

**15th Europe**  
**Regional Conference**  
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**NORWAY**

WORLD ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS

# Document no. EGC 8

Regional Committee Election Booklet  
2016

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On behalf of the Nominations Group I am delighted to present the candidates for the Europe Regional Committee.

For the first time, all Regional Elections have followed a similar nominations process as that used for the 2014 World Board elections. As well as the recommendation from their Member Organisation, all candidates who are standing for the first time provided a professional reference, and were interviewed by the Nominations Group in order to know them better and prepare this summary. We did not follow this procedure for the candidate who has served on the committee, as you have already elected her once, and you should be able to base your decision on her performance in the committee during this triennium.

Where candidates currently hold a significant position in their Member Organisation, they have been asked to relinquish this role within six months, if elected. This is partly to ensure no conflict of interest, and partly to ensure that they are able to devote sufficient time to the work of the Committee.

As well as the personal statement from the candidates, we have provided examples for each candidate, of how they believe they have demonstrated some of the key skills needed as a member of the Region Committee. These candidates are talented women, with other skills not listed here due to limited space. Do take the opportunity to talk with them during the conference, so that you have the information you need to make the best choice for your Member Organisation, the Region and WAGGGS.

I will be happy to answer any questions you may have on the work of the Nominations Group at the conference.

Barbara Calvi  
Member, Nominations Group

## List of candidates

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# Yvonne Browne

**Member of:** Council of Irish Guiding Associations

**Age group:** 30 - 40

**Nominated by:** Council of Irish Guiding Associations

**Languages spoken:** English

## **Current position:**

- Chair of CGI Guider Conference Committee for April 2016
- Member, International Team
- Unit and Section Leader for local Guiding Unit

## **Previous positions include:**

- **2006-2010:** National Ranger Commissioner
- Chair of CIGA (Council of Irish Guiding Associations)
- **2010-2015:** International Commissioner



## **Current professional/business appointments:**

- Manager of Employ Ability Service (Not for Profit Disability Recruitment and Advice Organisation)
- National Board Member, Irish National Organisation for Unemployed

## ***Personal statement***

To be a member of the European Committee would be an honour and I promise to do my best to work in a respectful and friendly manner for members of Guiding and Scouting across the Region.

I would particularly like to continue the work of the previous committee in developing and supporting MOs in the Region. I am a team player and being from a Federation gives me greater understanding of working within different structures. This experience also helps me consider how to improve, enhance and develop Guiding or Scouting within different backgrounds.

Professionally, as a manager I need to have good time management and organisational skills to ensure smooth running on a daily basis.

As a Board member of CGI I have contributed to the development of policies and budgets and organised events of various sizes and for various audiences. I oversaw the project to develop a Strategic Plan for 2014-2018 and subsequent operational plan.

Working in the area of unemployment, has given me the experience of working with individuals from different backgrounds and experiencing different challenges. I have seen first-hand experience of the benefit of the skills that Guiding and Scouting can give young people and the importance of these skills being recognised.

## Yvonne Browne

### Skills and experience

| Skill  | Level    | Example   |
|--|----------|---|
| <b>Development of Girl Guiding / Girl Scouting</b>   | <b>H</b> | <p>Has developed and promoted a number of internal events, in particular ranger events over the past seven years, which have resulted in improved retention rates and an overall increase in the number of rangers and, consequently, leaders.</p> <p>While international commissioner brought greater awareness of WAGGGS to members and introduced training days for rangers and leaders.</p>   |
| <b>Leadership skills in a intercultural setting</b>  | <b>H</b> | <p>Led groups of adults and youth members to jamborees, international camps and World Centre events, incorporating various cultural experiences.</p> <p>In the context of the Sangam project overcame language barriers through creative methods including arts, crafts and singing. During time at Our Cabana World Centre, facilitated programmes with people from different countries and cultures.</p>  |
| <b>Involvement of girls and young women in decision making</b>                             | <b>H</b> | <p>Has promoted the involvement of girls in the organisation, either through feeding back after events or taking part in activities requiring their skill sets.</p> <p>Has promoted the development of members' councils at local level and the involvement of girls. Has driven the selection of girls, with one local ranger being elected to the Regional Members Council within CGI.</p> <p>Has improved the involvement of girls by challenging set ways of working and adapting time commitment for young leaders to fit in with school /college commitments.</p> |
| <b>Financial management and oversight</b>  | <b>H</b> | <p>Professionally, manages an annual budget of 400 000 euros.</p> <p>As Ranger Commissioner and International Commissioner was responsible for the management of international and ranger section budgets.</p>  |
| <b>Governance</b>  | <b>H</b> | <p>As previous member of the National Board and executive committee has been integral in the development of the strategic and operational plans.</p> <p>As a board member was responsible for the governance of the organization, understands the strategic role of a board and delegation of authority to standing committees.</p> <p>Experienced in handling challenges at local governance level and overseeing the maintenance and development of internal guidelines and policies.</p>   |
| <b>Strategic planning and visioning</b>  | <b>H</b> | <p>Has led the work to create a new strategic plan 2014-2018 for the organization and ensured that the operational plan was kept updated and prioritised.</p>   |
| <b>Collaborative in approach and able to work in partnership with volunteers and staff</b> | <b>H</b> | <p>Has worked within volunteer teams, delivering the Irish Programme at the WSJ 2011 and in other events, liaising with staff in co-ordinating facilities and other requirements.</p> <p>As a long standing member of the National Board and executive committee has wide experience of collaborating with professional staff while in volunteer roles.</p>   |

## Lilit Chilingaryan

**Member of:** National Union of Girl Guides and Girl Scouts of Armenia

**Age group:** Under 30

**Nominated by:** National Union of Girl Guides and Girl Scouts of Armenia

**Languages spoken:** Armenian, English and Russian

### Current positions include:

- **April 2012 – present:** Member of the National Board
- **July 2013 – present:** International Commissioner

### Previous positions include:

- **2012- 2015:** Member of the Programme Committee
- **2009 – 2012:** Member of the Training Committee

### Current professional/business appointments:

- Free-lance photographer.

