

CV - Nancy Jaspers



Personal Information

Last Name Jaspers
Name(s) Nancy Yolanda
Date of Birth 17.12.1967
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Key Competencies

- **Evaluator skills:** Execution of evaluations of projects and programs, making use of mixed method approaches (qualitative-quantitative) and a variety of M&E concepts and instruments (including TOC, outcome harvesting, outcome mapping, QCA etc.);
- **Capacity Building of organizations/institutions;**
- **Specialist in co-designing strategic and learning processes;**
- **Thematic expertise:** gender/diversity; (decent) work; food/livelihood security; strategy development; PME (planning, monitoring & evaluation); rural development.

Professional Experience

Period 2018 – present
Function **Humanya (Belgium and abroad: Europe, Africa, Asia, Latin America)**
Responsibilities Position: founder, senior consultant and coach (OID¹/PMEL²)

2014 – 2018, Camino Consult (Belgium and abroad)
Position: Co-founder, OD/PMEL- consultant, facilitator, trainer and coach (Europe, Africa, Asia and Latin America);

2010 – 2013, MDF Training & Consultancy (NL and abroad)
Position: Consultant, trainer, facilitator
Responsibilities: OD/PMEL assignments for different kind of organizations in the NL and abroad (Africa, Asia, Latin America);

2007 – 2010, Trias (NGO) (Belgium and abroad)
Position: Head of Department Research and Development (R&D) Responsible for thematic, organizational and PMEL support to the regional offices abroad (Africa, Asia and Latin America) and head office in Brussels;

2000 – 2006, VLAMAB/Pilar - Federation of Management Support to Social Enterprises, aimed at improving employment and employability of people with a disability (Belgium)
Position: Consultant/Facilitator + General Coordinator
Responsibilities: Execution of organizational assessments and quality audits, management support of social enterprises in achieving (financial) self-sufficiency.

¹ Organizational /Institutional Development

² Planning, Monitoring, Evaluation and Learning

1998-2000, FACTO - Fund for Self-Development in Developing Countries

Position: General Coordinator/Researcher/Advisor on Food and Livelihood Security and Impact Measurement of Development Programs in Africa, Latin America and South East Asia; Coordination of a fund for development of projects in the previously mentioned regions.

1991 – 1998, ACT - Association for Technical Cooperation (a Belgian NGO)

Position: Program manager in Guatemala '91- '98

Coordinating socio-economic projects in rural communities of Guatemala

Education and Special Training

<i>Period</i>	2003 – 2004, University of Twente, Faculty of Behavioral Sciences , the Netherlands
<i>Name Institute</i>	Netherlands
<i>Title Obtained</i>	MSc. (Master of Science) Human Resource Development
	1985 – 1990, Catholic University of Leuven, Faculty of Agriculture , Belgium
	Master in Bio-Engineering Sciences Agronomy (Livestock/Food Technology)

<i>Period</i>	2020, Summer School Antwerp University – Europe and Migration
<i>Name Institute</i>	2020, AMB Consulting (NL) - Masterclass, Theory of Change
<i>Course</i>	2019, IDS - Institute of Development Studies (Brighton, UK)
<i>Title/Certificate</i>	Certificate, Contribution Analysis in (impact) evaluations
	2019, Facili2transform (NL)
	Training: use of video in Monitoring and Evaluation
	2018-2019 – GoesThing (Belgium)
	Certificate, Training Deep Democracy approach and tools (levels 1-4)
	2017, Your Coach (Belgium)
	Certificate, Integral professional coach
	2015, HREA (NL)
	E-course, Engaging men and boys in gender equality programming
	2015, HREA (NL)
	E-course, Human Rights and Advocacy
	2012, MDF Training & Consultancy (NL)
	Certificate, Facilitation of Groups
	2004-2006, School of NLP , Belgium
	Master of Practitioner, NLP (Neuro-Linguistic Programming)
	2001 – 2003, Foundation for Corporate Education (FCE) (NL)
	Certificate "Corporate Learning"
	1999 – 2001, CMO (Centre of Business Training) Belgium
	Certificate, Business Management for Small and Medium Enterprises

Language Skills (5 - excellent; 1 - basic)

