Board's role in setting strategic direction and overarching policy.
4. Help define goals and targets and evaluate performance against them.
5. Consider the interests of the Girl Guide/Girl Scout Movement as a whole, making decisions in the best interests of WAGGGS at all times.
6. Regularly review the implementation of the Strategy, considering changes in the external environment and adapting as needed.
7. Undertake the functions and duties of the World Board as defined in Article 13 of the Constitution and Bye-Laws.
8. Attend World Board meetings (both in person and online) and the triennial World Conference, preparing thoroughly and participating fully to contribute effectively to discussions and decisions.
9. Take part in regular reviews of the World Board's performance and reflect on your own contributions to help improve both personal and collective effectiveness.
10. Uphold and promote the values of WAGGGS and safeguard its reputation.
11. Ensure financial stability, oversee proper investment of funds, and manage and protect WAGGGS property.
12. Set strategic and organisational risk appetite and policy, review the risk register, and ensure mitigating actions are in place.
13. Appoint the Chief Executive and monitor their performance.
14. Undertake visits and travel assignments as required; travel is occasional and not a regular expectation.
15. Represent WAGGGS at external events as required.
16. Use your skills, knowledge, and experience to help the Board reach sound decisions, including scrutinising proposals, leading discussions, advising on initiatives, and applying specialist expertise.
17. Agree terms of reference for World Board standing committees and working groups.
18. Ratify appointments to standing committees and working groups.
19. Support WAGGGS in building and maintaining strong, effective relationships with Member Organisations, partners, and donors.
20. Be ready to serve:
 - a. On a standing committee or working group.
 - b. As a Chair of a standing committee or working group.
 - c. On a task group established to achieve a specific task during or between Board meetings.





21. Respond promptly to all correspondence and keep the World Bureau updated with your contact details, including arrangements if you will be away.
22. Sign and adhere to a Trustee contract, including the Code of Conduct, Conflict of Interest declaration, Safeguarding, Data Protection, and Confidentiality agreements upon election and annually thereafter.
23. Maintain confidentiality of all Board, group, and committee matters until officially released.
24. Role model positive and effective volunteer behaviours and ensure WAGGGS values are central to all decision-making.

EXPECTATIONS OF WORLD BOARD MEMBERS

Members of the World Board are expected to comply with the WAGGGS organisational values and WAGGGS policies including, but not exclusively, the Code of Conduct, Conflict of Interest Policy, Safeguarding Policy, Data Protection Policy, Volunteer Management and the Confidentiality Statement.

All members of the World Board are expected to deal promptly with all correspondence, with urgent matters potentially requiring a response within 48 hours. World Board members must keep the Chair and Head of Governance informed of their correct contact details or if they are facing challenges with WAGGGS digital systems and are prevented of accessing information.

World Board members should make every effort to be accessible, flexible and responsive, particularly during periods of peak demand and activity. World Board members are expected to take personal responsibility for keeping informed of the work of the World Board including accessing resources, reading emails and supporting papers, and seeking clarity if required in order to make informed decisions and to meet required deadlines.

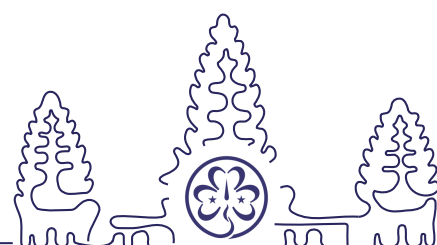
The number of hours that each World Board member dedicates to their role will vary depending on their role and/or if serving on a committee or working group. It is expected that the role will involve a minimum of 10 hours per month.

WORLD BOARD WAYS OF WORKING

The World Board meets at least five times per calendar year. Meetings are generally held on Zoom but, if resources allow, at least one face-to-face meeting is held per year. Towards the end of each year the Board agrees the meeting dates for the coming year and calendar invitations are sent out to hold these dates.

Between meetings, communication and correspondence take place through email, WhatsApp, and Zoom/Teams.

A comprehensive induction is provided for all World Board members after their election.





Conflicts of interest

A World Board member cannot hold a significant position in their Member Organisation once elected. This means that they cannot serve as a President, Chief Commissioner, National Board/Council/Executive body member, International Commissioner, or other significant or decision-making role in their Member Organisation whilst a member of the World Board.