### *Personal statement*

One day a shy girl full of inhibitions discovered an amazing world called Scouting/Guiding which changed her life completely providing a world of opportunities for personal growth and discovering her potential. It became her lifestyle and she dedicates all her free time to it; trying to help her national organization grow, develop, become stronger and more visible in Armenia and also give a chance to other girls to benefit from everything it has to offer. She truly believes that the job they do today is going to have a big impact on future generations' lives and would love to do it at a more professional level.

Being a Regional Committee Member is a very responsible position requiring commitment. It is about giving your time, energy and skills freely but no doubt receiving much more in return. It is great to effect a positive change on others' wellbeing. One person can never make a difference and solve all the world's problems, but surely one person can certainly make a little corner of the world where they live a little bit better and people happier. I would like to be one of those people for other shy girls like I was once.





## Lilit Chilingaryan

### Skills and experience

| Skill  | Level    | Example   |
|--|----------|---|
| <b>Development of Girl Guiding / Girl Scouting</b>   | <b>H</b> | Led a young and inexperienced National Board to gain Full Membership of WAGGGS in 2014, empowering the team to successfully complete a complex process.   |
| <b>Leadership skills in a intercultural setting</b>  | <b>H</b> | Led the CIS team to prepare and submit application for the Leadership Development Fund and followed its implementation.<br><br>Prepared and delivered different joint projects.<br><br>Coached and mentored new volunteers in Pax Lodge World Centre<br>Supported other volunteers to lead events.  |
| <b>Involvement of girls and young women in decision making</b>                             | <b>M</b> | Supports girls and young women to join committees and projects, building their confidence to overcome lack of experience.<br><br>Supported a young woman, now a facilitator on the Free Being Me programme, to affirm her priorities when faced with social pressures and make time to continue with her Guiding.<br><br>Conducted surveys to compile feedback and identify current needs and interests.  |
| <b>Financial management and oversight</b>  | <b>P</b> | Professionally has implemented financial practices and policies, reviewed and monitored financial transactions, prepared financial reports.<br><br>Drafted and planned project proposal and budget for the Leadership Development Fund for CIS.<br><br>Financial advisor in NUGGGS, planning and managing budgets for NUGGGS events, preparing financial reports.<br><br>Master's degree in Economics.  |
| <b>Governance</b>  | <b>H</b> | Addressed governance issues by researching best practice and made improvements both in a professional environment and in the NGO sector.<br><br>In her professional life working for a bank has developed policies and operational procedures in a newly created international operations division, which she led to become a key department contributing to the growth of the bank.<br><br>Has experience in change management as well as setting up new regional operational tools. |
| <b>Strategic planning and visioning</b>  | <b>H</b> | As National Board member, has developed several strategic and operational plans for her organization, at local and national level, setting goals, implementing activities and overcoming all sorts of challenges in a creative way.   |
| <b>Collaborative in approach and able to work in partnership with volunteers and staff</b> | <b>H</b> | Experience in working collaboratively within a team gained at Pax Lodge and in Europe Region. Has demonstrated excellent understanding of a successful partnership with a staff member, creating a relationship of mutual support and aspiring to a shared goal.<br><br>In her organization, the collaborative approach has had an important impact on the development and image of the association within civil society.   |

# Eline Marie Grøholt

**Member of:** Norges KFUK-KFUM-Speidere  
(YMCA- YWCA Scouts and Guides of Norway)

**Age group:** Under 30

**Nominated by:** Speidernes Fellesorganisasjon  
(Scouts and Guides of Norway)

**Languages spoken:** Norwegian, English, French  
(intermediate), Russian (intermediate)

**Current position:**

- Member of International Team.

**Previous positions include:**

- **2014-2015:** Member of Strategy Revision Group
- **2011-2015:** International Commissioner and Member of National Board
- **2009-2010:** Head of National Rover Committee

**Current professional/business appointments:**

- Student: International Master's degree in Economy, State and Society at University College London and Moscow Higher School of Economics.

## ***Personal statement***

I want to become a member of the Regional Committee at WAGGGS because I truly believe in the mission of WAGGGS, and I am dedicated to the work of the Region. As a strong voice for girls and young women, WAGGGS and MOs are not only having an impact on our own members, but also on the wider society. This makes us unique as a movement, and is something I would like to further develop.

In my work for the External Relations and Communications core group and as an International Commissioner, I have seen the organization from the perspectives of the WAGGGS volunteers and of the Member Organizations. These insights are valuable in developing the structure and communication of the regional work.

I hope I can bring in new ideas and explore different ways of working and communicating. The Member Organizations are delivering so much good Girl Guiding and Girl Scouting every day, and I want to support and grow that as a member of the WAGGGS' Europe Committee.