<u>Language</u>	<u>Reading</u>	<u>Speaking</u>	<u>Writing</u>
<u>Dutch</u>		<u>Mother tongue</u>	
<u>English</u>	<u>5</u>	<u>5</u>	<u>5</u>
<u>Spanish</u>	<u>5</u>	<u>5</u>	<u>5</u>
<u>French</u>	<u>5</u>	<u>4</u>	<u>4</u>
<u>Portuguese</u>	<u>3</u>	<u>-</u>	<u>-</u>

Other information

Countries worked (short and longer term): **Europe:** Belgium, Germany, Italy, Switzerland, The Netherlands; **Latin America:** Brazil, Chili, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala (8 years), Honduras (5m 2016, 6m 2018), Nicaragua, Peru;

Africa: Burkina Faso, Ethiopia, Gambia, Ghana, Guinée, Kenya, Namibia, RD Congo, Senegal, South Africa, South Sudan, Uganda; **Asia:** Thailand, The Philippines, Singapore.

Clients National and international NGOs, Trade unions, multilateral organizations (ILO, UNAIDS, UNDP, IADB), bilateral aid agencies and governments (USAID, DGD/S4, MINBUZA), local governments, Universities/Education institutes, civil society organizations, national and international platforms and networks (11.be, Educaid.be etc.), parastatal and other institutions in the sector of International Cooperation and the social profit sector

Publications

- Three chapters in the IGI Global Reference Book on *“Evidence-Based Organizational Change and Development”* (in coop. with Prof.B.Hamlin and Prof.A.Ellinger), 2018.
- *“Steering and Communication determine the Role of the Advisor”*, in ‘Education and Development’, 2005.
- Contribution to workbooks *“Transfer of Learning”* and *“Alternative learning Methods”*, in cooperation with the Vlerick Leuven Gent Management School (BE), 2002.
- *“Can Microfinance Institutions achieve Financial Self-Sufficiency while having a commitment to the Poor?”*, in cooperation with the Belgian NGO ACT, 2000.
- *“Seguridad Alimenticia en las regiones de Chimaltenango, Sololà y Alta Verapaz (Guatemala C.A.)”*, in cooperation with the NGO ACT and the Catholic University of Leuven (BE), 1996.

Detailed overview Assignments/Jobs:

Country/Year	Client/Reference	Assignments related to (strategic) Planning, Monitoring, Evaluation and Learning
Belgium July- Dec 2020	CNV- I (via MDF)	Evaluation of the TUCP Panta Rhei programme of CNV-I with case studies in Niger, Senegal, Nicaragua and Cambodja
Belgium Dec – Jan 2020	Oxfam Belgium	Advise on how to use Outcome Mapping as a planning and monitoring instrument to follow up progress made on desired changes with partners in Africa and Asia
Belgium June-	MSV (doctors without holidays)	Assessment of the current partnership strategy of MSV based on the 5 C capacity strengthening model
Belgium April-November 2020	SES, FOD (Foreign Affairs, Foreign Trade and Dev.Cooperation)	Evaluation of the Joint Strategic Framework on Decent Work, within the frame of the Belgian Law on Nongovernmental Development Cooperation. (Humanya lead, in cooperation with DRIS Consult).
Belgium- South Africa/Ethiopia March – Feb 2021	VLIR-UOS via Ace Europe (on distance because of covid-19)	Evaluation of several IUC projects of VLIR-UOS, South Africa and Ethiopia (via ACE Europe)
Belgium Sept 2020	IFSI/ISVI	Two-day training on how to develop a TOC, linked to the future DGD programme as well as to the organisation itself.
Belgium June- October 2020	Trias	Online facilitation of the revision/development of a global Theory of Change of Trias, with participation of Trias staff from different countries (Central, East and West-Africa, Central America, South America, Belgium)
Belgium Nov- December 2019	Huis van het Nederlands Brussel	Facilitation of a workshop to design a Theory of Change for the next 5 years with the management team of the organization, as a starting point of a co-creation workshop with all (80) collaborators in order to come to input for the corporate strategy for the next 5 years (several workshops facilitated by Humanya)
Belgium September- November 2019	Federations FIABEL, ngo-federation, ACODEV	Prospective evaluation of the instrument GSK (Joint Strategic Frameworks), a strategic planning instrument of Belgian CMO/IA working in a specific country or around a specific topic. (Humanya (lead), in cooperation with DRIS Consult)
Belgium	ISVI/IFSI	Facilitation of several workshops to come to recommendations for the future strategy of IFSI (by using

