



37th WAGGGS WORLD
CONFERENCE
UGANDA
2020

WORLD ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS
37th WORLD CONFERENCE

**WORLD BOARD NOMINATIONS
2020-2026**

Information pack for Member Organisations—Part 2

DECEMBER 2019



WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS

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INTRODUCTION FROM THE CHAIR OF THE WORLD BOARD



Dear Member Organisations,

Thank you again for your ongoing dedication and contribution to the growth and impact of our worldwide Movement.

One of your most important and influential responsibilities as a Member Organisation is to propose and elect the members of the World Board. Collectively, these individuals lead the WAGGGS Global Team, set strategies, policies and direction for a more dynamic and relevant global organisation and strive to provide increasing support and value to Member Organisations.

In Part 1 of the Nominations Pack circulated earlier this month, we shared with you information about current Board members to help you understand what it is like to volunteer on the World Board and provided an overview of the nominations process.

In this booklet (Part 2) we are happy to share with you further information on the role and responsibilities of World Board members, the skills and experience we are looking for in our new Board members (to complement those of the continuing Board members) and our Code of Conduct.

We greatly value your active partnership and careful judgment in identifying the most talented, versatile and committed individuals to join the WAGGGS Global Team at the World Board level. Should you have an outstanding volunteer with the vision, skills and dedication to serve our Movement at the global governance level, we invite you to submit a nomination using the enclosed Nominations Form before the deadline of **23.59 (UTC) on Sunday 26th January 2020**. As a Movement that is strongly committed to promoting young women's participation in our governance and decision-making at all levels, I encourage you to consider young women under thirty when reviewing your possible nominees.

If you have any questions, please contact Grace-Anne Crichlow, Chair of the Nominations Committee (Grace-Anne.Crichlow@wagggs.org) or Nicola Lawrence, Head of Governance (governance@wagggs.org) who will be happy to speak with you.

We very much appreciate your support in identifying and nominating well-qualified candidates for the World Board and look forward to meeting the talented and committed candidates at World Conference in Uganda in July 2020.

Yours in Guiding and Scouting,

ANA MARIA MIDEROS
Chair, World Board
World Association of Girl Guides and Girl Scouts

2. ROLE AND RESPONSIBILITIES OF THE WORLD BOARD

The WAGGGS World Board has overall responsibility for the vision, direction, strategy, governance and control of the organisation and is collectively accountable for compliance with relevant UK legislative and regulatory requirements.

The World Board member position therefore carries legal duties and responsibilities. It is a voluntary role which should be undertaken because you are committed to furthering the purposes of WAGGGS and have the skills, experience and personal qualities needed for the strategic management of this complex, global organisation.

ELIGIBILITY

In order to be eligible for membership of the World Board a candidate must be over the age of 16, be a person of wide experience and be a member of a Member Organisation of WAGGGS.

The ability to use English as a working language is required for anyone elected as a World Board member, in order for them to be able to read and understand prepared documents and to fully participate in discussions on complex topics. An important part of the World Board's role involves governance and ensuring compliance with English Charity Law, and other relevant legislation or regulations.

A World Board member cannot serve as a President, Chief Commissioner, Board member, International Commissioner, or be an employee of WAGGGS or their Member Organisation. Any individual employed or holding a significant position in their Member Organisation may still be nominated and elected, but they will be asked to relinquish this role within six months of being elected to the World Board.

You must not act as a World Board member (Trustee) if you are disqualified under UK Charity Law¹. This includes if you:

1. are disqualified from being a UK company director
2. have an unspent conviction for an offence involving dishonesty or deception (such as fraud)
3. are an undischarged bankrupt (or subject to sequestration in Scotland), or have a current composition or arrangement including an individual voluntary arrangement (IVA) with your creditors
4. have been removed as a trustee of any charity by the Charity Commission (or the court) because of misconduct or mismanagement

¹ Further details of the automatic disqualification of Trustees can be found here: <https://www.gov.uk/guidance/automatic-disqualification-rule-changes-guidance-for-charities#the-automatic-disqualification-rules>

3. ROLE DESCRIPTION OF A WORLD BOARD MEMBER

Responsible to:

The Chair of the World Board

Main role:

To set the mission, strategy and high-level policies for WAGGGS within the powers and the restrictions in its charitable objects and governing instruments and within its delegated authority from the World Conference.