## Eline Marie Grøholt

### Skills and experience

| Skill  | Level    | Example  |
|--|----------|--|
| <b>Development of Girl Guiding / Girl Scouting</b>   | <b>H</b> | <p>As Board member of YMCA-YWCA Scouts and Guides of Norway, approved and implemented several new programmes, including new leadership training programme.</p> <p>Planned and executed the first national Group Leader Conference.</p> <p>Led change project for the Rover section. Developed a regional Rover contact system for sharing best practice.</p>   |
| <b>Leadership skills in an intercultural setting</b>                                       | <b>H</b> | <p>Member of IST (International Service Team) at the World Scout Jamboree 2011, leading a team of 10 facilitators. Designed and operated a conflict solving facility and developed a team building activity for 7,000 IST.</p> <p>At Harvard University co-ordinated an international student project with diverse group from Asia and South America, creating a structure to facilitate communication and understanding in the group.</p> |
| <b>Involvement of girls and young women in decision making</b>                             | <b>M</b> | <p>Actively promoted decision-making opportunities for girls and young women in local groups.</p> <p>Devised and launched innovative procedures at annual Rover assembly, improving decision-making processes and engagement.</p> <p>Promoted gendered leadership through WAGGGS workshop at You'ReUp in Strasbourg, 2015.</p>   |
| <b>Financial management and oversight</b>  | <b>H</b> | <p>As trustee in several NGOs, has budget planning and monitoring experience. In her association has engaged in strategic budgeting.</p> <p>Holds a Bachelor's degree in Business Administration, major in Finance, with strong theoretical and practical knowledge of economics and finance.</p>  |
| <b>Governance</b>  | <b>H</b> | <p>Member of the National Board. Used her strong influencing skills, and ability to build a logical case, to help the board understand the risks associated with a potentially exciting project, investigate the options, and make the difficult decision not to proceed.</p> <p>As Board member of Norwegian Association for Outdoor Organisations advocated for public access to nature.</p>   |
| <b>Strategic planning and visioning</b>  | <b>H</b> | <p>Since 2008 has been instrumental in the development and implementation of the new long term strategy plan of the association, ensuring a broad democratic process with consultation of the whole organisation, and a more specific role in engaging young members.</p> <p>As Board member of the Norwegian Outdoor Association has influenced key stakeholders, decision makers and the public on important environmental issues.</p>   |
| <b>Collaborative in approach and able to work in partnership with volunteers and staff</b> | <b>H</b> | <p>Coordinated external relations and communications for the Europe Region via online tools and meetings, in close collaboration with the Europe Region Office.</p> <p>In her role as Board member of YMCA-YWCA Scouts and Guides of Norway, was able to influence decision-making by using her negotiating and interpersonal skills with both professional staff and other board members to ensure fair and transparent decisions.</p>    |

# Aina Màdico Brugueras

**Member of:** Catalan Federation of Scouting and Guiding (FCEG)

**Age group:** Under 30

**Nominated by:** Comité de Enlace del Guidismo Español (CEGE)

**Languages spoken:** Spanish, English and basic French

**Current position:**

- International team member.

**Previous positions include:**

- **2011 – 2014:** International *Commissioner* for Minyons Escoltes i Guies de Catalunya (MEG)
- **2013 – 2015:** International Commissioner for Catalan Federation of Scouting and Guiding (FCEG)



**Current professional/business appointments:**

- **2011 – present:** Freelance Speech Therapist

***Personal statement***

I strongly believe in the power of Guiding to empower young women and enable them to become agents for change in our society. I believe that together we can make a difference and change our world.

When people who don't know anything about Guiding and Scouting ask me why I spend so much time on this, I always explain them that Guiding has been and will continue to be a life-changing university. I have had the opportunity to develop my abilities and leadership skills and put them into practice at many different levels.

I believe that my experience can greatly contribute to the success of WAGGGS' mission and vision and to the success of girls and young women.

I have been involved in the Guiding movement since the age of eight. I have been an adult leader; I have also contributed not only in my region, but also at the national level as International Commissioner. Being an IC has given me the opportunity to learn more about WAGGGS and its mission.

## Aina Màdico Brugueras

### Skills and experience

| Skill  | Level    | Example   |
|--|----------|---|
| <b>Development of Girl Guiding / Girl Scouting</b>   | <b>M</b> | <p>Co-ordinated an international Reach Out Project for Rovers with Bosnian and Catalan associations, contributing growth in awareness of different ways of working and greater flexibility educational programme delivery.</p> <p>Supported other groups in her organization to reach out to peer groups in Europe with positive impact on their development.</p> <p>Oversight of follow up and review of international projects.</p> |
| <b>Leadership skills in a intercultural setting</b>  | <b>P</b> | In her professional capacity assesses and works with families from migrant backgrounds, organising shelter, activities for children and integration into the community. Through this work has gained a deep insight into managing personal intercultural relationships.   |
| <b>Involvement of girls and young women in decision making</b>                             | <b>M</b> | <p>Has actively promoted succession planning as member of National Board, including driving efforts to identify a young female candidate for the position of president.</p> <p>Led induction programme for incoming female international commissioner. Despite challenges in recruiting girls and young women, has continued to promote parity and ensured that girls are included in local and national teams.</p>                   |
| <b>Financial management and oversight</b>  | <b>M</b> | <p>Responsible for finance for 15 groups at regional level, including budget and financial reporting.</p> <p>Implemented a financial program for local groups in partnership with the professional Head of Finance.</p>   |
| <b>Governance</b>  | <b>M</b> | <p>Member of the decision-making body between national and regional levels in her organisation.</p> <p>Presented clear and relevant information and reports to the national board, particularly on international issues.</p>  |
| <b>Strategic planning and visioning</b>  | <b>M</b> | <p>Involved in the preparation, implementation, monitoring and review of the strategic plan of the national organization.</p> <p>Responsible for delivering the international elements of the plan, including financial information. Reported on outcomes and spend to the General Assembly</p>   |
| <b>Collaborative in approach and able to work in partnership with volunteers and staff</b> | <b>H</b> | <p>Experience of working with volunteer teams supported by staff. Understands the working relationships and challenges that arise when roles and expectations are not clearly expressed.</p> <p>Has worked with her organization over the past two years on improving ways of working, and staff and volunteer engagement issues have been successfully resolved through enhanced communication.</p>                                  |

## Miriam Madsen

**Member of:** The Joint Committee of Girl Guides in Denmark

**Age group:** 30 - 40

**Nominated by:** The Joint Committee of Girl Guides in Denmark

**Languages spoken:** English, Nordic

### Current position include:

- **May 2014 – present:** Appointed Board Member
- **May 2014 – present:** Member of The Joint Committee of Girl Guides and Girl Scouts

### Previous positions include:

- **2005 – 2010:** National Trainer
- **March 2010 – March 2013:** Jamboree Chief, Joint National Jamboree for all Danish Guide and Scout Associations in 2012
- **May 2014 – February 2016:** International Commissioner and Chair of the Nordic Cooperation Committee in Guiding and Scouting.