September 2019		the method scenario thinking)
Belgium October 2019- March 2020	Djapo	Facilitation of several workshops to link the current Theory of Change to Outcome Mapping (in order to develop a measurement system for the ToC to be used in the near future)
Belgium August 2019- Feb 2020	Trias vzw	RTE Meta-evaluation of the intermediary evaluation of the 2017-2021 program, carried out by local consultants in Tanzania/Uganda, Central America, Andes, Guinée Conakry, Brazil and the Philippines, aimed at drawing lessons on how to improve the current TOC approach.
Belgium August 2019- February 2020	VVOB	RTE Intermediary evaluation of the eNSPIRED program (progress on effectiveness, relevance, efficiency of the program) in collaboration with higher education institutes and other stakeholders, aimed at collecting evidence and lessons from the progress made so far that can feed into the second half of the program 2017-2021 and into the program post 2021
Belgium June-September 2019	Consortium SIA (SOS FAIM, Iles de Paix, Autre Terre)	Midterm evaluation of the effectiveness, efficiency and relevance of the common approach of the consortium SIA (specifically synergies, complementarities, collaboration, joint coordination) in their joint DGD program 2017-2021, with case studies Burkina Faso, Peru
RD Congo June-October 2019	Consortium Ensemble Avançons (Benelux Afro Center, Foncaba, Rotary Clubs for Development, Congodorpen)	Intermediary evaluation of the joint program of the consortium ‘Ensemble Avançons’ in RD Congo, specifically on the extent to which gender and <u>environment</u> are integrated in this program (at ACNG, partner and beneficiary level).
Belgium March-June 2019	BOS+	Midterm evaluation of the project ‘Maakbaar’ with Belgian designers, aimed at introducing ecological and sustainable materials into Belgian design
Honduras Feb-April 2019	Government of Honduras + IADB (Interamerican Development Bank)	RTE of the Presidential Program ‘Ciudad Mujer’, aimed at contributing to the improvement of the living conditions of women in Honduras in the areas of economic autonomy, attention to violence, sexual and reproductive health, community education, and other related services, through a network of services offered in a comprehensive manner by public institutions.
Italy Jan 2019	Action Aid, Italy	4day training on monitoring for learning, (taking the TOC as starting point) for staff of Action Aid in Italy.
Belgium Nov-Feb 2019	AgriCord Alliance	Support in writing a successful proposal of AgriCord for funding (by DGIS, Dutch government), being part of the FFP program (Farmers Fighting Poverty) / Compiling the 2017 FFP consolidated report of AgriCord/ Support in writing the Latin America strategy note of AgriCord.

Belgium Sept'18-Feb'19	NGO-federation, ACODEV and FIABEL	Coaching of CMOs and IA on their external evaluation capacities, in order to support them in their preparation for the external certification by SES/DBE Methodology: document study, individual coaching sessions with CMOs, collective debriefing, in cooperation with the BE federations of NGOs and with FIABEL.
Belgium Nov'17-Oct'18	Special Evaluation Services (SES), BE government	Thematic evaluation of Development Education Interventions , undertaken by Belgian organizations (NGOs, film production houses, etc) and co-financed by the BE government between 2014-2017, in consortium with HIVA (team lead) and DRIS. The evaluation included the reconstruction of TOCs of the selected case studies.
Belgium	IFSI/ISVI	Training on Outcome Mapping , for program management staff aimed at strengthening their skills in how to use OM in monitoring and evaluation of the ISVI/IFSI program (linked to their Theory of Change and logical framework)
Italy and world-wide Feb2017- Jan2018	Caritas Internationalis	Evaluation of the implementation of Management Standards (MS) at the Network level. The evaluation focuses on the relevance of the MS, the changes achieved at member organization level, the effectiveness of the capacity building linked to the implementation of the MS and the quality of the instruments. Methods used: desk study, workshops, skype interviews, focus group discussions, online survey.
Belgium, Togo, Brazil May-Oct2017	ITUC/CSI	Midterm evaluation of the ITUC/CSI program financed by EU, with field visits to the regional network offices in Togo and Brazil
Italy Sept 2017, 2018, 2019	CCI (Centro per la Cooperazione Internazionale), <u>in collab.with the Univ.of Bologna</u>	Sept.'19: 4day training on evaluation, based on the TOC for project managers and partners of It. NGOs Sept'18: 4day training on monitoring for learning (related to the TOC) for project managers and partners of Italian NGOs. Sept '17: 4day training on the TOC (Theory of Change) and Outcome Mapping for project managers and partners of Italian NGOs.
Belgium May-June 2017	Plan Belgium (INGO)	Evaluation of a project on raising awareness on children rights, specifically the worldwide right to play. Methods used: online survey, workshop with the Plan-B team, in-depth interviews with beneficiaries of the project (basic school teachers, school visits (primary school students of 9-12 years).
Honduras, Guatemala, Colombia, El Salvador Nov-Dec 2016	CNV International (Dutch Trade Union Confederation)	Partner assessments with local trade union confederations (one in each country) including evaluation of the partnership between CNVI and the local partners.

