

CURRICULUM VITAE

Proposed Position: Team Leader

Category: Senior (Cat. I)

1. Family Name: HEALY

4. Nationality: Irish, Ireland [Passport: LT3888377]

2. First Name(s): FLOR E. (Florence Edmund)

5. Residence: Pretoria, South Africa [Permanent Residency: 6410055516186]

3. Date of Birth: 05.10.1964

6. Education: (Academic/Professional Qualifications undertaken on a part-time basis alongside Professional Experience)

Academic Qualifications/Institution:	Degree(s) or Diploma(s) obtained:
1. HEC, Paris, France (2015-2018, On-going) – Paris/Doha (HEC) & London (LSE)	Executive MSc. in Finance (5 Modules Completed 2016; Thesis Underway – Submission January 2018) [Corporate Finance/Investments; Corporate Restructuring/Negotiation; Competitive Environment Analysis; Advanced Finance]
2. ESSEC Graduate Management School, Paris, France (1999)	MBA in International Agri-Food Management [Intl. Trade/Marketing, Commodity Trading, Strategic Finance]
3. Open Business School, Open University, UK (1994)	Master of Business Administration (MBA) [Strategy/Planning, Corporate Finance, Marketing]
4. University College Cork, Ireland (1994)	Diploma in Applied Project Management
5. Association of Chartered Certified Accountants (ACCA), UK-Ireland (1991)	Certified Diploma in Accounting & Finance (CdiPAF)
6. Marketing Institute, Ireland (1991)	Graduateship Degree in Marketing (MMII Grad.) [Marketing Strategies, Communications, PR, Media]
Professional Qualifications/Institution:	Certificate(s) obtained:
1. GIZ Germany: GIZ ValueLinks 2.0 (2017)	Certified training on the GIZ methodology for Promotion of Value-Chains, incorporating Mapping, Upgrading Strategies and 'Triple Bottom Line' (i.e. Economic, Social, Environmental) approaches;
2. University of Cape Town (UCT) Graduate School of Business (GSB) – Bertha Centre for Social Innovation & Entrepreneurship (2016)	UCT GSB Impact Investing in Africa Programme (Portfolio Integration Strategies; Direct/Intermediary Investment Identification/Analysis/Management; Impact Measurement & Evaluation)
3. PCM Group, Brussels: Facilitating Participatory Log-Frame Analysis Workshops – LFA Quality Control in Project Cycle Management (2016)	Certified intensive training on Effective Workshop Facilitation on Log-frame Frame Analysis (LFA) techniques (multi-donor) as a tool to improve quality control in project cycle management;
4. MzN International: Proposal Writing & Business Development (2016)	Certified training on Effective Proposal Writing/Business Development techniques (multi-donor);
5. GIZ Germany: GIZ Capacity WORKS for the Consulting Sector (2014)	Certified training on the GIZ methodology/management model for sustainable development;
6. EvalPartners (UNICEF & IOCE), Online (2012-2013)	(i) Equity-Focused Evaluation; (ii) National Evaluation Capacity-Development for Country-led M&E Systems; (iii) Emerging Practices in Development Evaluations;
7. United Nations (Department of Safety & Security), Online (2012)	Basic Security in the Field II (BSITF II) and Advanced Security in the Field (ASITF)
8. HEC, Paris and Oxford University (Saïd Business School), UK (2005-2006)	Consulting & Coaching for Change Programme
9. Oxford University (Saïd Business School), UK (2006)	Oxford Scenarios Programme (Futures, Strategy and Planning)
10. Century Management (Management Consultancy), Ireland (2000)	Maximum Achievement Competency Skills Programme (In-house Training Course)
11. TSB Bank – Training College, UK (1989)	Advanced Lending & Credit Management Programme (In-house Training Course)

7. Language Skills: (1 Excellent - 5 Basic)

Language	Read	Speak	Write	Language	Read	Speak	Write
English	1	1	1	French	3	3	3

8. Membership of Professional Bodies:

• The Marketing Institute, Ireland (MII); • Institute of Bankers in Ireland; • Institute of Project Management of Ireland; • Chartered Association of Certified Accountants (ACCA); • The Change Leaders, UK; • MBA Association, Ireland & UK; • Alumni: Open University (Business School), UK; Oxford University (Green Templeton College), UK; HEC, France;