### Current professional/business appointments:

- **2015 – present:** Staff member, Metropolitan University College, Institute of Nursing

### *Personal statement*

I want WAGGGS to reach more – and more diverse – girls and young women. Growth will not only strengthen WAGGGS but also the many girls and young women across Europe that benefit from it – a win-win situation. In Girl Guiding and Girl Scouting, in all its variances across Europe, girls and young women are taught good values, they meet good role models and they develop team spirit in a both safe and challenging environment. Many more girls and young women could benefit from this environment and thereby strengthen their life skills and global citizenship. I want to work for this in the Regional Committee of Europe Region WAGGGS.

My personal strengths are leadership, management, facilitation skills and inclusive values. I am known as a hardworking organizer and I have a lot of experience in NGO finance and fundraising as well as working with staff in a volunteer setting. I will bring a visionary, strategic and long term perspective into the committee. With my ideas and experience I will thus contribute to a strong and visionary region in close dialogue and collaboration with the member organizations and through skilful use of volunteers and staff.



## Miriam Madsen

### Skills and experience

| Skill  | Level    | Example   |
|--|----------|---|
| <b>Development of Girl Guiding / Girl Scouting</b>   | <b>H</b> | <p>As Danish Jamboree Chief, contributed to create an inclusive environment, strengthening the collaboration between organizations, improving intercultural relationships and creating a new joint organizational culture, while also achieving the strategic objective of the Jamboree to leave a long lasting legacy in the local community with extra funding in a deprived area.</p> <p>Developing membership recruitment training and organizing girl guides aged 14-16 as local agents of change.</p>                       |
| <b>Leadership skills in a intercultural setting</b>  | <b>H</b> | <p>Chair of the Nordic platform co-operation committee, with experience of intercultural environments as International Commissioner.</p> <p>Has participated at European level in leadership roles, with main experience on the WAGGGS Europe Region Diversity Task Force.</p> <p>Formal education in leadership (60 ECTS, diploma level).</p>  |
| <b>Involvement of girls and young women in decision making</b>                             | <b>H</b> | <p>Has been involved for many years in patrol leadership training. Believes in motivating and encouraging young people to gain more decision making experience.</p> <p>Involved in lobbying for lowering the voting age to 16.</p> <p>National Board Member, The Danish Youth Council</p>   |
| <b>Financial management and oversight</b>  | <b>H</b> | <p>As Secretary General, Danish Association of Youth With Disabilities with an annual turnover of around 500 000 euro, is responsible for budget planning, monitoring and reporting.</p> <p>Professional experience in accounting and financial controls also within an NGO setting.</p> <p>Experience in reporting on financial matters to general assemblies and similar.</p> <p>Has raised more than 2.5 mill. euro in total in project funding, (both local, national and Nordic level; both public and private funding).</p> |
| <b>Governance</b>  | <b>H</b> | <p>Experience of planning and chairing several general assemblies, supporting national board and development of rules of procedures.</p> <p>As Chief of Jamboree committee, resolved issues around decision making processes through implementing clear leadership values and giving sub-committees clear mandates with delegated authority based on trust which facilitated decision-making and minimised challenges from national associations.</p>   |
| <b>Strategic planning and visioning</b>  | <b>H</b> | <p>In 2005-2010 developed national mission, vision, strategy and policies as well as ensured follow up on strategic targets.</p> <p>Successfully communicated the strategy to stakeholders and rolled out the mission and vision to the wider membership. Now involved in the revision of the strategy.</p>   |
| <b>Collaborative in approach and able to work in partnership with volunteers and staff</b> | <b>P</b> | <p>Eight years' experience as staff person with six years in leadership position in a volunteer based organization.</p> <p>Three years of experience as volunteer in leadership position working in close cooperation with staff and around volunteer-staff relationships and roles.</p>  |

# Sharon O'Neill Libreri

**Member of:** Malta Girl Guides

**Age group:** 40 - 50

**Nominated by:** Malta Girl Guides

**Languages spoken:** English, Maltese, Italian and some knowledge of French, Spanish and Arabic

## Current positions:

- **2013 – Present:** Committee Member, Europe Region WAGGGS
- **2008 – Present:** Accredited leadership lead trainer/facilitator for WLDP/NLDP (WAGGGS/National Leadership programme)
- **2010-Present:** Member of the National Board



## Previous positions include:

- **2008-2013:** Europe Region WAGGGS Working Groups/Resource pool/Training and Events group
- **2006-2010:** Training Commissioner
- **1999-2006:** International commissioner

## Current professional/business appointments

- **July 2015 – present:** Head of Business Development & Operations Allied Consultants (Research, Consultancy, Training)

## *Personal statement*

As a member of the Europe Region Committee, I am more excited than ever about the potential of our diverse Region. I have seen the passion and opportunity across all of our Member Organizations, and believe that I can help continue leading the way in the next triennium.

I offer a unique blend of skills including leadership/strategic skills acquired through my professional career/education, coupled with 32 years leadership/strategic experience within WAGGGS in various areas of work; thus I can take this expertise and knowledge to the Region and the MOs.