Responsibilities:

1. To ensure that WAGGGS complies with its Constitution and Bye-Laws, English Charity Law, and any other relevant legislation or regulations.
2. To ensure that WAGGGS focuses on its Objects as defined in the Constitution and Bye-Laws, and to ensure it applies its resources exclusively in the support of the Objects.
3. To contribute to the World Board's role in giving strategic direction and setting the over-arching policy.
4. To contribute towards defining goals and setting targets, then evaluating performance against the agreed targets.
5. To consider the interests of the Girl Guide / Girl Scout Movement as a whole and to make decisions in the interests of the Movement as a whole at all times.
6. To review the implementation of the Strategy on a regular basis, and to consider changes in the external environment which may affect the plan, and the ongoing need for changes which may need to be made to ensure it remains relevant.
7. To undertake the functions and duties of the World Board as defined in the WAGGGS Constitution and Bye-Laws Article 13.
8. To attend World Board meetings and the triennial World Conference and to effectively contribute to their business through effective and adequate preparation and full and informed participation.
9. To participate in regular evaluation of the performance of the World Board.
10. To establish and maintain the values of the World Association and safeguard its good name.
11. To ensure the efficient and effective administration of the Association.
12. To ensure the financial stability of the Association, and to protect and manage the property of WAGGGS and to ensure the proper and appropriate investment of its funds.
13. To set strategic and organisational risk appetite and policy, review the risk register and ensure mitigating actions are in place.
14. To appoint the Chief Executive and monitor their performance in the role.
15. To undertake assignments as required, involving travel. Some visits involving travel may be en-route to or from World Board meetings.
16. To represent the World Association at external events.

17. To use any specific skills, knowledge and experience to help the World Board reach sound decisions – this will include the scrutiny of proposals, leading and initiating discussions, providing advice or guidance on new initiatives and utilising any specialist expertise and experience.
18. To agree terms of reference for standing committees of the World Board and Working Groups.
19. To ratify appointments to the standing committees of the World Board and Working Groups.
20. To provide structures and effective stakeholder management as requested to Member Organisations, partners and donors as appropriate.
21. To be ready to serve:
 - a) on a World Board Committee or Working Group
 - b) as a Chair of a Committee or Working Group
 - c) as a member of a task group established to achieve a specific task during and in-between World Board meetings.
22. A considerable amount of the work of the World Board is carried out by correspondence and email. All members (voting or ex-officio) are expected to:
 - a) Deal promptly with all correspondence
 - b) Keep the World Bureau informed of postal address, email and telephone numbers. This would include making arrangements for contact, if absent from the usual address for any length of time.
23. To sign and adhere to a Trustee contract, including but not exclusively, the Code of Conduct, Conflict of Interest declaration, Safeguarding, Data Protection, and Confidentiality agreement upon election to the World Board, and annually thereafter.
24. To maintain the confidentiality of all World Board, Group and Committee matters, until information has been officially released.
25. To role model positive and effective volunteer behaviours at all times and to ensure that the values of WAGGGS are central to all decision making.

WAYS OF WORKING

The World Board meets at least five times per calendar year. Meetings are generally held via conference call or VoIP (e.g. Zoom, Skype) but at least one face-to-face meeting is held per year.

Work between meetings is undertaken through the use of email, VoIP and phone calls. Board members are expected to follow up business promptly.

4. WORLD BOARD MEMBER PERSON SPECIFICATION

Skills, experience and personal qualities

It is anticipated that each World Board member will bring a valuable portfolio of knowledge, talent and expertise to maximise the benefit of WAGGGS' tools, resources and connections for Member Organisations.