9. Other Skills:

• Advanced interpersonal/communication/negotiation skills in high-level/multi-cultural settings; • Project Management/Team Leadership; • EC PCM/Log-frame/EDF8-11 identification/formulation/implementation/evaluation; • Regional/LED/Rural Development Policy/Strategy Development; • WTO/Trade Agreements; • FDI/trade/export promotion/marketing/facilitation/negotiation; • Private Sector Development; • MSMEs/Co-Ops/Agri-food value-chains development/networking/competitiveness; • Agri-Sector/Food Security/Agri-Food Policy dialogue/advice/support; • Commercial/corporate lending/relationship management, credit/financial/business analysis/management • Feasibility Studies; • Business process improvement /QA; • Performance enhancement training design/delivery; • Marketing • Communications/advocacy/PR/visibility/image/proofing/editing/multi-media; • Event Management; • Corporate/business strategic thinking/planning tools; • HR/management training & development; • Gender/HIV-AIDS/Climate Change; • Conflict/Post-Conflict Zones; • Fully computer literate (MS Office);

10. Present Position:

• **1997 – date:** Principal, ADAPT Management Consulting, Ireland & South Africa
– Private/Public Sector Advisory Services and Programme/Project Management

11. Years Within Firm:

• 20+ years as an Independent Management Consultant (July 1997 to-date);
• 33+ years overall professional experience (June 1984 to-date);

12. Key Qualifications:

- **Project Management/Team Leadership:** Experienced international team leader/project manager; Planning/analytical/financial/administration; Programme/project formulation/implementation/monitoring/evaluation (ex-ante/post); Sector/Feasibility Analyses/Studies; EC procedures/log-frame approach;
- **Regional/Local Economic Development:** Regional/local integration; Industrial development strategy/promotion; FDI/Investment & Trade/Export Promotion; EPAs;
- **Agri-Sector/Rural Development Policy/Strategy Formulation/Poverty Alleviation:** Agriculture Policy; Agri-Sector/Agri-Food Value-chains; Rural Development policy/strategy/programme implementation; Rural livelihoods/community development/poverty alleviation strategies/initiatives;
- **Private Sector/International B2B Trade/Investment/Promotion:** Trade/export/investment promotion; product/market assessment/development; production/market risk; entrepreneurship/marketing, communications/PR strategies/plans; value-chains/co-operatives; M4P approach; negotiation/advocacy/lobbying/dissemination;
- **Banking/Finance/Micro-Finance, SMEs, Commercial/Corporate Development:** Retail/commercial/corporate bank lending/financial services, financial/cost/risk/credit analysis/management, SME business/asset/project/trade financing, debt management/restructuring/work-out arrangements, start-up/business/competitiveness/entrepreneurship consulting advisory services to the private sector/SMEs (financial management/planning, cash-flow management, optimal financing mechanisms);
- **Institution Assessment/Strengthening, Capacity-Building, Policy Advice/Assistance:** Government Ministries/Agencies, Public/Private Sector, Civil Society/NGOs adapting legal/structural reforms/evolving environment/market requirements/decentralisation/quality conformity; Technical advice policy/programme management, organisation/institution strengthening, capacity/performance development, M&E, communications; Institutional Capacity Assessment;
- **Strategic Thinking/Planning Approaches, Performance Improvement/Management, M&E Systems:** Experienced in design/facilitation of strategic business reviews/M&E, scenario/business planning, HR/systems change/performance management/measurement/implementation, advocacy/communication strategies;
- **EC/Trade Policy/Advisory/Programmes:** Advise/assist on FDI/trade/export promotion strategy; EU policy/programmes/regulatory aspects; WTO/EPAs/Trade Agreements; EC PCM/PRAG/EDF 8-11; Multi-donor co-ordination/collaboration/ODA; Paris/Accra Declarations; Civil Society engagement;

13. Country Experience (Relevant to the Proposed Assignment):

Africa: Country	Date: from-to	Europe: Country	Date: from-to	Asia: Country	Date: from-to
South Africa, SADC Region	06/2007 - to-date	Turkey (& provinces)	12/2008 - 03/2009	Papua New Guinea	02-04/2012
EAC & COMESA Region	03/2014 - to-date	Kosovo	06/2006 - 08/2007	Tajikistan	06-10/2009
Botswana & SADC HQ	08-09/2016; 03-07/2011; 06/2003-02/2004;	Romania	01/2007 - 02/2008; 01-04/2005; 01/2003 - 05/2004		
Mozambique	05/2017-02/2018; 05-2015-06/2016;	Ukraine	10/2004 - 02/2006		
Zambia	05-07/2012; 06-08/2016	Moldova	05-10/2000; 01-07/1998;		
D.R. Congo	02-04/2017;	Czech Republic	08/1999 - 05/2000		
West Africa: Guinea; Gambia;	03/2016; 07-08/2004;				