As a professional, I bring a strategic insight and vision gained from the various executive leadership roles. As a volunteer, I bring an understanding of WAGGGS and our Region and strategic/leadership experience through the implementation of our strategy. I can also further contribute in the MO relationship management in light of the linguistic, geographical and cultural/political diversity thus adding value to the MO's.

I stand ready to leverage this combination to help the Region reach its fullest potential, and ensure that all members have the opportunity to experience our great organization. The movement significantly impacted my life and I am happy to give back at this strategic level.



## Sharon O'Neill Libreri

### Skills and experience

| Skill  | Level | Example   |
|--|-------|---|
| <b>Development of Girl Guiding / Girl Scouting</b>   | H     | <p>As a Europe Region committee member, successfully led the Growth project, one of the Region's strategy pillars for the triennium, reaping great results. Chair and project lead for the Europe Region Flagship NLDP Leadership training event with a focus on Diversity and Gender.</p> <p>Project lead for World Conference 2014 (HK) for the Europe region WAGGGS.</p> <p>Worked and supported various MOs in their development as country contact/Europe Region Committee member.</p> <p>As a National Board Member for the Malta Girl Guides, led a project to upgrade the image of MGG holistically, reaping results in membership growth, visibility, awareness of MGG identity with government agencies and other NGOs.</p> |
| <b>Leadership skills in a intercultural setting</b>  | H     | <p>As a WAGGGS Global WLDP/NLDP accredited leadership trainer, lead facilitator and coach, and as a Committee Member for the Europe Region WAGGGS, has used leadership skills in intercultural settings on several country visits and events.</p> <p>As Head of Business Development &amp; Operations, for the past 15 years, has been leading diverse and intercultural teams towards achieving the company's strategy and goals.</p>  |
| <b>Involvement of girls and young women in decision making</b>                             | H     | <p>As event Chair and Planning team member in various European and Global WAGGGS leadership events has ensured the involvement of girls and young woman in decision making. Through work as country contact as Europe Region Committee member has ensured the involvement of girls and young woman in decision making.</p>  |
| <b>Financial management and oversight</b>  | P     | <p>Planning annual budgets for a department with a revenue target of 10 million euros as well as managing and overseeing of KPIs for the company and a team of people. Professional financial expertise gained through the financial modules in the Masters in Business Administration from the University of Reading/Henley Business School UK. MBA (Henley)</p>   |
| <b>Governance</b>  | H     | <p>Through work as country contact, as Europe region WAGGGS Committee member, has managed to gain a broad understanding of the various governance issues affecting MOs and networking for a successful resolution.</p> <p>In her role as Deputy Chief Commissioner with the Malta Girl Guides has worked with a legal team to establish the Constitution and Bylaws for the Association allowing for a broad and holistic experience in establishing good governance and succession planning practices.</p>   |
| <b>Strategic planning and visioning</b>  | P     | <p>In the last 15 years of her professional career in her various executive leadership roles held including her current employment and previous ones with Vodafone Malta has been responsible for preparing her department's strategic plan in line with the vision of the company, as well as planning resources and leading the implementation.</p> <p>As committee member has worked on the implementation of the Region's strategy; the three pillars; Gender, Growth and Diversity. Also specifically leading the Growth pillar.</p>   |
| <b>Collaborative in approach and able to work in partnership with volunteers and staff</b> | H     | <p>Has gained a thorough understanding and hands on experience in the volunteer/staff relationship in the region/World through her work as a committee member and work at a global level.</p> <p>Has also gained experience in working in collaboration with WOSM (Europe Region Committee) on a common strategy through joint events and projects and a memorandum of understanding.</p>   |

# Inga Rusin-Siwiak

**Member of:** The Polish Scouting and Guiding

Association (ZHP)

**Age group:** 30 - 40

**Nominated by:** The Polish Scouting and Guiding Association (ZHP)

**Languages spoken:** Polish, English, basic knowledge of Russian and Spanish

## Current position:

- **2009 – present:** International Commissioner
- **2009 – present:** Member of the National Training Committee
- Member of the Steering Committee Jamboree 2023

## Previous positions include:

- **2003 – 2009:** District Commissioner:
- **2002 – 2010:** Training Team - Wielkopolska Region
- **2007:** World Scout Jamboree - deputy head of Polish national contingent: 2007

## Current professional/business appointments:

- Teacher -- Lower Secondary School
- Tour guide
- Translator / interpreter

## *Personal statement*

I have been a member of The Polish Scouting and Guiding Association since 1984, and Girl Guiding is a part of my life. Being involved from the age of six, and now as adult volunteer on local, regional, national and international level is like a journey.

One of the parts of this journey would be serving the Guiding Family on the Committee. I think that my experience of being a volunteer in The Polish Scouting and Guiding Association can be of benefit to the Region and to other member organisations.

I completely share the values and the mission of WAGGGS. I believe that we can make the difference and leave this world a better place. My contribution to WAGGGS would be mainly in the fields of programme development and leadership, as I strongly believe that this is a very crucial ability in the future. I would like to make sure that girls and young women are able to develop their fullest potential and have a real influence on decisions.

I would like to become a member of the Regional Committee to be a member of the group that will inspire and develop Guiding and Girl Scouting in Europe.