A World Board member also cannot be an employee of, or undertake any paid consultancy or contract work for, WAGGGS or a Member Organisation whilst a member of the World Board.

An individual holding any of these roles can still be nominated and elected, but the individual will be asked to relinquish the role within six months of being elected to the World Board.

In order to be able to dedicate sufficient time and energy to their World Board responsibilities, World Board members are strongly discouraged from holding other roles within WAGGGS during their term of office.

IMPACT OF THE GOVERNANCE REVIEW

As Member Organisations know, WAGGGS has been carrying out a governance review throughout 2025. You can find more details about this work on [Campfire](#).

At the 39th World Conference in 2026, the World Board will be bringing forward proposals about:

- the size of the World Board, and
- the term of office for Elected Trustees.

If these proposals are approved, they may affect the election of new World Board members at the Conference. We understand this may create some uncertainty for potential nominees and Member Organisations, and we want to be as clear as possible from the outset. Below is an outline of what these proposed changes could mean.

Possible change to the term of office

Member Organisations will be asked to consider changing the term of office for Elected Trustees from one six-year term to a three-year term, with the option to stand again for another three years.

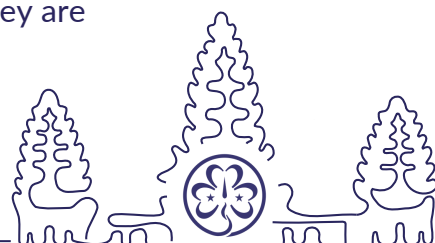
If this is approved, it would apply straight away to those elected in 2026. This means candidates could be elected either for:

- a six-year term, or
- a three-year term (2026–2029) with the chance to stand again for 2029–2032.

Possible change to the size of the World Board

If Member Organisations approve a change in the size of the Board, fewer than six members may be elected in 2026. For example, there may be a transition year where only four new members are elected in 2026 instead of six.

These proposals will be voted upon at the Conference the day before the election of World Board members, so all candidates will know exactly what term they are standing for and how many positions are available.



FURTHER INFORMATION

If you would like further information about what it means to be a member of the World Board (a Trustee), please click on the links below:

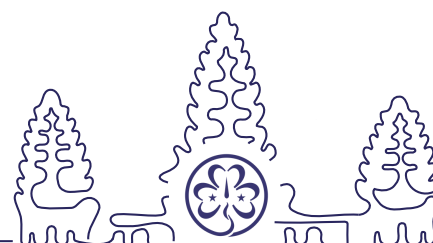
[WAGGGS Constitution and Bye-Laws](#)



[Charity Commission information](#)



[Charity Governance Code](#)



PART B:

INFORMATION ABOUT THE NOMINATIONS PROCESS

RETIRING MEMBERS OF THE WORLD BOARD

At the 39th World Conference in June 2026, six members of the World Board will complete their term of office and retire from the World Board:

Name	Elected	Term Ends
Jess Bond (UK)	2021	2026
Fiona Bradley (New Zealand)	2021	2026
Chamathya Fernando (Sri Lanka)	2021	2026
Candela Gonzalez (Argentina)	2021	2026
Debra Nakatomi (USA)	2021	2026
Christiane Rouhana (Lebanon)	2021	2026



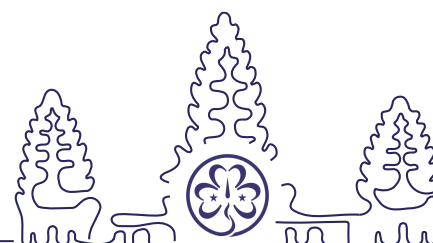
CONTINUING MEMBERS OF THE WORLD BOARD

New World Board members will be elected at the 39th World Conference in June 2026. The new World Board members will join eleven continuing members of the World Board. The following Board members were elected at the 38th World Conference in 2023 and will retire in 2029:

Name	Elected	Term Ends
Monika Dreik (Poland)	2023	2029
Fiona Lejosne (France)	2023	2029
Helga Mutasingwa (Tanzania)	2023	2029
Josephine Mwangi (Kenya)	2023	2029
Signe Obel (Denmark), Under 30	2023	2029
Sharrada Segeran (Malaysia), Under 30	2023	2029

The following Board members were elected as Regional Chairs in 2025 and will retire from the World Board in 2028:

Name	Region	Elected	Term Ends
Elizabeth Chatuwa (Malawi)	Regional Chair, Africa	2025	2028
Ghofrane Ben Hamed (Tunisia)	Regional Chair, Arab	2025	2028
Niumaath Shafeeg (Maldives)	Regional Chair, Asia Pacific	2025	2028
Caroline Brown (UK)	Regional Chair, Europe	2025	2028
Marina De Matthey Derosa (Argentina)	Regional Chair, Western Hemisphere	2025	2028





WORLD BOARD MEMBER PERSON SPECIFICATION

This World Board person specification ensures WAGGGS brings together individuals with the right skills, experience, mindsets and passion to guide the organisation effectively. By combining expertise in areas such as governance, finance, and communications with dedication to our mission, Board members strengthen accountability, support strategic growth and development, and help expand WAGGGS's global impact.

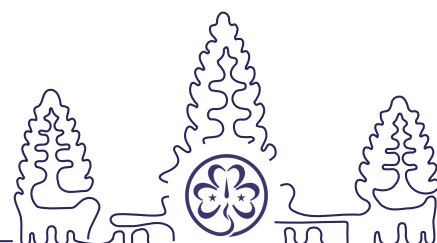
The person specification below outlines the essential skills, experience, and personal qualities expected of all World Board members, alongside additional expertise and skills that are desirable collectively across the Board. While not every member is expected to be an expert in all areas, together the Board should possess the full range of capabilities needed to govern effectively and advance WAGGGS's mission.

Individuals must not be disqualified from serving as a Trustee of a UK-based charity. More information can be found here: [[Automatic disqualification of Trustees](#)].

Essential skills, experience and personal qualities

Personal qualities

- A member of a WAGGGS Member Organisation.
- Be over 16 years old
- Commitment to WAGGGS's mission and enthusiasm for shaping the organisation's future.
- Values and behaviours aligned with WAGGGS's core values and the WAGGGS Code of Conduct.
- Collaborative team player who can also provide an independent perspective.
- Willingness to engage in ongoing learning and development.
- Commitment of time and effort for preparation and participation in Board and committee meetings (average 10 hours per month; more if serving on committees or working groups).
- Commitment to practising the WAGGGS Leadership model.
- Flexibility and openness to new ideas, opportunities, and ways of working.





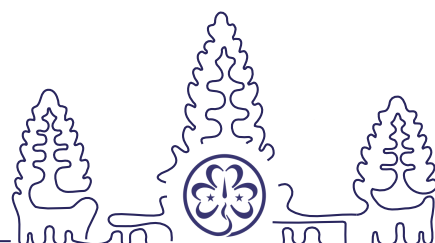
Skills, expertise and experience:

- Understanding and acceptance of the legal duties and responsibilities of a World Board member.
- Experience in organisational finance and budget management.
- Understanding of, and ability to articulate the WAGGGS mission, leadership model, and educational approach.
- A thorough understanding of WAGGGS, including the complex and diverse regional contexts and the varied structures of Member Organisations.
- Awareness of the challenges and opportunities facing girls and young women worldwide.
- Sound independent judgement and the ability to constructively challenge.
- Ability to analyse and interpret information.
- Ability to think critically, creatively and strategically.
- Ability to listen, learn from others, and appreciate diverse perspectives.
- Cultural sensitivity and experience working in a global, multi-cultural context.
- Ability to represent WAGGGS positively and professionally internally and externally.
- Proficiency in English for verbal and written communication.
- Confident using technology for communication and collaboration, including email, WhatsApp, conference calling platforms (Zoom, Teams).

Desirable skills, expertise and experience

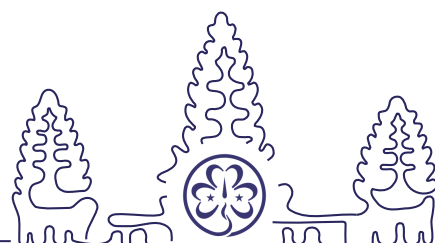
It is desirable for World Board members to have expertise, knowledge or experience in one or more of the following areas:

- Financial management, accounting and/or risk management
- Resource mobilisation including fund development
- Strategy, governance and board/committee experience
- Legal expertise and policy development
- Marketing, communications, and social media
- Learning and development, including non-formal education
- Organisational development, design, and systems
- Technology strategy, digital transformation and AI
- Research and development
- Data analysis, monitoring, and evaluation
- External Relations
- Influencing, advocacy, and stakeholder engagement
- Human resources management (staff and/or volunteers)
- Crisis management



Young women under the age of 30 who meet the criteria are strongly encouraged to apply to join the World Board. This aligns with the governance principle of intergenerational leadership and WAGGGS's ongoing commitment to ensuring that young women have the opportunity to lead at every level of the Movement – including on the World Board. This is part of our broader effort to deliver upon Compass 2032, to strengthen youth-led governance and representation, and to provide practical experience in high-impact leadership roles.

The Chair and Vice-Chair(s) are elected by the World Board from amongst their members after the World Board election has taken place at World Conference. When thinking about potential nominees, it may be useful for Member Organisations to consider the additional responsibilities and skills, experience and qualities required for these roles: [Chair and Vice-Chair\(s\) of the World Board](#)



MAPPING OF CURRENT WORLD BOARD MEMBERS SKILLS AND EXPERIENCE

Every effort is made during the nominations process to ensure a diverse mix of skills and experience among World Board members. However, as all positions are ultimately elected, the Board's collective skills and expertise are only fully known after the World Conference.

Following each election, the World Board conducts a skills audit to identify its strengths and any areas that may need to be strengthened.

What skills and experience are WAGGGS seeking in new World Board members?

The most recent skills audit (2025) shows that among the eleven continuing members, WAGGGS benefits from a rich variety of skills, knowledge, and experience. However, gaps have been identified in financial management, resource mobilisation (including fund development), strategy/governance, strategic communications, volunteer engagement, programme development and learning and leadership development.

To help deliver on WAGGGS's strategic priorities over the coming triennia, the World Board is seeking nominations from individuals with strong expertise and/or experience in one or more of these areas, to strengthen oversight and provide strategic direction.

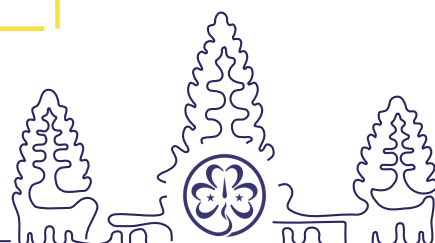
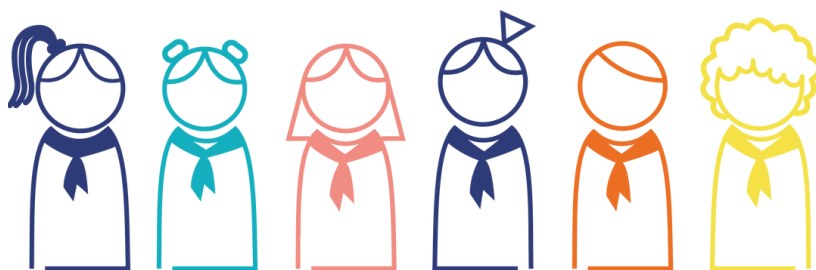
Financial management, accounting and/or risk management

We are looking for candidates who can bring strategic financial insight to ensure the long-term sustainability and accountability of our global Movement.

Experience in overseeing complex budgets, interpreting financial reports, managing risk, and contributing to sound decision-making – ideally within an international membership-based or non-profit context -would be highly valued.

Candidates with expertise in this area may be considered for the role of Treasurer.

Further details about the role of Treasurer can be found here: [WAGGGS Treasurer](#)





Resource mobilisation (including Fund development)

We are looking for candidates who can provide strategic insight to help strengthen our resource mobilisation and build meaningful partnerships that support our mission. Significant experience and expertise in fundraising, particularly in an international context, would help the organisation continue to develop the strategic direction of our fundraising activity.

We are also looking for candidates with experience in broader income generation activities, including merchandise and maximising income from the use of buildings and other assets.

Strong candidates will have experience developing fundraising or income generation strategies, and in cultivating external relationships. As a board member they will contribute at the strategic level to the long-term growth of our international organisation.

Strategy/Governance

We are looking for candidates who can strengthen our governance frameworks and ensure that WAGGGS continues to operate effectively, transparently, and in line with its values.

