

CV - Nancy Jaspers



Personal Information

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

HRD (Human Resource Development)
OS/ID (Organizational Strengthening/Institutional Development)
PMEL (Planning, Monitoring, Evaluation and Learning)

Professional Experience

Period 2018 – present
Function **Humanya (Belgium and abroad: Europe, Africa, Asia, Latin America)**
Responsibilities Position: founder, senior consultant and coach (OD¹/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: Organizational assessments, management support in achieving self-sufficiency, change and quality management, network builder

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

¹ Organizational/Institutional Development

² Planning, Monitoring, Evaluation and Learning

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

Responsible for socio-economic projects to strengthen rural communities

Education and Special Training

Period, **2003 – 2004, University of Twente, Faculty of Behavioral Sciences,**
Name Institute the Netherlands

Title Obtained MSc (Master of Science), Human Resource Development

1985 – 1990, Catholic University of Leuven, Faculty of Agriculture, Belgium

Bachelor and Master, Bio-Ir. (livestock, food technology)

Period **2017, Your Coach** (Belgium)

Name Institute Certificate, Integral professional coach

Course **2015, HREA** (NL)

Title/Certificate 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

2011, MDF Training & Consultancy (NL)

Certificate, Training of Trainers

2009, NGO federation

Training on PME (focus on evaluation)

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 (Centrum Middenstandsopleiding) Belgium

Certificate Business Management for Small and Medium Enterprises

Expertise Areas

OS/ID Facilitation of planning and strategy processes
Execution of organizational diagnostics, facilitation of organizational change and quality improvement processes.

HRD Support in developing Human Resource policies and strategy development, auditing and optimizing HR processes, development of specific HR topics like leadership, team performance, motivation, conflict management.

Corporate Learning Facilitation of corporate learning processes:
Support in Planning, Monitoring & Evaluation (systems) through execution of evaluation; support in optimization of PME processes and instruments; Identification of good and best practices, Development of (training) manuals, Setting up and facilitation of learning trajectories.

Thematic expertise Decent Work, Microfinance, Diversity, Education for Sustainable Development, Rural Development, PMEL

Language Skills (5 - excellent; 1 - basic)			
Language	Reading	Speaking	Writing
Dutch		Mother tongue	
English	5	5	5
Spanish	5	5	5
French	5	4	4
German	3	1	1

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 (1 year), Nicaragua, Peru; Africa: Burkina Faso, Gambia, Ghana, Guinée Conakry, Kenya, Namibia, Senegal, South Africa, South Sudan, Uganda; Asia: Thailand, The Philippines, Singapore.

Clients NGOs, Trade unions, CSO (grass root and national level organizations), national and international networks, UN Agencies (ILO, UNAIDS, UNDP), Ministries and other Governmental institutions, Universities/Education institutes, USAID.

Publications IGI Global Book on “*Evidence-Based Organizational Change and Development*” (in coop. with Prof.B.Hamlin and Prof.A.Ellinger) (expected autumn 2018);
 ‘Education and Development’ (NL), “*Steering and Communication determine the Role of the Advisor*”, 2005;
 Publication of the workbooks “*Transfer of Learning*” and “*Alternative learning Methods*” (team member), 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 (reverse order, split up in 2: experiences with PMEL (Planning, Monitoring, Evaluation and Learning) first, followed by OS/ID assignments.

Country/Year	Client/Reference	Assignments related to (strategic) Planning, Monitoring and Evaluation
Belgium Sept'18-Feb'18	NGO-federation, ACODEV and FIABEL	Coaching of CMOs and IA on their evaluation system, 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.
Belgium and abroad 2017	ITUC - CSI (International Trade Union Cooperation (worldwide)	End Evaluation of the TUDCN (International Trade Union Development Cooperation Network) program 2013-2017 of ITUC-CSI, financed by DEVCO (European Commission), with regional evaluation of the Africa network (field mission to Togo) and the Latin American network (field mission to Brazil). Position: team leader.
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.
Italy Sept, 2017	TCIC (Training Centre for International Cooperation)	A 4-day 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. This evaluation is part of the end evaluation of the 2013-2016 program financed by MinBuza, the Netherlands.
Belgium	VSF-B (Veterinarians	End Evaluation of the 2014-2016 DGD program of VSF-B with a focus on awareness raising and