14. Professional Experience: [16] Team Leader; [1] Deputy Team Leader; [20] Technical Assistance/Advisory & M&E; [3] Banking/Finance;

Date from-to	Location	Company and Reference	Position	Description
40 05/2017 – 01/2018 [180 days]	Maputo, Mozambique Design & Implementation of the Mozambique Skills for Employment (S4E/JOBA) Programme [PO7118] www.jobamaz.org www.amepp.co.mz	UKAID – Department for International Development (DFID) Cambridge Education, UK & BMB Mott MacDonald, Netherlands Mr. Robin Todd, Project Director ☎: +44 1223 463772; ✉: robin.todd@cam-ed.com	Team Leader (Interim) - C1: Employment Fund (GBP8.0m) - C2: Learning Fund for AMEPP: National Association of TVET Training Providers (GBP1.0m) - C3: TA to Govt. of Mozambique (GBP0.35m)	Turnaround, lead and co-ordinate quality-assured production of key deliverables of the S4E/JOBA Mozambique programme by: (i) Technical guidance to the team, client and stakeholders; (ii) Programme management, including work scheduling, quality assurance and regular progress reporting; (iii) Team management, including adherence to project procedures, outputs/time management and financial/fund management; (iv) Relationship management/representing JOBA in outward-facing communications with the client, donors, government, business community, other development programmes and civil society; (v) Support to the Grant Management Committee/Investment Committee processes; (vi) Annual/Progress Reporting; and (vii) Succession planning, by mentoring the Deputy Team Leader to take-over the Team Leadership by end-January 2018.
39 02/2017 – 03/2017 [20 days]	Kinshasa, D.R. Congo and Home-based (Pretoria, South Africa) Private Sector Development (PSD) Programme in the Democratic Republic of Congo [GB-1-203161]	UKAID – Department for International Development (DFID) Oxford Policy Management, UK Mr. Jonathan Mitchell, Project Director ☎: +44 1865 207300; ✉: jonathan.mitchell@opml.co.uk	Team Leader (Interim) Decision Support Unit (DSU) £50m Market Development £35m Business Reform £5m Decision Support Unit	Provide DSU technical leadership and co-ordinate production of key deliverables by: (i) Technical guidance to the team, client and stakeholders; (ii) Programme management, including work scheduling, quality assurance and regular progress reporting; (iii) Team management, including recruitment, adherence to project procedures, team development and outputs/time management; (iv) Relationship management/representing the team in outward-facing communications with the client, donors, government, business community, other development programmes and civil society; (v) Finalise/complete-out the Inception Reporting phase; and (vi) Lead completion of 6-monthly Verifications, Annual Reviews, Mid-Term Review/Final Evaluation of the Market/Value-Chains Development Project (Élan DRC), Business Environment Reform Project (Essor DRC) and the overall PSD Programme.
38 08/2016 – 09/2016 [18 days]	Gaborone, Botswana (SADC Secretariat) EDF 11 Project – Formulation of a SADC Programme on Support to Institutional Capacity Building for the SADC Secretariat and National Stakeholders	EuropeAid – Technical Co-Operation Facility II (TCF/FED/2015/365-134) SADC Secretariat (Technical Co-Operation Facility II) ADAPT Management Consulting Ltd. – Direct Approach by SADC Secretariat Mr. Mojakisane Mathaha, Project Officer – Development Partner Co-Ordination, SADC ☎: +267 3641706; ✉: mmathaha@sadc.int	Institutional Capacity-Development and Change Management Expert (SO2) - SO1: Strengthen National Regional Linkages - SO2: Support to Institutional Capacity-Building for the SADC Secretariat	Support design of the new EDF11 Institutional Capacity-Development Programme , in particular in the fine-tuning/finalisation of Specific Objective 2, through stakeholder consultations/engagements, including: (i) Based on the conclusions of the identification phase, assist in the formulation of the programme, incorporating SO1; (ii) Detailed programme design under the Annual Action Programme 2016; (iii) Devise a prioritised programme of interventions under the identified components; (iv) Specific proposals on incorporating capacity-building aspects into Pillar 1 in the programme; (v) Review implementation aspects: implementation modalities; partners; beneficiaries eligibility criteria; programme management; key technical positions; (vi) Undertake a workflow analysis; (vii) Specific proposals on co-ordination of different areas of intervention/activities, including M&E; (viii) Refine/sharpen the programme in terms of: overall objective, specific objectives, expected results, main activities, key results, risks, assumptions, mitigating measures; (ix) Review the log-frame and performance monitoring aspects; (x) Provide guidelines on publication of the programme and its visibility; (xi) Present at stakeholder workshop and incorporate feedback; and (xii) Produce refined programming documents to EUD/SADC-S for transmission to QSG II (EC HQ).