Strong candidates will bring strategic insight, board leadership experience, and expertise in policy development and oversight of complex organisations—ideally within an international or membership-based context—along with a collaborative mindset and commitment to supporting informed, future-focused decision-making across the Board.

Strategic communications

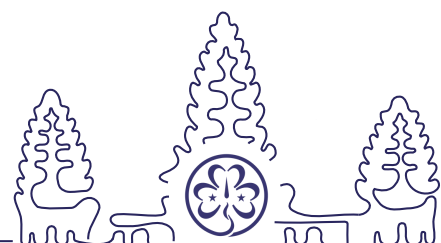
We are looking for candidates who can strengthen WAGGGS' strategic communication, public image, and global visibility, ensuring our voice is clear, coherent, and aligned with our mission, values, and strategic priorities.

Strong candidates will bring experience in strategic communication, public positioning, or reputation management and the ability to support Board-level oversight of communication strategies that enhance WAGGGS' visibility and credibility, while positioning the Movement as a trusted and influential voice for girls and young women.

Volunteering, programme and learning and leadership development

We are looking for candidates with experience in volunteer engagement, programme development, learning, and leadership development.

Strong candidates will bring a passion for meaningful youth participation, developing innovative programmes, and fostering strong volunteer engagement across global networks.

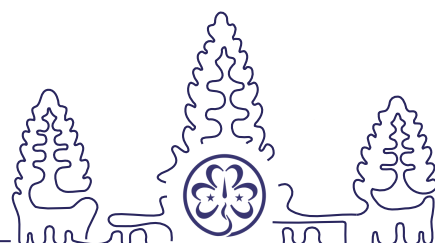


LEADERSHIP PRACTICE

Leadership development is at the heart of Girl Guiding and Girl Scouting. From the moment we promise to “do our best”, we step into a values-based leadership journey that shapes our perspectives and behaviours. We believe that everyone, whatever their age or experience, can equally practice leadership. Every adult member of Girl Guiding and Girl Scouting has the same leadership responsibility; to lead in a way which is true to our values, responds to context and raises others up. In this way, we can contribute to a Movement where girls can be themselves, grow in resilience and agency, take the lead in their own lives and build the world they want to see.

Practising the WAGGGS leadership model can help leaders of the Movement develop the behaviours they need to fulfil that responsibility, so we would expect candidates for the World Board to be able to demonstrate that they are consciously practising the WAGGGS leadership model through their attitudes and behaviours. The WAGGGS leadership model uses six mindsets as tools to make leadership practice conscious.

You can read more about the leadership model here: [WAGGGS Leadership Model](#)



DESCRIPTION OF THE NOMINATIONS PROCESS

We encourage Member Organisations to begin identifying potential candidates they may wish to nominate for the World Board.

In doing so, we invite you to consider how your nominees could help strengthen the Board's capacity in financial management, strategy/governance, resource mobilisation, strategic communications, volunteer engagement, programme development and learning and leadership development.

We warmly welcome nominations of talented and committed women with strong experience in these areas, whose insight and leadership will help the World Board continue to guide our global Movement with vision, accountability, and impact.

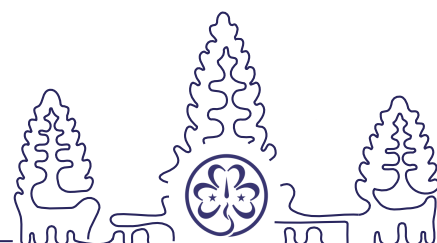
All potential nominees and their respective Member Organisation need to complete a nominations form. A link to the nominations form can be found at the end of this pack. The form can also be found on Campfire (WAGGGS's multi-lingual digital learning and community platform) or is available by emailing governance@wagggs.org

Both Full and Associate Member Organisations can nominate persons for election to the World Board. The nominee(s) may be from within their own Member Organisation or from any other Member Organisation (with the consent of that Member Organisation). In line with WAGGGS's Membership Policy, a member of a suspended Member Organisation cannot be nominated.

Member Organisations can consult with each other. Where a Member Organisation is a federation of two or more Associations, it is required to consult with its Component Associations before submitting a nomination. Nominations will only be accepted from Member Organisations, and not directly from Component Associations.