Belgium Sept '17	AgriCord (International network of Agri-Agencies)	Desk study on lessons learnt by member organizations of AgriCord with a report serving as input for the consolidated annual AgriCord report 2016.
Belgium June-Nov 2016	VSF-B (Veterinarians Without Borders, NGO)	End-Evaluation of the 2014-2016 DGD program of VSF-B (N-programme) with a focus on awareness raising and sensitization of different target groups and development of advocacy activities on specific topics towards the EU, in order to learn from the past and formulate recommendations for the post 2016 program.
Home based/ Nicaragua, Bolivia, Peru April 2016	CNV International (Dutch Trade Union Confederation)	Coordination of a team of 3 local consultants who carry out a preliminary context analysis in Nicaragua, Bolivia and Peru , aimed at determining opportunities for future cooperation of CNV International with local/national labor unions and other relevant organizations (e.g. local NGOs, grass root organizations).
Belgium and abroad May-October 2016	VVOB (Flemish Association for Education)	End evaluation of the 2014-2016 program of VVOB aimed at increased awareness and behavioral changes of staff from higher education institutes regarding equal opportunities in education .
Kenya April- May 2016	EP- Nuffic (Expertise and Service Centre for <u>Internationalization of Higher Education</u> in the Netherlands)	Evaluation (in cooperation with Ace Europe, team lead), of the Netherlands Fellowship Program, aimed at strengthening midcareer level staff from local organizations (mainly governmental institutions) in cooperation with Dutch higher education institutions, in Kenya and Tanzania.
Belgium Jan-March 2016	Department International Flanders (Flemish government)	Evaluation of the Call for proposals on Development Education , in order to formulate recommendations to improve the Call, taking into account the global SDG agenda, the legal framework on Development Education and complementarity to other subsidies in Belgium.
Belgium Jan-March 2016	Educaid.Be (Education platform)	Midterm evaluation of the 2014-2016 program of the Belgian network of Education and Development Cooperation aimed at improving equal opportunities in education in North and South, including a revision of the governance structure of the network.
Belgium 2013-2016	VLIR-UOS (Flemish Inter University Council – Academic Development Cooperation)	Review and quality assessment of project proposals for financing purposes by VLIR-UOS. The project proposals focus on strengthening academic research and education in selected countries (Latin America) and contributing to collaboration and exchange between Universities and Higher Education Institutions of selected countries and Belgium.
Belgium Jan 2016	11.Be (BE network organization)	Evaluation of specific aspects of the political work of 11.Be methods: online survey, interviews with Belgian and European policy makers, desk study.