37 09/2014 – 07/2016 [200 days] 5 Phases	Pretoria, South Africa - National Treasury International Development Co-Operation Directorate (NT:IDC) - Conakry, Guinea and Provinces (South Africa Project Evaluation under the auspices of the Department of International Relations & Co-Operation (DIRCO)) Technical Assistance to Support the Strategic Implementation of International Development Co-Operation (ODA) within National Treasury, South Africa	EuropeAid – FWC Benef 2013 - Lot 11 (132633/C/SER/multi) Ecorys PFM Consortium - Ecorys, Netherlands Ms. Danitsja van Winden, Project Co-Ordinator ☎: +31 10 4538536; ✉: danitsja.vanwinden@ecorys.com	Technical Advisory Support - International Expert (Cat. I)	Support co-ordination/management/monitoring/reporting efforts on all ODA and future development co-operation post-2015 across the 3 spheres of government by: (i) Support to strengthen efficient/effective implementation of development programmes/strategic contributions towards activities extending SA regional co-operation/development support; (ii) Further assist NT:IDC to expand its future mandate to include a management/oversight role regarding concessionary finance, hybrid/innovative finance, philanthropy and other modalities of future development support. Arising from a changing focus of ODA, including South-South co-operation, undertake: (i) Technical support to NT:IDC to progressively shift from ODA to a comprehensive focus on development co-operation in the post-2015 context; (ii) Strategic support/alignment of donor country strategies to SA development priorities/compliance with SA legislation and NDP; (iii) Technical support to align aid to budget across government; (iv) Support development partner and SA government dialogues, annual consultations and strategic interventions to further improve ODA co-ordination activities; (v) Provide facilitation to annual strategic planning sessions/bi-annual ODA co-ordination workshops; (vi) Support line departments in alignment of donor country programmes to global ODA commitments, alignment to priorities and/or use of country systems etc., including at provincial and local government levels; (vii) Advise on institutional/organisational needs in an evolving environment (SDGs, South-South co-operation, regional integration, global trends etc.); (viii) TA support to National School of Government in the formulation stage design of a 'Public Service Training & Capacity-building Programme' under the EU-SA Multi-Indicative Programme (2015-2020), in meeting EU-GoSA requirements; (ix) Undertake a Final Evaluation of the 'Tripartite Project to Improve Rice & Vegetable Production in the Republic of Guinea' (Guinea, South Africa & Vietnam), funded under the SA African Renaissance Fund (ARF), identifying lessons learned and introduce new processes/templates for DIRCO to adopt/integrate into future ARF programming (incorporating gender).
36 05/2015 – 07/2016 [130 days] 2 Phases	Maputo & Beira, Mozambique - Spatial Development Planning Unit, Ministry of Transport & Communication, Government of Mozambique Mozambique Regional Gateway Programme (MRGP) – Implement National Component Activities	UKAID – Department for International Development (DFID) Cardno Emerging Markets, South Africa Mr. David Burton, Strategic Development Director ☎: +44 1844 267023; ✉: david.burton@cardno.co.uk	International Team Leader & Chief Technical Adviser	Undertake follow-on activities of the national component of the 'Mozambican Regional Gateway Programme' (MRGP) with intended long-term impact of private/public sector stakeholders benefitting from improved/competitive access to transport, ICT and energy infrastructure along the Beira corridor, leading to increased employment, poverty-reduction and regional/international trade. Engage more directly with a range of stakeholders in the Beira corridor to: (i) Undertake a comprehensive political economy analysis; (ii) Deepen understanding of barriers to competitiveness; (iii) Test/pilot interventions to address specific barriers; (iv) Prepare a longer-term Strategic Plan for the Beira Corridor; (v) Establish a multi-stakeholder platform for dialogue, with focus on gender; and (vi) Identify requirements/feasibility for developing a follow-on Mozambique Corridor Development Programme or its incorporation into a wider (sub-)regional trade programme with DFID Southern Africa (Malawi, Mozambique, Zambia, Zimbabwe).
35 07/2014 – 09/2014 [40 days]	Rome, Italy - FAO Headquarters Central & Southern Africa - Cameroon, Chad, DR Congo, Lesotho Final Evaluation of the Capacity-Development Project for Investment Planning & Policy (CDPIP)	EU Food Facility (GCP/ZAM/071/EC) Food & Agriculture Organisation of the United Nations (FAO), Italy Mr. Omar Awabdeh, Evaluation Manager ☎: +39 06 570 5427; ✉: omar.awabdeh@fao.org	Team Leader and Senior Evaluation Specialist	Undertake a Final Evaluation of the CDPIP within the AU Comprehensive Africa Agriculture Development Programme (CAADP) , by: (i) Assess extent the project achieved its objectives in 5 selected countries; (ii) Evaluate nature/quality of capacity-development processes put in place in the 5 countries and extent such processes contributed to increased capacities of national actors; (iii) Apply standard UN-FAO evaluation criteria, as well as assessing compliance with UN Common Country Programming Principles; (iv) Draw specific conclusions and formulate recommendations for any necessary further actions by governments, CAADP, FAO and/or other parties to ensure sustainable development, including any need for follow-up or up-scaling action; (v) Draw attention to any good practices and/or lessons learned, as they may be of interest to other similar activities/programmes; (vi) Assess gender aspects; (vi) Any future assistance proposal should include specification of major objectives, outputs and indicative inputs required.