In order to advance the progress, unity and growth within and across the Movement, it is highly desirable for World Board members to collectively have skills and knowledge directly relevant to the stated role and responsibilities. To apply this collective capacity to full advantage, World Board members should make every effort to be accessible, flexible and responsive, particularly during periods of peak demand.

In order to deliver on the mandate of the World Board the following skill sets are required amongst World Board members:

Essential for all World Board members:

- A member of a WAGGGS Member Organisation.
- A commitment to the aims and objectives of WAGGGS and a proactive interest and enthusiasm for shaping and advising on the future of the organisation.
- An understanding of, and ability to articulate, the WAGGGS mission, Leadership model and educational methodology.
- A thorough understanding of the World Association; the complex and diverse Regional context in the WAGGGS setting; and the varied organisational structure of Member Organisations.
- Good general knowledge of the challenges and opportunities facing girls and young women across the world
- Values and behaviours consistent with WAGGGS' core values and the World Board Code of Conduct
- An understanding and acceptance of the legal duties, responsibilities and liabilities of the role of the World Board.
- Sound understanding of financial management and budgets
- Commitment to practise the WAGGGS Leadership model
- Ability to be flexible and open to new opportunities or ways of working
- 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 and learn from others, to see things from different perspectives and appreciate diverse points of view
- A collaborative approach, able to work effectively as part of a team of volunteers and staff, while contributing an independent perspective
- Cultural sensitivity and an ability to work in a global and multi-cultural context
- The ability to positively and professionally represent WAGGGS both inside and outside of the Girl Guiding and Girl Scouting Movement

- The ability to communicate easily in English as a working language, both verbally and in writing
- Ability to readily access and use technology as a means of communication and collaboration including email, WhatsApp, Dropbox, conference calling platforms (Zoom)
- A willingness to devote time and effort in both preparing for and attending World Board and other relevant meetings (estimated time up to 10 hours per month. Additional time may be required when taking on a role on a World Board Committee or Working group).

Desirable (needed collectively within the World Board)

Knowledge or experience in one or more of the following:

- Governance/Constitutions
- Legal expertise/Policy Development
- Financial management, accounting and/or risk management
- Identifying and facilitating the learning and development of others, including non-formal education
- Organisational Development/Design/Structures and Systems
- Marketing and communications, including social media
- Technology strategy/Digital Transformation
- Research and Development
- Data Analysis/Monitoring & Evaluation
- Fund development and Donor relations
- External Relations/Government Relations
- Influencing skills and advocacy
- Human Resources Management (staff and/or volunteers)
- Crisis Management

Candidates do not need to have previously served on their National Board. It is more important that they have relevant governance skills, and the time and commitment to work for WAGGGS.

Young women under the age of 30 (at the time of election in July 2020) who meet the above requirements are strongly encouraged to apply to join the world board. WAGGGS believes in young women's leadership as a key to transforming power structures.

A comprehensive induction is provided for all Board members upon their election, as well as ongoing leadership and personal development support throughout the triennium.

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 fulfill 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:

<https://www.waggs.org/en/resources/leading-her-world/>



LEADING YOURSELF - Reflective mindset

Draw meaning from your past experiences and think about your behaviour and its impact. Explore your values and how to be true to them when you practise leadership. Cultivate curiosity! Hold space for learning about and caring for yourself and recognise and create the conditions you need to thrive.

LEADING RELATIONSHIPS - Collaborative mindset

Bring together different perspectives and inspire consensus around a shared vision. Listen to and learn from others. Share what you know freely. Create the structures, conditions and attitudes people need to reach their potential, and contribute fully to any team or situation.

LEADING FOR INNOVATION - Creative & critical thinking mindset

Create an environment where both innovation and enquiry are valued. Seek data, analyse and learn from information and evidence. Look out for assumptions and challenge them. Encourage yourself and others to innovate. Seek new ideas and be open to changing your mind.