Nominees should complete Part A of the nominations form. The Chief Commissioner, International Commissioner or equivalent senior leader (for example, head of a national board) within the nominating Member Organisation must then sign Part B of the nominations form. Part C is the clearance form which should be completed ONLY if the nominee is not a member of the Member Organisation submitting the nomination. The nominations form can be completed in Arabic, English, French or Spanish.

Nominations will close at **23.59pm UTC on Monday 9 February 2026** and nomination forms received after this time will not be considered.





ROLE OF THE NOMINATIONS COMMITTEE

The Nominations Committee plays a central role in ensuring the World Board is composed of highly qualified, capable individuals. It leads the process of assessing nominees, carefully evaluating all nominations against the person specification to ensure nominees possess the skills, experience, and personal qualities required for effective board membership. The committee liaises with Member Organisations in line with WAGGGS's Constitution, Bye-Laws, and established nominations procedures, acting as a neutral body that upholds rigorous, fair, and transparent processes while supporting good governance across the organisation.

During the nominations period, the Nominations Committee may suggest names of possible nominees to Member Organisations for their consideration. The Member Organisation makes the final decision about whether it wishes to nominate the suggested individual.

At the close of nominations, the Nominations Committee may take further action (for example, extending the deadline for nominations) if the pool of nominees does not adequately reflect the skills and experience identified and prioritised by the World Board.

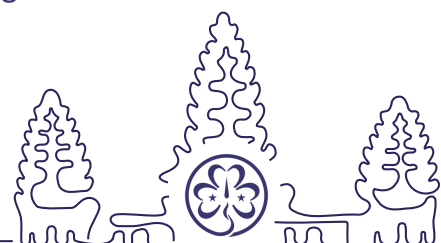
Throughout the nominations process leading up to the election at World Conference, members of the Nominations Committee will be available to provide support to nominees/candidates, including answering any questions about the process and/or the role of World Board member, and offering feedback and suggestions to candidates on their Election Booklet profile before it is shared with Member Organisations.

RESPONSIBILITIES OF MEMBER ORGANISATIONS AND NOMINEES

Member Organisations and nominees are responsible for ensuring that all information provided on the nomination form is accurate to the best of their knowledge. They must also keep WAGGGS informed of any changes to their contact details after submitting the form.

All nominations will be acknowledged by WAGGGS within 72 hours of receipt. If a nominee does not receive confirmation within this timeframe, it is their responsibility to contact WAGGGS to verify that the nomination has been successfully received.

Nominees are expected to actively engage in the nominations process and respond promptly to all requests for information and communications from the Nominations Committee. Failure to do so may result in withdrawal from the process. Before any withdrawal is confirmed, an official warning will be issued to the nominee, with a copy sent to the relevant Member Organisation.



Procedure following nomination

1

Review of nominations

After the deadline, the Head of Governance will forward all nomination forms to the Nominations Committee, who may contact the nominating Member Organisation directly if any clarification is needed.

2

Interviews with nominees

Members of the Nominations Committee will contact nominees directly to discuss their applications and ensure all information is accurate and presented consistently. All nominees will be invited to an online interview in English, lasting approximately one hour. The interview provides an opportunity to confirm that the nominee is eligible to stand and has the skills, experience, and understanding required for the role. The discussion also allows the nominee to ask any questions about the nominations process or serving on the World Board.

3

Reference checks

On the nominations form, nominees will be asked to provide two referees—one from a Girl Guiding/Girl Scouting context and one from a personal or professional context. The Nominations Committee will contact these referees to gain additional insight into the nominee's skills, experience, and personal qualities.

4

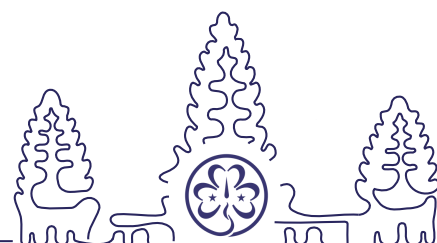
Opportunities to engage with current World Board members

Nominees will be given the opportunity to speak with one or more of the current World Board members to gain further insight into the role of a World Board member.

5

Addressing concerns

If the Nominations Committee has significant concerns about a nominee's ability to fulfil the role effectively, the Nominations Committee will discuss these concerns confidentially with the nominee and/or nominating Member Organisation. The Committee may recommend that the nomination be withdrawn or, if necessary, may refuse to confirm the nominee as an official candidate, therefore preventing them from progressing further in the process.