Date from-to	Location	Company	Position	Description
34 04/2014 – 07/2014 [51 days]	Lusaka, Zambia - COMESA Secretariat - Comoros; Djibouti; Malawi; Mauritius; Seychelles; Uganda; Zambia; Zimbabwe Evaluation of the Regional Integration Support Mechanism (RISM) - COMESA	EuropeAid – FWC Benef 2009 (2013/00000) International Economics Consulting, Mauritius Mr. Paul Baker, CEO & Project Director ☎: +230 263 3324; ✉: baker@tradeconomics.com	Team Leader and International Development /Trade Economist	Undertake a Mid-Term Evaluation of the COMESA Regional Integration Support Mechanism (RISM) , by: (i) Examine all technical, administrative and financial aspects; (ii) Assess programme relevance/coherence since April 2012; (iii) Assess consistency between programming/implementation for the same period; (iv) Assess implementation, innovative approach of the mechanism, focusing on design, effectiveness, efficiency, sustainability and on expected/achieved results; (v) Identify key Lessons Learned from RISM; (vi) Identify practical/concrete Recommendations for follow-up actions, for the remaining implementation period; (vii) Provide Recommendations for preparation of the new RISM Consolidation Programme (to be funded under EDF10), the operationalisation of the CAF in the future/possible future EU Regional Integration Co-Operation in the ESA-IO region.
33 12/2013 – 04/2014 [45 days]	Pretoria, South Africa (DIRCO & NT) Brussels, Belgium (EEAS & DEVCO) Mid-Term Evaluation of the Trade Development & Co-Operation Agreement (TDCA) Facility (the 'Dialogue Facility')	EuropeAid – FWC Benef 2009 (2013/330643) IBF International Consulting Consortium - Baa Consultors, Spain Ms. Clara Raich, Project Director ☎: +34 93 215 4231; ✉: craich@baaconsultors.com	Team Leader and Governance & Public Administration Expert	Undertake a Mid-Term Evaluation of the EU-South Africa TDCA, otherwise known as the 'Dialogue Facility' , by: (i) An overall independent assessment of the past performance of the TDCA facility intervention, paying particular attention to the results of the project against its objectives; (ii) Undertake a comprehensive consultation process with key stakeholders in South Africa and with EU EEAS/DEVCo in Brussels; (iii) Identify key conclusions, lessons learned and recommendations (by answering 10 specific evaluation questions and applying the EU-DAC evaluation criteria) in order to improve current and future actions; (iv) Assess the benefits of having a follow-up programme that would build on the results achieved by the TDCA Facility and contribute to further entrench the EU-South Africa dialogue; (v) Facilitate a series of Dissemination Workshops in South Africa and Brussels to brief/debrief all key stakeholders on the main findings and next steps at the end of the assignment.
32 03/2013 – 07/2013 [58 days]	Pretoria, South Africa National Treasury (Office of Accountant General - OAG) Stakeholder Relations Management to Support Implementation of the Capacity-Development Strategy for Public Finance Management in RSA (Financial Management Improvement Programme – FMIP II)	EuropeAid – FWC Benef 2009 (2011/269345) Pohl Consulting & Associates Consortium - Galway Development Services International (GDSI), Ireland Ms. Anna Lobanova, Project Director ☎: +353 91 761000; ✉: anna.lobanova@gdsi.ie	Stakeholder Relations Management (SRM) and Strategic Marketing & Communications Expert	As part of the FMIP II programme, develop a SRM Framework/Strategy (in support of the umbrella Capacity-Development Strategy (CDS) and other sub-strategies) in the OAG, National Treasury to establish the context of PFM development in South Africa as it relates to stakeholder management requirements across the 3 spheres of government by: (i) Review CDS/other relevant strategies; (ii) Review/update/map current stakeholder analysis to implement the CDS; (iii) Develop a guideline on formalisation of stakeholder relationships to promote CDS in the public sector (at National, Provincial, Local Government levels); (iv) Identify appropriate communications content, engagement and delivery approaches/methods, frequency of engagements with various categories of stakeholder; (v) Develop a communications model to promote stakeholder engagement for effective implementation of CDS; (vi) Develop a comprehensive SRM Strategy Framework/Implementation Plan, including a supporting Marketing & Communications Plan; (vii) Develop M&E measurement tools for effective stakeholder partnerships/engagements; (viii) Incorporate change management principles and approaches into the SRM.