LEADING FOR GIRLS' EMPOWERMENT - Gender equality mindset

Take gender into account when practising leadership, and challenge gender stereotypes. Understand the impact of gender barriers and empower yourself and others to recognise and overcome them. Champion the value of being a girl-led Movement.

LEADING IN CONTEXT - Worldly mindset

Get inside the worlds of others, understand their needs and concerns more deeply. Observe, ask questions and educate yourself on local conditions and perspectives. Build meaningful connections with others through inclusive opportunities for shared leadership.

LEADING FOR IMPACT - Responsible action mindset

Mobilise energy around what needs changing, and what needs to be protected. Transform your values into action with authenticity. Practise leadership to create a world where all girls are valued and can reach their potential as responsible citizens of the world.

We will be looking for World Board candidates who can evidence a well-developed level of conscious practise towards ten leadership outcomes. What follows are examples of the kinds of leadership behaviour we would hope to see in the World Board under each leadership outcome:

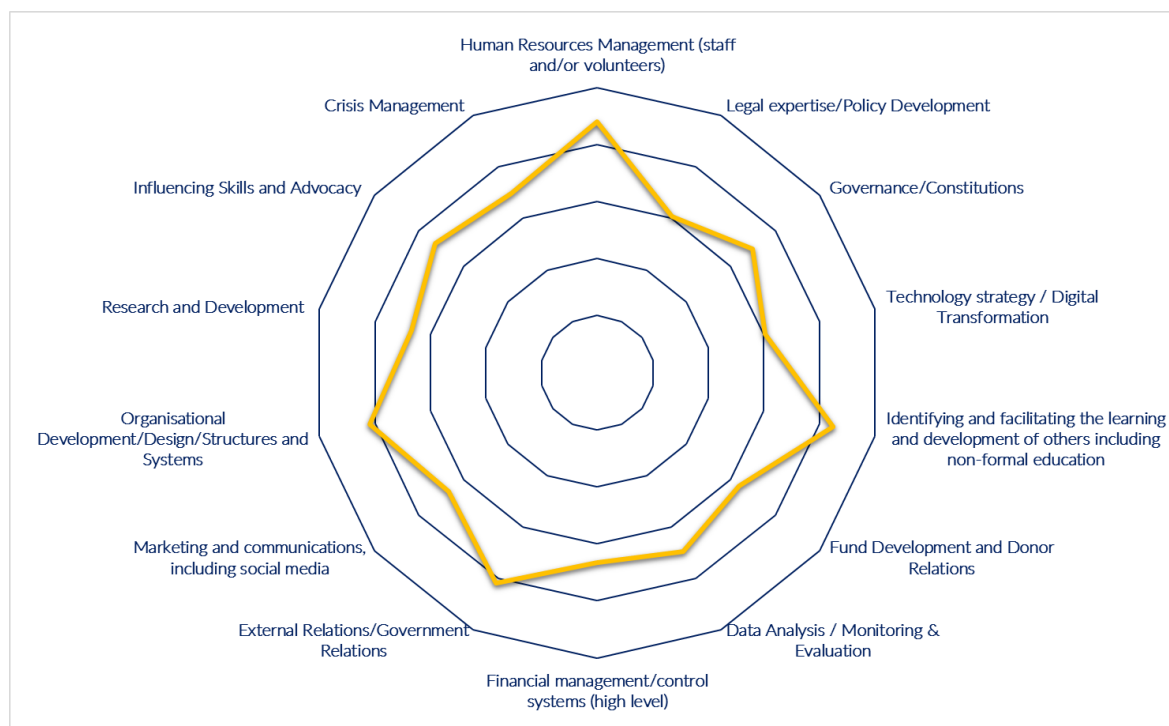
Leaders of the Movement who practise the WAGGGS leadership model.....