## Inga Rusin-Siwiak

### Skills and experience

| Skill  | Level    | Example   |
|--|----------|---|
| <b>Development of Girl Guiding / Girl Scouting</b>   | <b>H</b> | Translated WAGGGS publications (Millennium Development Goals, Centenary), and delivered workshops introducing these topics.<br><br>As International Commissioner and Trainer designed and conducted training for international team and adults at national level.   |
| <b>Leadership skills in an intercultural setting</b>                                       | <b>M</b> | In the context of a youth exchange programme with partner schools bringing together students from Hungary and Germany alongside with Polish students, developed and led activities which promoted understanding and encouraged positive behaviours, overcoming language barriers and political and historical tensions. The project impacted positively on the students, increasing their understanding of intercultural relationships as well as their personal development. |
| <b>Involvement of girls and young women in decision making</b>                             | <b>M</b> | Tutored girls on her school's student council. Used her skills and training in Guiding to work with underprivileged girls, lacking in self-confidence and aspiration, and, thanks to communication and coaching skills acquired through Guiding, built resilience and inspired the girls to shape their future. This involved personal investment but resulted in a significant number of girls becoming influential on the council and outside, and able to drive ideas.     |
| <b>Financial management and oversight</b>  | <b>M</b> | Involved in planning and managing budgets up to 22,000 euros at district level for events, trainings and camps.<br><br>Prepares financial statements for the district.  |
| <b>Governance</b>  | <b>H</b> | As International Commissioner has had the opportunity to contribute to strategic planning, HR management and programme development at national board meetings.<br><br>Represented an NGO at local and regional level.   |
| <b>Strategic planning and visioning</b>  | <b>H</b> | As International Commissioner was involved in the evaluation of the former national strategy and training plan.<br><br>Has worked at national level as part of the national planning group developing the 2013-17 national strategy with specific focus on international aspects. Her personal input was to put the troop leader at the centre of the strategy.   |
| <b>Collaborative in approach and able to work in partnership with volunteers and staff</b> | <b>H</b> | Experiences as District Commissioner, Trainer, International Commissioner and, ultimately, teacher fostered a good understanding of challenges in working as volunteer or professional within large organisations.<br><br>Member (and leader) of different teams of volunteers, on different levels – delivering training, programme activities, managing teams. Co-operating with professional staff in association and other teachers.                                      |

# Marjolein Sluijters

**Member of:** Scouting Nederland

**Age group:** 40 - 50

**Nominated by:** Scouting Nederland

**Languages spoken:** Dutch, English, intermediate German, basic French

**Current position:** Lead Volunteer Gendered Leadership Project



## Previous positions include:

- **2008-2014:** National Board Member responsible for programme, girls in scouting and safety
- **2008-2014:** International Commissioner (on the National Board)
- **2007-2008:** National Programme Commissioner

## Current professional/business appointments:

- **2011- present:** Child psychologist within local government
- **2012- present:** Head of aftercare for disaster and crisis management at regional government level

## *Personal statement*

For over two decades I have learnt from Girl Guides and Girl Scouts from across the world, have been energised and excited by our unique global organisation and have led wide ranging projects to extend and improve our work. Started my journey as Chair of the first Youth Board of Scouting Nederland, became a member in the World Centres Committee, was one of the founding members of the National Youth Council. Continue my travel as member of the Nominations committee. And now being active in the Mentor group.

Now I want to give my experience and knowledge to the Europe region. How?

- By helping identify opportunities and developing strategies to support the delivery of the WAGGGS Mission and Vision.
- By inspiring and motivating others to strengthen our Member Organisations.
- By collaborating with other volunteers, staff and external partners.
- By bringing an innovative approach and using my network within and beyond Europe.
- By delivering on what I commit to do, and by using proactive communication to engage more people in the Region's work.

I am looking forward to creating more opportunities for our members, giving Guiding and Scouting experiences to more young people and supporting them to grow through the Guiding method.

## Marjolein Sluijters

### Skills and experience

| Skill  | Level    | Example  |
|--|----------|--|
| <b>Development of Girl Guiding / Girl Scouting</b>   | <b>H</b> | <p>As national programme commissioner re-wrote Scouting programme from several age based manuals into a single one. Developed a renewed Scouting method, through a process of consultation with stakeholders, parents and youth, and focus groups at regional level.</p> <p>As board member and a lead volunteer, contributed to projects such as the Europe Region WAGGGS Gendered Leadership project, the Programme Scouting Talent by training, inspiring and supporting a group of 55 young people in international affairs, to become the leaders of the future.</p> <p>Using membership statistics, contributed to creating a retention and recruitment strategy involving the project 'Free Being Me' and the project "Girls in the lead" resulting in an increase in the older age sections.</p> |
| <b>Leadership skills in a intercultural setting</b>  | <b>P</b> | <p>Worked as Programme manager with disadvantaged youth with minority background.</p> <p>Lead volunteer in the project Gendered Leadership being delivered jointly with the UK</p> <p>Trainer at a Juliette Low Seminar with 14 nationalities participating.</p>   |
| <b>Involvement of girls and young women in decision making</b>                             | <b>H</b> | <p>Served as the first Chairperson of the National Youth Board of Scouting Nederland: Established rules and procedures, recruited the founding members, developed a relationship with government and other partners.</p> <p>Created opportunities to support and inspire young women participating on the Programme Scouting Talent to take up leadership roles.</p>   |
| <b>Financial management and oversight</b>  | <b>H</b> | <p>Manage all financial issues and planning at own business.</p> <p>Analysed project proposals and assessed their financial consequences. Presented project proposals to the city council.</p> <p>Managed and planned a budget of €60.000- 95.000,- on local government level.</p> <p>Board Member with oversight of a €5,4 million budget.</p>  |
| <b>Governance</b>  | <b>H</b> | <p>Influenced the board of Dutch youth group, a branch organisation for NGO youth organisations, to take on more young people.</p> <p>Co-founder of National Youth Council representing Scouting, managed to make Guides and Scouts heard and be inspiring.</p> <p>Actively involved in developing rules and procedures for the Dutch National Youth Council.</p> <p>Has been on the Scouting Nederland board and a member of WAGGGS World Centres Committee and Nominations Committee.</p>  |
| <b>Strategic planning and visioning</b>  | <b>P</b> | <p>Developed a new concept for a social work team with focus on child care at a local level</p> <p>Took the lead in addressing the need for, and developing a strategy recruiting and retaining girls in Scouting Nederland</p>  |
| <b>Collaborative in approach and able to work in partnership with volunteers and staff</b> | <b>H</b> | <p>Worked collaboratively with regional staff, Member Organisation staff, volunteers and external professionals, in the Gendered Leadership project and during the 35th World Conference, supporting the World Board elections.</p> <p>Fair and solution driven conversational approach to relationship challenges that have occurred in those contexts with staff or external professionals, outlining clear division of roles and responsibilities</p>   |