31 08/2012 – 12/2012 [71 days]	Gaborone, Botswana (SADC Secretariat) Final Evaluation of the Capacity-building for Regional Integration (CBRI) Project	EuropeAid – EDF 9/ACP SADC/015 ADE s.a., Belgium Ms. Caroline De Groot, Project Manager ☎: +32 10 454510; ✉: caroline.degroot@ade.eu	Team Leader and Capacity-Development Expert www.sadc.int/sadc-secretariat/institutional-strengthening/	Undertake a Final Evaluation of the 'Capacity-building for Regional Integration (CBRI)' Project , technical assistance/capacity-building to SADC Secretariat in securing EDF10 Contribution Agreements (4-Pillar Compliance) by evaluating/assessing: (i) Overall project preparation/contribution to project implementation/institutional capacity; (ii) Factors affecting implementation/impact/sustainability; (iii) Overall project performance/cross-cutting issues; (iv) Lessons Learned/Recommendations for a successor ICDP programme; (v) Determine unfinished CBRI outputs for carry-over to ICDP and propose methodology; (vi) Identify/document CBRI 'Success Story(ies)' (i.e. securing '4-Pillars' institutional compliance and eligibility for EDF10 Contribution Agreements); (vii) Devise EU-SADC communications/visibility strategy to target/disseminate to key SADC-EU stakeholders to enhance buy-in/compliance.
30 05/2012 – 07/2012 [30 days]	Lusaka, Zambia (and selected Provinces) Final Evaluation of the Farmer Input Support Response Initiative (FISRI) – Phases I-III: 2009-2012	EU Food Facility (GCP/ZAM/071/EC) Food & Agriculture Organisation of the United Nations (FAO), Italy Mr. Bernd Bultemeier, Senior Evaluation Officer ☎: +39 06 570 53008; ✉: bernd.bultemeier@fao.org	Team Leader and External Evaluator (Rural Development Expert)	Undertake a Final Evaluation of FISRI (Phases I-III), identifying progress made, areas for improvement, lessons learned and recommendations for future programming requirements (under EDF10 Conservation Agriculture Scale-Up - CASU) by undertaking: (i) Identify evaluation issues and develop an evaluation approach, including an extensive beneficiary assessment; (ii) Assess/evaluate FISRI relevance, effectiveness, efficiency, sustainability, impact; (iii) Assess/evaluate training/capacity-development initiatives to Ministry-related staff as well as to end-user farmer beneficiaries; (iv) Ensure priority themes/cross-cutting issues (climate-smart/low-cost conservation agriculture, entrepreneurship, poverty alleviation, gender) were addressed/mainstreamed; (v) Highlight key Lessons Learned/Recommendations for future programming requirements under CASU.
29 02/2012 – 04/2012 [40 days]	Port Moresby, Papua New Guinea (and Provinces) Micro-Finance Expansion Project – Papua New Guinea	Asian Development Bank (ADB) - AusAID & Bank of Papua New Guinea (RRP PNG 44304) Frankfurt School of Finance & Management, Germany Ms. Irene Loder, Project Director ☎: +49 69 154008 613; ✉: i.loder@fhs.de	Project Benefit Monitoring & Evaluation Specialist	Set-out a participatory benefit M&E design and programme (in line with ADB PPMS framework) that supports data requirements of a results-based management system , by advising/supporting the following: (i) A national base-line survey to determine the current situation; (ii) Define indicators/targets for all desired project outputs/outcomes/impacts for annual and/or episodic points in the project cycle, disaggregated for gender; (iii) Ensure the PPMS provides clear indications of project efficiency/effectiveness; (iv) Set-out and initiate a periodic programme of PPMS activities to assess whether project inputs are delivering expected benefits to intended beneficiaries; (v) Design PPMS to detect deviations between project plan and execution; (vi) Design PPMS to incorporate benchmarks and updated survey results; (vii) Design annual, mid-term and final benefit monitoring reports for submission to stakeholders; (ix) Train/mentor M&E project personnel, as relevant.
28 02/2012 [3 days]	Home-based Technical Support (Pretoria, South Africa) Project Design - IFAD Strengthened Quality Enhancement	International Fund for Agricultural Development (IFAD) Ms. Mylène Kherallah, Senior Technical Advisor ☎: +39 06 5459 2569; ✉: m.kherallah@ifad.org	Technical Reviewer (External) – QE Panel (Technical Review Committee)	Test key features of an improved Quality Enhancement (QE) process, as an external Technical Reviewer with expertise in the areas of markets/small-medium enterprises (SMEs) , by: (i) Review design documents for assigned projects, paying particular attention to weak areas which are identified in the Key Success Factors (KSFs), as outlined in the Management Assessment Template (MAT); (ii) Provide constructive advice on thematic issues which remain critical for the next steps in the project design process; (iii) Ensure cross-cutting issues are correctly addressed/incorporated (i.e. climate change, gender, environmental protection/sustainability).