Treat themselves kindly	Work with others to create spaces where everyone can fully participate
<p>Possible indicators:</p> <ul style="list-style-type: none"> • Enjoys leading a balanced life, which allows time to focus on different interests and develop as a whole person beyond the Movement (personal, family, professional etc...). • Responds to challenging situations, conflict or pressure in a measured and calm manner. • Can recognise and acknowledge their own mistakes with confidence and resilience • Recognises the working conditions they need to thrive and can communicate their personal boundaries with confidence 	<p>Possible indicators:</p> <ul style="list-style-type: none"> • Puts the collective interest first and works at building a united team. • Positively acknowledges and encourages others' contributions. • Contributes to building an environment for collaboration and shared leadership where everyone can participate fully • Builds and maintains strong and positive connections with WAGGGS volunteers and staff.
Challenge themselves to understand and take into account different perspectives	Adapt their behaviour to the context
<p>Possible indicators:</p> <ul style="list-style-type: none"> • Willingness to listen to and respect the views of others. • Challenges stereotypes and generalisations about people or contexts • Seeks opportunities to learn from a diversity of perspectives • Ready to change their view or opinion based on the input of others. 	<p>Possible indicators:</p> <ul style="list-style-type: none"> • Responds constructively and positively in different cultural, social and work contexts. • Takes cues from others to help read a situation. • Reflects and self-monitors own behaviour • Adjusts and adapts communication style depending on the situation.

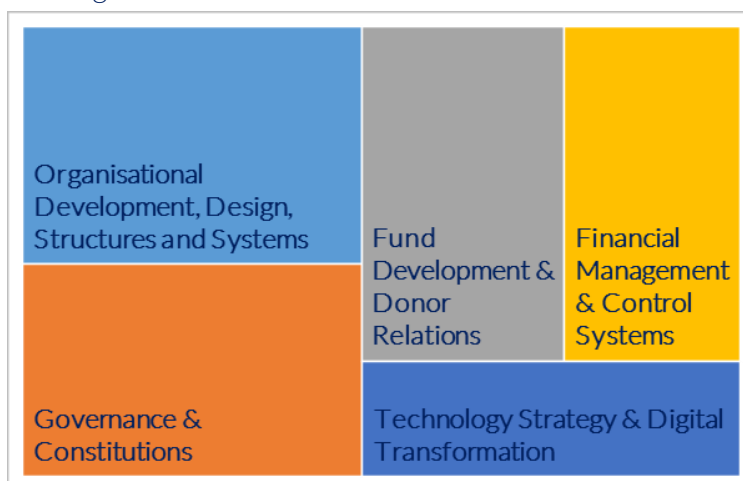
Challenge gender expectations	Seek the information they need to understand the full picture
<p>Possible indicators:</p> <ul style="list-style-type: none"> • Challenges negative gendered language and gender stereotypes. • Recognises how learned gender norms and unconscious bias can affect perspectives and decision making • Works to break down gender barriers to leadership for girls and women. • Advocates for space for girls' voices in global and local contexts. 	<p>Possible indicators:</p> <ul style="list-style-type: none"> • Prepared to question and scrutinise information and reasoning at a deep level • Values new and external sources of information and expertise to inform decision-making. • Willing to separate objective assessment of a situation from their personal opinion • Seeks information to develop their understanding of working in a complex global environment.
Innovate to create positive impact	Learn from their own feelings and experiences
<p>Possible indicators:</p> <ul style="list-style-type: none"> • Seeks out new ways of doing things and shows confidence in experimenting and innovating • Inspires and encourages others to protect space for creative thinking • Actively embraces risk taking as a pathway to innovation • Commitment to learn from innovation and refine creative ideas into tangible impact 	<p>Possible indicators:</p> <ul style="list-style-type: none"> • Demonstrates self-awareness through expressing their needs and feelings • Create space to reflect on leadership practice and incorporate learning into future decisions and actions • Uses questions to check own understanding, seek feedback and avoid making assumptions. • Ready to adapt how they respond to others' experiences and feelings
Empower any and every girl to practise leadership	Make choices rooted in their values
<p>Possible indicators:</p> <ul style="list-style-type: none"> • Creates pathways personally and organisationally for a diversity of girls to participate in decision making and strategic leadership • Puts the focus on positive impact for girls when discussing or making strategic decisions. • Avoids assuming what girls want and need • Prioritises an inclusive and accessible Movement for all girls and ready to act for this. 	<p>Possible indicators:</p> <ul style="list-style-type: none"> • Prepared to articulate their values and express how they relate to the Movement values • Demonstrates coherence between values and behaviour by modelling WAGGGS values in action • Acts for the greatest impact towards the WAGGGS vision and mission • Is a positive ambassador for the impact of the Girl Guide & Girl Scout Movement in civil society