# Petra Stipanič

**Member of:** Slovenian Catholic Girl Guides  
and Boy Scouts Association (ZSKSS)

**Age group:** Under 30

**Nominated by:** Slovenian Catholic Girl Guides  
and Boy Scouts Association (ZSKSS)

**Languages spoken:** Slovenian, English, Italian, knowledge  
of German, Serbian & Croatian,  
Russian, some understanding of  
French and Spanish

## Current position:

- **2014 – present:** Member of Global Learning Project in ZKSS
- **2014-present:** Member of Intercultural opening Project in Mouvement Scout de Suisse
- **2014-present:** Member of the international team working on Partnerships in Mouvement Scout de Suisse



## Previous positions include:

- **2015:** Facilitator in Train the Trainer event for the Global Learning Project  
Involved in introducing Stop the Violence Campaign
- **2007-2010:** Cub Leader

## Current professional/business appointments:

Human Resources professional specializing in People Development and Learning

## *Personal statement*

I would like to encourage guides to think about our future like a wonderful pizza and I want to work on that as well - an amazing diverse "Magenta" pizza. I'd want it to have a foundation of a base of high quality Europe Region dough – served thin, thick or crispy as each MO needs it. It has many shapes: when you order it at home it comes in a square box, when you open it, it's round, when you cut it's a triangle and it has thousands different toppings, but very personalized. I'd be sourcing all the great ingredients to choose from and building partnerships to find the very best so every pizza helps deliver our mission and vision.

I am prepared to be on a spot where I can actually execute the changes on a bigger scale and see where the challenges in the Europe Region are. I want to be part of a group that will show guiding being as relevant now as ever- we need to be modern and forward thinking in our approach and I want to make this happen through looking after the foundations of Guiding in Europe.

## Petra Stipanič

### Skills and experience

| Skill  | Level    | Example  |
|--|----------|--|
| <b>Development of Girl Guiding / Girl Scouting</b>   | <b>H</b> | <p>Worked on new partnership strategy for Movement Scout de Suisse, aimed at promoting collaboration with international partners, thus enabling the development of the national organization and of other MOs and NSOs worldwide.</p> <p>Organized Train the trainer event and other small scale events on how to raise intercultural awareness / sensitivity and attract more migrants and people from diverse nationalities into Guiding.</p>  |
| <b>Leadership skills in a intercultural setting</b>  | <b>P</b> | <p>Developed and managed a volunteer program in a girls' school and NGO in India. Demonstrated strong leadership in an intercultural environment, asserting her role as project leader among school staff and convinced them to execute the volunteer engagement project. Addressed gender challenges in a male influenced environment to introduce volunteer support and built a strong team for the successful delivery of the programme.</p> <p>Wide cultural experiences and an excellent understanding of integration and managing difference. Has awareness of the different requirements when working with volunteers or paid staff and the importance of sharing common goals.</p> |
| <b>Involvement of girls and young women in decision making</b>                             | <b>H</b> | <p>Has encouraged girls and young women to voice their opinion, for example on the Consultation on Global Partnership to End Violence against Children.</p> <p>Led the delegation to the Commission on the Status of Women and participated in the review of UN policy papers. In the context of that work involved girls and young women at national level, to participate in activities but also to fully understand the papers, the impact of the issues on them and encouraging them to take part in decision-making.</p>  |
| <b>Financial management and oversight</b>  | <b>M</b> | <p>Professionally managed global budgets and planned annual budgets and distribution of funds as well as managing budgets on a local level</p> <p>Experience in financial prioritisation and meeting funders' requirements in the execution and monitoring of projects as well as approving training budgets of up to 10 000 euros.</p>  |
| <b>Governance</b>  | <b>M</b> | <p>Professional experience of procurement and service performance monitoring.</p> <p>Development of policy papers in the context of partnership project.</p> <p>Advisory Board team member in a consulting organization.</p>   |
| <b>Strategic planning and visioning</b>  | <b>M</b> | <p>Professionally, wide experience of measuring performance to develop strategy, setting Key Performance Indicators (KPI) for learning and development in line with business needs and strategy to ensure that inputs produce expected outputs. Through use of KPIs in projects has been increased employee participation in compliance training.</p> <p>Worked within the Movement Scout de Suisse International team on strategic planning at national level.</p>  |
| <b>Collaborative in approach and able to work in partnership with volunteers and staff</b> | <b>H</b> | <p>As paid staff, coordinated a volunteer engagement project at an NGO in India, collaborating closely with volunteers.</p> <p>Co-operated in the planning of WAGGGS events working in teams of volunteers and professional staff as well as worked for one year in WAGGGS Europe office working alongside staff and for/with volunteers as an EVS (European Voluntary Service).</p>   |

# Laura West

**Member of:** Girlguiding UK

**Age group:** Under 30

**Nominated by:** Girlguiding UK

**Languages spoken:** English, some knowledge of French

**Current position:**

- Guide Unit Leader since 2006

**Previous positions include:**

- **2012-2015:** National Lead Volunteer for Peer Education
- **2007- 2015:** Peer Educator and trainer
- **2007-2009:** Chair of Switch Up within London and South East Region (grant awarding committee)



**Current professional/business appointments:**

- **2015 to present:** Business Development Officer for Training in a young persons' sexual health charity

***Personal statement***

I make a difference to lives of girls and young women globally and am passionate about supporting volunteers and influencing partners and decision-makers to achieve the WAGGGS vision. WAGGGS provides unique opportunities for girls globally and I would like to dedicate my time and enthusiasm to help WAGGGS make an even greater impact in Europe.