Date from-to	Location	Company and Reference	Position	Description
27 09/2011 – 12/2011 [62 days]	Pretoria, South Africa Feasibility Study into establishing: (i) A Domestic Infrastructure Support Programme for South Africa (National Treasury); (ii) A Regional Infrastructure Support Programme for Southern Africa (Department for International Relations & Co-Operation - DIRCO);	EuropeAid – FWC Benef 2009 (2011/269345) HTSPE Ltd, UK Mr. Adam Pierzchala, Project Director ☎: +44 1442 202400; ✉: adam.pierzchala@htspe.com	Team Leader – Regional Integration Specialist (Problem Analysis/Needs Assessment; Complementary Actions; Stakeholder Analysis; Risks/Assumptions; Description: Objectives/Expected Results; Strategic Analysis; Cross-Cutting Issues; Sustainability; Management Modes; Governance Structure; Budget)	Conduct a Feasibility Study to design an 'Integrated Infrastructure Support Programme for South Africa' (IIPSA) comprised of two infrastructure support programmes equivalent to €100m: (i) Domestic Programme - South Africa (€50m); (ii) Regional Programme - Southern Africa (€50m), focusing on project preparation/development, financing and project implementation, incorporating technical assistance/capacity-development initiatives. Analyse the feasibility of introducing a new Loan-Grant 'Blending' mechanism to South Africa, working with The Presidency (National Planning Commission), National Treasury (Domestic Programme) and DIRCO (Regional Programme) by undertaking: (i) Analysis of the role of the proposed programmes in the socio-economic/environmental development of South Africa and the region; (ii) Detailed assessment of technical, economic, financial, institutional, managerial, environmental and socio-cultural feasibility of the proposed programmes in addressing economic, social and environmental challenges in SA and the region; (iii) Extensive high-level one-to-one/focus group consultations with national, regional and international stakeholders; (iv) Selection of preferred PFM options, modalities and synergies, including governance options; (v) Specific recommendations for follow-up actions for proposed programmes; (vi) Scoping/incorporating the Loan-Grant 'Blending' mechanism, involving key DFIs (EIB, KfW, AFD, DBSA, IDB), to enable preparation of relevant EC Action Fiches and programming documents; (vii) Facilitate a Stakeholders' Workshop and incorporate key feedback into the programming.
26 07/2011 – 09/2011 [31 days]	Gaborone, Botswana (SADC Secretariat) Provision of Technical Assistance to SADC Secretariat to assist in preparation of the Joint Progress Report for the Mid-Term Review of the EDF10 RSP-RIP (2008-2013)	EuropeAid – EDF 10/SADC RSP-RIP Ecorys Consortium - Swisscontact Germany GmbH, Germany Ms. Barbara Mila Majic, Project Director ☎: +49 711 22046807; ✉: barbara.mila.majic@swisscontact.net	Team Leader – Senior Evaluator	Undertake a Mid-Term Review of the EDF10 Regional Strategy Paper (RSP) and Regional Indicative Programme (RIP), with an assessment of the coherence between national strategies/programmes and that of the regional programme supported under the RSP-RIP by: (i) Review of links between the Country Strategy Papers (CSPs) and National Indicative Programmes (NIPs) and the RSP-RIP, both in terms of programming/implementation; (ii) Review coherence between national strategies/plans and regional integration policies/strategies as set-out in community law and in the RISDP and the coherence of national policies with other EU policies (i.e. EPAs/trade, climate change, fisheries etc.); (iii) Undertake country visits to survey the main stakeholders (EU Delegations, SADC National Institutions, NAO, ICPs, NSAs, RECs); (iv) Highlight recommendations for strengthening focus of RSP-RIP under EDF10 and any successor arrangement, including considerations for strengthening implementation modalities/options for more effective use of EDF10 RIP resources; (v) Present main findings at a SADC Stakeholders' Workshop.