Belgium Sept-Oct 2015	G3W (Medicine for the 3rd World, NGO)	Midterm evaluation of the 2013-2015 program of G3W aimed at increasing mobilization power of social movements in order to improve advocacy efforts and influence at EU level on global health topics.
Honduras, El Salvador 2015	TRIAS, VECOMA (Belgian iNGOs)	Facilitation of the formulation of collective context analyses + writing of these GCA (one in Honduras and one in El Salvador), aimed at developing the basis for future joint development programs between involved actors and stakeholders in Belgium, El Salvador and Honduras.
Thailand March 2015	Partage (French NGO promoting children rights)	Training on Planning, Monitoring and Evaluation Methods (including how to develop a baseline, how to formulate a Theory of Change, Outcome Mapping, Logical Framework, formulation of indicators etc.) to program officers and country directors of partners of Partage in Cambodia, Vietnam, Thailand, Nepal, India.
The Netherlands + field mission abroad (Burkina Faso) Dec14- Sept 2015	ICCO (Dutch iNGO)	End evaluation of ICCO's Food and Nutrition Security program (from a rights-based perspective) 2011-2014, carried out in 12 countries with 52 partners (Africa, Latin America, Asia), in order to formulate recommendations for the next multiyear program of ICCO, financed by Min Buza (the Netherlands).
The Netherlands Oct 2014 – Jan2015	IOB (Inspection Development Cooperation and Policy Evaluation of the Ministry of External Affairs, NL)	Gender review of a selection of evaluation reports of local evaluations carried out in Latin America Asia and Africa, supported by Dutch NGOs within the framework of the IOB policy on gender equality (2007-2013).
Burkina Faso June-July 2014	Light for the World (Austria, iNGO)	Impact Evaluation of the Country Strategy (with focus on Community Based Rehabilitation and Eye Health Care), aimed at measuring outcomes and results at the level of beneficiaries, communities, local and national partners in order to learn from the past and define future strategic priorities.
The Netherlands, Colombia July-Nov 2014	CNV Internationaal (NL) (Dutch Confederation of Trade Unions)	Updating the Context Analysis of Colombia in order to formulate recommendations for future partnerships between CNV and Colombian labor organizations.
Belgium/Senegal/ Burkina Faso Aug- Sept 2013	USAID/ AFRICA LEAD	Evaluation of the Bridge Capacity Development Program of local partners of Africa Lead/USAID in Burkina Faso (CILSS/Permanent Interstates Committee for Drought Control in the Sahel) and Senegal (CORAF/WE-CARD: West and Central African Council for Agricultural Research and Development).

Germany 2013 – 2014	CBM International (Christoffel Blind Mission)	Defining CBM's global approach to evaluation. Result: a corporate evaluation framework in line with the existing monitoring protocol and overall strategy. Position: team leader.
Germany 2013-2014	CBM (GE NGO)	Meta-evaluation of +- 100 evaluation reports in order to draw lessons on CBM's core topics (integrated health service delivery, capacity building, organizational strengthening) and its worldwide evaluation approach. Position: team leader.
Guatemala, Honduras, El Salvador (+ 4 other countries in Africa and Asia) 2013	TRIAS (international NGO)	Evaluation of the development program 2008- 2013 in cooperation with local grass root civil organizations. Result: Evaluation report including good and "best" practices to feed the future program and strategy. Position: team leader.
Belgium June2013	MSF/ Doctors Without Borders (international NGO)	Execution of a course on Project Cycle Management, OOPP (Objective Oriented Project Planning), Theory of Change, development of indicators, how to design a monitoring system based on the logical framework approach (for humanitarian projects). Participants: project managers of Doctors without Borders (medical, logistical and admin.staff) working in conflict zones and emergency situations.
Peru, Guatemala 2010	Oxfam Novib	Training Cycle for partners of Oxfam Novib in Latin America, aimed at strengthening their capacities in the field of M&E specifically on how to build a M&E system, how to formulate a TOC, logical framework, indicators etc.
The Netherlands 2010-2013	MDF Training and Consultancy (Dutch T&C Bureau)	Several trainings for project and program managers of public and nongovernmental institutions coming from different countries in Africa and Asia, on program management within the context of Management for Development Results (MfDR) on Project Cycle Management, Theory of Change, Log frame, (baseline) indicators, monitoring and evaluation, Terms of Reference Development, Learning from Evaluation; Management topics like leadership/management roles, performance management, communication, team performance and staff motivation, negotiation and conflict management, communication.
Belgium Sept2010- April2011	Special Service Evaluation , BE Ministry of Foreign Affairs and Development Cooperation.	Evaluation of the responsibility of the Commission "Women and Development" on getting gender more integrated within programs financed by the Belgian Cooperation for Development, taking into account international conventions where gender equality is included e.g. CEDAW.
South Africa (Limpopo province), 2006	VVOB	Evaluation of a multi-sectoral project on Community and Homebased Care , aimed at (re)integration of children and adults with a disability; a project supported by the ZAF Min.of health, social and economic affairs.