Mapping of current World Board members skills and experience

Amongst the eleven World Board members continuing on the Board after July 2020 WAGGGS has a rich variety of skills, experiences and qualities as shown below.



In order to complement the skills, experiences and personal qualities of the continuing World Board members, and to support the strategic work priorities in the next triennium relating to Compass 2032, fund development and governance the current World Board would strongly encourage nominations from individuals with a high level of proficiency or experience in one or more of the following areas:



Additional skills, experiences and qualities required for specific roles on the World Board

The Chair, Vice-Chairs and Treasurer 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 following additional skills, experience and qualities required for these roles:

Chair, Vice-Chairs

Knowledge and experience in:

- Operational Planning and execution of action plans
- Consensus building and organisational development
- Action planning and delivery
- Risk identification and management
- Change management
- Financial oversight
- Previous experience of acting as a Chair/Board member/Trustee of an organisation, within or outside WAGGGS, at a national or international level.

The Chair will demonstrate:

- A high level of integrity and professionalism
- Critical and strategic thinking
- The ability to facilitate partnerships and collaboration
- Operational experience to ensure action plans are delivered on
- An understanding of the type of work undertaken by WAGGGS and an understanding and empathy with the values of WAGGGS
- Strong leadership skills and experience
- Confident and effective communication skills with a range of audiences
- Effective chairing of meetings
- Ability to work effectively with diverse volunteer and staff teams respecting differing roles and reporting lines.
- A sophisticated understanding of how to lead and motivate volunteers
- Enthusiasm, energy and time to commit to this role and a strong drive for success

Treasurer

- A recognised financial qualification or relevant financial experience
- Experience of charity finance, including tax.
- Strong financial analysis skills
- Ability to communicate and explain financial information to others, including fellow Board members and other stakeholders.
- Demonstrated knowledge and experience of charity fundraising and finance practices.

CODE OF CONDUCT

These principles govern the work of World Board Members:

- We are personally trustworthy. We can trust each other to support and implement World Board decisions.
- We ensure that the decision-making process is inclusive so that we can make informed choices.
- We are responsible. We set realistic deadlines and each member takes responsibility to meet agreed deadlines. Members communicate in a timely manner if circumstances prevent them from meeting a deadline.
- We are realistic, allowing adequate time for informed decision-making and managing the workload so it is doable.
- We are transparent in our processes and decision-making.
- We respect confidentiality.
- We are open between ourselves and willing to express concerns.
- We never knowingly let someone fail.
- We communicate effectively by speaking slowly and clearly, and by listening actively. We remember that differences in language, accents and terminology can hinder communication. We take responsibility for asking if we do not understand something.
- We respect each other and are tactful and non-judgmental.
- We participate actively in discussions and contribute to virtual discussions. We encourage those among us who are not as vocal as others to contribute.
- We read all the materials and ask questions if there are items we do not understand.
- We are decisive, willing to take tough decisions, and willing to admit if decisions made need to be reconsidered.
- We support and care for each other.
- We have positive attitudes and approach our work positively.
- We model WAGGGS values.
- We focus on the Mission, and we are strategic, rather than operational in our thinking.
- We are good stewards of the resources of WAGGGS.
- We are informed about the world and sensitive to global issues.
- We work in partnership – World Board member to World Board member, staff to volunteer. We are team players and we co-operate.
- We are flexible, open-minded, and adaptable.
- We have fun and fellowship.
- We ensure that all members realise the process used to develop this Code, and that all members know and practice its principles.