June-Nov 2016	Without Borders, NGO)	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, NGO)	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 Internationalization of Education in the Netherlands)	Evaluation 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 (in cooperation with Ace Europe).
Home based May-June 2016	Djapo (Education NGO)	Support in developing a Theory of Change and strategic Log Frame for the next 5 years. Djapo is an NGO focusing on Education for Sustainable Development (mainly primary and secondary education).
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)	Yearly review and quality assessment of project proposals for financing purposes by VLIR-UOS. The project proposals aim at strengthening academic research and education in selected countries (Latin America and Africa) 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	TRIAS, VECOMA	Coordinating the formulation of collective context analyses (one in Honduras and one in El Salvador),

Salvador 2015	(Belgian iNGOs)	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) 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 MinBuza (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 the 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 June 2013 – Jan2014	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 (and 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 (local partners, including local groups working with village savings savings and loans). Result: Evaluation report including good and “best” practices to feed the future program and strategy. Position: team leader.
Belgium Sept2010- April2011	Special Service Evaluation , Belgian 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.
Country/Year	Client/Reference	Assignments related to Institutional and Organizational Capacity Building
Honduras Feb-Sept.2018	UNDP Honduras	HR and Organizational Strengthening Consultancy of a governmental institute in Honduras , meant to optimize strategic and operational HR processes, in line with the existing strategy and Balanced Score Card; execution of an online survey and interviews on work climate + formulation of recommendations.
Belgium Jan-Dec '18	Province Vlaams-Brabant	Facilitating a learning trajectory on “participation” in multistakeholder projects for staff members of Province Vlaams-Brabant.
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.
Belgium Dec '17- Jan'18	Foncaba (BE NGO)	Diagnostic + facilitation of the first phase of an operational merger/fusion between 2 NGOs (Foncaba-Congodorp).

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 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	Werkhuzen MIN (social profit company)	Strengthening leadership of the management team via facilitation of a strategic 2-day session of management and middle-management
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 annual AgriCord report 2016.
Belgium, Italy March 2017 - present	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	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).

	the HR-UNAH faculty in Honduras	
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	CHILD FUND 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 2011-2012	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	The Crop Training	Training and Workshops on Inclusive Adult Education . Result: developed tools, manuals and templates in

Oct. 2013	Centre in Yei, NUFFIC and the SS Ministry of Agriculture and Education.	order to make the Course Curriculum of Agricultural Extension Workers more gender sensitive, in cooperation with the Crop Training Centre in Yei.
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 to strengthen their team, internal communication and leadership qualities.
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, Italia, 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 (Malaysian university)	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.
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.

<p>Guatemala, Honduras, El Salvador, Nicaragua, Colombia, Costa Rica 2011, 2012, 2013</p>	<p>CNV International (A Dutch confederation of labor unions)</p>	<p>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</p> <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, <p>support the confederations in the development of their next 4-year work plan.</p>
<p>Belgium Sept2011-Feb2012</p>	<p>Oxfam Solidarité (international NGO)</p>	<p>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.</p>
<p>Peru, Guatemala 2010</p>	<p>Oxfam Novib</p>	<p>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, a TOC, logical framework etc.</p>
<p>The Netherlands 2010-2013</p>	<p>MDF Training and Consultancy (Dutch T&C Bureau)</p>	<p>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.</p>
<p>South Africa (Grabouw) 2011-2012</p>	<p>Nuffic (NICHE/ZAF/003) WUR (consortium lead)/ ELGIN learning foundation</p>	<p>Capacity building workshops with middle management and project managers 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.</p>
<p>Germany 2011</p>	<p>Welthungerhilfe (iNGO)</p>	<p>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.</p>
<p>Belgium 2007-2008</p>	<p>Flemish government (Bijzondere Jeugdzorg-Special Youth Care)</p>	<p>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</p>

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 (maatwerk-bedrijf)	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)	Position: Head of Department of the Research and Development Department of TRIAS , aimed at supporting capacity building of: <ul style="list-style-type: none"> - Head office Trias in Brussels (BE) - Regional offices of Trias abroad - Local partners of Trias in the South 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).
Belgium 2000-2006	VLAMAB/PILAR Flemish Federation of Social Enterprises, aimed at improving employability of and employment opportunities for persons with a disability	Position: General coordinator <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
Guatemala, El Salvador, Honduras, Brazil, Guinée 1998-1999	FACTO (Fund for Self-Development in Developing Countries)	General coordinator/Researcher 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. Management of a guarantee fund to support local fund raising by local partner organizations worldwide. Several of the local projects supported were microfinance programmes.
Guatemala	ACT (Belgian NGO)	Project coordinator of microfinance projects funded by the Belgian government (DGD) and the

1991-1998		<p>European Commission: Advice, facilitation and capacity building of local partners of the Belgian NGO ACT in Guatemala aimed at improving food and livelihood security of communities in several remote regions in Guatemala.</p> <p>1998: setting up a similar programme in Ecuador</p>
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