Country/Year	Client/Reference	Assignments related to Institutional and Organizational Capacity Building
Belgium August-November 2020	ARALEA	Revision of the Organisational structure and job descriptions to improve follow up and evaluation of staff performance
Belgium March 2020- March 2021	SYNTRA Vlaanderen	Facilitation of a learning trajectory (blended) aimed at strengthening a more integrated and inclusive learning culture within social enterprises.
Honduras Feb-Sept.2018	UNDP Honduras	HR and <u>Institutional Strengthening</u> Consultancy of a private-public institute in Honduras, aimed at optimizing strategic and operational HR processes (salary policy and system, performance management, recruitment and induction, capacity building, ROI (Return of Investment) of training), gender, <u>in line with the overall strategy</u> and Balanced Score Card; execution of an online survey and interviews on work climate + formulation of recommendations.
Belgium Jan-Dec '18	Province Vlaams-Brabant	Facilitation of a learning trajectory on “participation” in multi-stakeholder projects for staff members of Province Vlaams-Brabant.
Belgium Nov 2018- Oct 2019	Werkhuizen MIN	Facilitation of strategic and teambuilding days with management and staff of Werkhuizen Min
Belgium Okt '17- Dec'17	Consortium Kiyo, G3W and Solidagro (NGOs)	Facilitating a process of joint knowledge management and co-creation of knowledge between 3 NGOs of a consortium.
The Netherlands Sept '17	CNV Internationaal (trade union confederation)	Benchmarking study on Capacity Building and learning approaches for Trade Union Partnerships in Europe and abroad.
Belgium Dec '17- Jan'18	Foncaba (BE NGO)	Diagnostic + facilitation of the first phase of an operational merger/fusion between 2 NGOs (Foncaba-Congodorp).
Belgium Sept '17	Trias (NGO)	Facilitating a two-day strategic workshop and management meeting on internal restructuring issues (incl.analysis of main job profiles).
Belgium Nov'17	Werkhuizen MIN (social profit company)	Strengthening leadership of the management team via facilitation of a strategic 2-day session of management and middle-management

Belgium, Italy 2017	TCIC (Training Centre for International Cooperation), in cooperation with the University of Bologna	Development of a learning trajectory aimed at strengthening Italian NGOs in their competency based HRM (on site workshop, distance coaching, on site follow up by a local consultant).
Belgium Oct 2016- Feb2017	Justice et Démocratie RCN	Coaching and support to management of J&D in order to strengthen leadership and to adapt the internal organization to structural and institutional change processes.
Belgium Oct 2016	BW MIN	Individual coaching of the CEO of BW MIN, a company aimed at employing persons with a disability, and facilitation of their yearly strategic planning and reflection weekend with management and staff.
Honduras March – October 2016	Ministry of Health Honduras, in coop. with the Canadian Cooperation/CoWater Inc. and the HR-UNAH faculty in Honduras	Support to the General Direction of Human Resources of the Ministry of Health in Honduras, in order to come to a National Policy on Human Resources and a Global Model of HR Management for the National Health System, including the development of instruments (evaluation manual and instruments, Competency Dictionary), in cooperation with the HR faculty of the University UNAH.
Gambia/Belgium 2012-2016	The Gambia Revenue Authority (GRA)	Facilitation of the change process aimed at improving the recruitment process and procedures, incl. the development of job descriptions, a competency framework, a train the trainer package on competency-based recruitment and staff development. This was a project within the framework of the West African Customs Administration Modernization Project (financed by the WCO, World Customs Organization)
Namibia 2015	The Namibian Customs Authority, with the WCO (World Customs Organization)	Development of a (self)-assessment tool, using the Balanced Score Card as underlying model, in order to measure progress on performance of HR core processes, ethics and code of conduct, occupational health, safety and security, gender and diversity, integrity, governance and knowledge management.
Guatemala 2014 – 2015	CNV Internationaal	Capacity building of the local partner CGTG ‘Confederación General de Trabajadores/as en Guatemala’, aimed at strengthening leadership at board level of the CGTG and at the level of the ‘Comisión Nacional de Mujeres’, an internal working group of the CGTG aimed to empower women at work and family level.
Honduras 2014	CHILDFUND International	Facilitation of the change process within ChildFund, on how to align their HRM system and policies with the overall and recently updated strategy, including an analysis of the working climate, the overall governance structure and recommendations on how to improve it.