6 Confirmation of candidacy

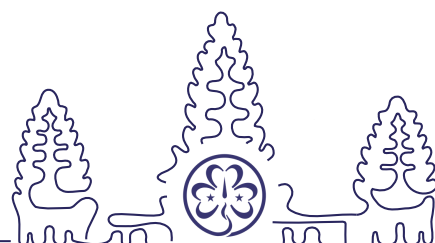
Nominees become official World Board candidates once they have completed the process above and the Chair of the Nominations Committee has confirmed this in writing to both the nominee and their Member Organisation.

7 Communication with Member Organisations

The names and details of confirmed candidates will be circulated to all Member Organisations well in advance of the World Conference, allowing sufficient time for review and for delegates to be briefed before the election. Candidates can begin their campaigns once the list has been released to Member Organisations, following the [campaigning guidelines](#).

8 Ongoing support for candidates

In the lead up to the Conference, candidates will be briefed by the Nominations Committee on what is expected of them before and during the World Conference including opportunities to engage with Member Organisations, and any presentations or speeches which may be required.

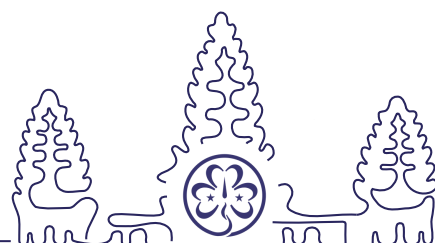


Proposed Timeline (subject to change)

12 December 2025	Call for nominations is launched
17 and 18 January 2026	An information session for potential nominees and Member Organisations to learn more about the World Board's work, responsibilities, and the nominations process, and to ask any questions they may have.
9 February 2026	Nominations close at 23.59 (UTC)
By 13 February 2026	The Head of Governance will contact nominees to arrange a suitable date and time for the interview.
16 February to 2 March 2026	Nominees participate in an online interview with members of the Nominations Committee.
Throughout February and March 2026	The Nominations Committee will check references. Preparation of the Election Booklet
18 March 2026	List of candidates shared with Member Organisations
15 April 2026	Election Booklet is released to Member Organisations
Early May 2026	Briefing call for candidates
24 May 2026 30 May as back-up if extra date needed	Online 'Meet the Candidates' sessions. An opportunity for representatives of Member Organisations to ask questions of those standing for election to the World Board.
16-19 June 2026	World Conference

Questions

If you have any questions, please contact Ana Maria Mideros, Chair of the Nominations Committee (anamaria.miderosgadea@waggggs.org) or Nicola Lawrence, Head of Governance (governance@waggggs.org) who will be happy to speak with you.



GUIDANCE ON COMPLETING THE NOMINATION FORM

IF YOU ARE A MEMBER ORGANISATION

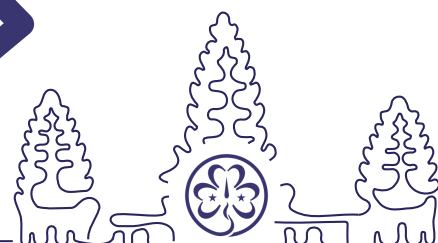
- Send a copy of this Nominations Pack and the Nominations Form to potential nominees.
- Complete and sign Part B of the Nominations Form for your selected nominee once the nominee has completed Part A.



IF YOU ARE A NOMINEE

- Complete and sign Part A of the Nominations Form
- Send your form to the nominating Member Organisation for the completion of Part B. If the nominating Member Organisation is not your own Member Organisation, please then also ask your Member Organisation to sign Part C (the clearance form).
- Please send your completed form (Parts A and B, and if applicable Part C) by email to governance@wagggg.org to arrive no later than 23:59 (UTC) on Monday 9 February 2026. Please attach a recent photograph of yourself (taken within the last six months) to the same email, in JPEG, PNG, or TIF format. The photo should be portrait-style, with you facing the camera directly, and wearing your national Girl Guiding/Girl Scouting uniform. This photo will be used in the Election Booklet.

**CLICK HERE TO DOWNLOAD
THE NOMINATIONS FORM**





We see. We care. We act.

39th WAGGGS WORLD CONFERENCE

CAMBODIA 2026