I have experienced guiding at local, national and global level, developing and delivering high quality programmes which have benefited thousands of young members. These programmes are relevant to girls' lives today, consider the diversity of the organisation, and, critically, use the guiding method of non-formal education. In shaping these programmes I have consulted with girls on what matters to them and have advocated widely on these issues, speaking to the media and engaging with external networks. I have demonstrated strategic thinking, for example in driving changes to Girlguiding UK's Peer Education programme to extend its reach. I am keen to solve problems and find innovative ways of working, informed by the perspectives of girls, volunteers, staff members and stakeholders.

I am excited at the prospect of bringing my skills and experience to WAGGGS Europe and am confident I can deliver on the Region's priorities.



## Laura West

### Skills and experience

| Skill  | Level    | Example   |
|--|----------|---|
| <b>Development of Girl Guiding / Girl Scouting</b>   | <b>H</b> | <p>Developed peer education programme within Girlguiding UK, increasing the number of young women delivering peer education from 100 to 700 over 3 years. Worked in partnership with the Department of Health on relevant topics around risky behaviours in young people.</p> <p>Involved in the global programme 'Free being me' on body confidence and had a significant input into the partnership with the sponsor Dove, to ensure that the programme is relevant to girls of today.</p>  |
| <b>Leadership Skills in an international setting</b>                                       | <b>M</b> | <p>As International Service Team member had to design and lead activities for participants at two international Jamborees in Sweden and Ireland as part of the education activities team. Demonstrated ability to take initiative at short notice and lead in an intercultural setting.</p> <p>Part of leadership team delivering the training for Council of Irish Guiding Associations Free Being Me launch.</p>  |
| <b>Involvement of girls and young women in decision-making</b>                             | <b>H</b> | <p>As Lead Volunteer for peer education programme, has involved girls and young women in creating the full set of Girlguiding UK's peer education programmes. Through consultation made them relevant to girls and young women of today in content and delivery style. Evaluated programmes with girls and young women regularly to ensure they were still current and relevant, making alterations as needed.</p> <p>Develops programmes at professional level with young people's input</p> |
| <b>Financial management and oversight</b>  | <b>M</b> | <p>Budgetary responsibility in voluntary and professional positions.</p> <p>Responsible for budget of £125,000 as chair of a grant awarding committee.</p> <p>Created and managed a budget of £130,000 for project in professional role.</p>  |
| <b>Governance</b>  | <b>L</b> | <p>Reported to the National Guiding Development Committee in delivery of the peer education programme.</p> <p>Restructured the committee implementing better governance by shifting the focus of volunteers away from operational activities. In the end made the difficult decision to change the longstanding structure from a committee to a more flexible arrangement with a lead volunteer and small team of assistant volunteers and staff.</p>   |
| <b>Strategic planning and visioning</b>  | <b>M</b> | <p>Developed strategic plans professionally for diverse projects, for example to incorporate Police processes into a Government programme to benefit families within the local area. As project manager had to ensure that the strategy was balanced and not dictated by sponsors' interest only.</p> <p>Created strategic plans for peer education programme.</p>  |
| <b>Collaborative in approach and able to work in partnership with volunteers and staff</b> | <b>H</b> | <p>Worked in partnership with young volunteers and staff members in Girlguiding UK to develop peer education programme.</p>   |

| CANDIDATES   |                      |                           |                            |                              |                      |                               |                          |                            |                       |                   |
|--|----------------------|---------------------------|----------------------------|------------------------------|----------------------|-------------------------------|--------------------------|----------------------------|-----------------------|-------------------|
| Age group  | 30-40                | Under 30                  | Under 30                   | Under 30                     | 30-40                | 40-50                         | 30-40                    | 40-50                      | Under 30              | Under 30          |
| <b>NAMES</b>   | <b>Yvonne Browne</b> | <b>Lilit Chilingaryan</b> | <b>Eline Marie Grøholt</b> | <b>Aina Mádico Brugueras</b> | <b>Mirian Madsen</b> | <b>Sharon O'Neill Libreri</b> | <b>Inga Rusin-Siwiak</b> | <b>Marjolein Sluijters</b> | <b>Petra Stipanič</b> | <b>Laura West</b> |
| <b>Development of Girl Guiding / Girl Scouting</b>   | H                    | H                         | H                          | M                            | H                    | H                             | H                        | H                          | H                     | H                 |
| <b>Leadership Skills in an international setting</b>                                       | H                    | H                         | H                          | P                            | H                    | H                             | M                        | P                          | P                     | M                 |
| <b>Involvement of girls and young women in decision-making</b>                             | H                    | M                         | M                          | M                            | H                    | H                             | M                        | H                          | H                     | H                 |
| <b>Financial management and oversight</b>  | H                    | P                         | H                          | M                            | H                    | P                             | M                        | H                          | M                     | M                 |
| <b>Governance</b>  | H                    | H                         | H                          | M                            | H                    | H                             | H                        | H                          | M                     | L                 |
| <b>Strategic planning and visioning</b>  | H                    | H                         | H                          | M                            | H                    | P                             | H                        | P                          | M                     | M                 |
| <b>Collaborative in approach and able to work in partnership with volunteers and staff</b> | H                    | H                         | H                          | H                            | P                    | H                             | H                        | H                          | H                     | H                 |

Key: P = Professional, H = High, M = Medium, L = Low, 0 = no expertise