Italy March 2013/April 2014/ March 2015	TCIC (Training Centre for International Cooperation)	Development and execution of a 5-day training on Human Resources Development (Performance Management, Leadership, Team Performance, Work climate and Organizational Culture, Competency Based HRM in an International and Multicultural setting for the Italian iNGO-sector. Target group: program managers/ HR managers of Italian NGOs (working in Italy and abroad).
Switzerland, Chili, Costa Rica, Peru 2011-2013	ILO (International Labor Organization)	Capacity building of staff and supervisors in order to improve internal staff performance regarding giving and receiving feedback, conflict management, objective setting, coaching (for supervisors). This capacity building process was meant to support the recently adjusted system on staff evaluation.
Belgium Sept-Nov2012	The World Customs Organization within the framework of the West African Customs Administration Modernization Project	Development of a training curriculum incl.trainer and participant manuals and material, in order to build capacities of local managers of Customs Public Administrations in West African Countries. Topics in the curriculum: HR planning, development of job descriptions, competency management, recruitment, staff motivation, leadership, evaluation of staff performance.
South Sudan Oct. 2013	The Crop Training Centre in Yei, NUFFIC and the SS Ministry of Agriculture and Education.	Training and Workshops on Inclusive Adult Education. Result: developed tools, manuals and templates in order to make the Course Curriculum of Agricultural Extension Workers more gender sensitive, in cooperation with the Crop Training Centre in Yei and Dutch Higher Education Institutes.
Germany Sept2012- Jan2013	Transparency International (International NGO)	Execution of a needs analysis and scoping study in order to come to a new HRM strategy and system, in line with the recent revised overall strategy.
South Africa (Jo'Burg) 2011-2102	Nuffic (NPT/ZAF/176) PTC+ (consortium lead)/Buhle Farmer's Academy	Supporting the development and implementation of a staff performance management system and coaching/training of the management of Buhle Farmer's Academy to strengthen their team, internal communication and leadership qualities, in coop.with Dutch HEI.
The Netherlands 2011- 2012	MDF Training and Consultancy	Conducting several trainings on institutional and organizational strengthening , leadership and people management for project managers and officers coming from the public sector, iNGOs, private sector in Mongolia, Switzerland, USA, Sudan, South Africa, Somalia, Zambia, Afghanistan, Italy, and other countries
Senegal Aug2012	CORAF in cooperation with Africa Lead (African iNGO)	Consultancy on how to improve internal HR policies and procedures including recommendations on how to install a strategic HR function. (CORAF= an African Council representing 22 West African countries, created to promote and coordinate agricultural research and development).

The Netherlands April 2012	Universiti Putri Malaysia	Capacity building of administrators from 16 public universities in Malaysia with focus on succession planning and talent management.
Switzerland 2011	UNAIDS	Facilitation of the process of developing of 2 e-learning modules (in cooperation with an e-learning company) and 2 workshops on 2 core competencies being part of the UNAIDS competency framework: ‘Driving Change and Innovation’ and “Delivering Results”.
Guatemala 2013	IEPADES ‘Instituto de Enseñanza para el Desarrollo Sostenible’	Facilitation of a Learning Trajectory including a Training of Trainers Result: capacities built on how to design and execute capacity building trajectories in a more competency-based way, using adult education and brain-based learning principles. This training was part of a learning trajectory to get courses of IEPADES certified, in cooperation with the University San Carlos (Guatemala).
Guatemala, Honduras, El Salvador, Nicaragua, Colombia, Costa Rica 2011, 2012, 2013	CNV International (A Dutch confederation of labor unions)	Assessments and facilitation of the process of institutional and organizational capacity building of 6 confederations of trade unions (one in each country) and affiliate member organizations. Objective was to <ul style="list-style-type: none"> - gain more insight in the confederations’ institutional and organizational profiles (with particular emphasis on financial self-sufficiency and gender equality), - develop a baseline with the confederations to enable better monitoring of organizational and institutional aspects, - support the confederations in the development of their next 4-year work plan.
Belgium Sept2011- Feb2012	Oxfam Solidarité (international NGO)	Facilitation of workshops on how to cope better with complex change processes within the organization as a result of merging Oxfam offices, decentralization processes and changes in responsibilities.
South Africa (Grabouw) 2011-2012	Nuffic (NICHE/ZAF/003) WUR (consortium lead)/ ELGIN learning foundation	Capacity building workshops with middle management and project managers of the ELGIN learning foundation, in coop.with Dutch HEI, to build capacities on management, leadership skills, team performance and change management in order to learn to cope with recent structural changes in the external environment and internal organization.
Germany 2011	Welthungerhilfe (iNGO)	Execution of workshops on how to cope with complex change processes in the organization because of a more decentralized way of working from Bonn towards the regions (Latin-Am, Asia, Africa), including changes in leadership roles.
Belgium 2007-2008	Flemish government (Bijzondere Jeugdzorg-Special Youth Care)	Development and implementation of Competency Based Development Centers incl.recommendations on a learning trajectory for potential leading officers Workshops on vision/mission development and team performance Workshops on leadership & performance management

Belgium 2008	PIC (Provincial Integration Centre) (on behalf of Hefboom)	Diagnostic of the PIC: Provincial Integration Centre West-Flanders + recommendations (incl.on the functioning of management).
Belgium 2006	BW Ryhove (maatwerkbedrijf)	Process facilitation of a management team on the implementation of the EFQM (European Foundation for Quality Management) quality model and its influence on core business processes.
Country/Year	Client/Reference	Other jobs
Belgium and abroad in Africa, Latin America, SE Asia 2007 – 2010	TRIAS (Belgian iNGO)	<p>Position: Head of Department of the Research and Development Department of TRIAS, aimed at supporting capacity building of:</p> <ul style="list-style-type: none"> - Head office Trias in Brussels (BE) - Regional offices of Trias abroad - Local partners of Trias in the South <p>Responsible for building the overall PME system, coordination of corporate learning processes, follow up of technical and thematic support to the Southern regional offices of Trias (organizational strengthening of farmers' organizations, microfinance, rural development, value chain development, gender).</p>
Belgium 2000-2006	VLAMAB/PILAR Flemish Federation of Social Enterprises, aimed at improving employability of and employment opportunities for persons with a disability	<p>Position: General coordinator</p> <ul style="list-style-type: none"> - Overall management of the Vlamab/Pilar team - Coordination of organizational performance assessments of social enterprises including recommendations on how to improve social and financial sustainability - Coaching of management of social enterprises - Process facilitation when implementing action plans with focus on HRM, strategic planning, quality and change management - Network building
Belgium, Guatemala, El Salvador, Honduras, Brazil, Guinée Conakry 1998- March 2000	FACTO (Fund for Self-Development in Developing Countries)	<p>General coordinator/Researcher</p> <p>Consultancy, Research and Facilitation of workshops with local partners on impact measurement methods and monitoring progress made on food security and livelihood security in development projects of Belgian actors worldwide, in close cooperation with the Catholic University of Leuven (Faculties of Bio-Ir. and Economics).</p> <p>Management of a guarantee fund to support local fund raising by local partner organizations worldwide. Several of the local projects supported were microfinance programs and programs emphasizing female entrepreneurship.</p>

Guatemala 1991-1998	ACT (Belgian NGO)	Project coordinator in Guatemala of microfinance and other projects funded by the Belgian government (DGD) and the European Union: Advice, facilitation and capacity building of local partners of the Belgian NGO ACT in Guatemala aimed at improving food and livelihood security of farmer families and micro-entrepreneurs in several remote regions in Guatemala, through microfinance, technical and marketing support, and with attention to integration of gender in the project. 1997: setting up a similar program in Ecuador
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