25 06/2011 – 07/2011 [20 days]	Home-based Research (Pretoria, South Africa) Angola-Namibia-South Africa Spatial Development Initiatives - ANSA SDI	Govt. of Republic of South Africa - Department of Trade & Industry (dti), Development Bank of Southern Africa (DBSA) & Industrial Development Corporation (IDC) Blueprint Group, South Africa Ms. Josie Rowe-Setz, Chief Executive ☎: +27 82 9036150; ✉: josie@blueprintgroup.co.za	Agriculture & Agro-Industry Cluster Specialist (5 Key Clusters: Industrial Gas/ Petrochemical; Iron Ore; Agriculture/ Agro-Industry; Hydro-Power & Aluminium Industry/Smelter; Anchor Projects & Infrastructure)	Provide technical support/assistance to preparatory, facilitation and follow-up activities in relation to the ANSA SDI National Workshop, convened to bring together key actors and stakeholders (Government/Public Institutions/Private Sector). Undertake: (i) Technical assistance in preparation for the Workshop, including identifying sector-specific aspects to be addressed; (ii) Identification of economic and investment imperatives specific to the agriculture/agro-industry cluster and private sector development; (iii) Identification of optimal value-chain configurations of projects and/or project clusters for the sector to enhance competitiveness; (iv) Prepare presentations for Workshops to facilitate break-out sessions on the agriculture/agro-industry cluster and sub-sectors; (v) Advise on post-Workshop follow-up activities with stakeholders in relation to the agriculture/agro-industry cluster and sub-sectors.
24 03/2011 – 07/2011 [78 days]	Gaborone, Botswana (SADC Secretariat) Mid-Term Evaluation of the Capacity-building for Regional Integration (CBRI) Project (Provision of Technical Assistance to the SADC Secretariat)	EuropeAid – EDF 9/SADC CBRI Pohl Consulting & Associates Consortium - Galway Development Services International (GDSI), Ireland Ms. Anna Lobanova, Project Director ☎: +353 91 761000; ✉: anna.lobanova@gdsi.ie	Team Leader - Phase 1: Capacity Development Expert Phase 2: Programming – Identification Stage for EDF10 Project (2013-2015)	Undertake Mid-Term Evaluation of 'Capacity-building for Regional Integration (CBRI)' Project, technical assistance to SADC Secretariat for EDF10 Contribution Agreements [Lot 1: <i>Support Internationally-Recognised Institutional Reforms - Accounting/Audit/Procurement/HR and Lot 2: Support Policy Development, Planning, M&E, Statistics, International Co-Operation - Internal Control Framework/Governance/Risk Management</i>]. Evaluating/assessing: (i) Overall project preparation/contribution to project implementation/institutional capacity; (ii) Factors affecting implementation/impact/sustainability; (iii) Overall project performance/cross-cutting issues (Gender, Environment, HIV-AIDS, etc.); (iv) Lessons Learned/Recommendations for improvement/restructuring of CBRI for overall effectiveness/impact/sustainability; (v) Verify TA requirements within SADC and recommend future interventions beyond CBRI; (vi) Facilitate Stakeholder Workshop post-MTE; (vii) Draft PIF for EDF10 successor programme, ToRs as relevant.
23 05/2010 – 06/2010 [26 days]	Pretoria, South Africa Mid-Term Evaluation - Components 1 & 2: Capacity-building for South African Professionals in the Field of Agriculture & Food Security	Govt. of Republic of South Africa and UN Food & Agriculture Organisation (FAO), South Africa Blueprint Group, South Africa Ms. Josie Rowe-Setz, Chief Executive ☎: +27 82 9036150; ✉: josie@blueprintgroup.co.za	External Evaluator C1: ODA Management/Food Security Institutional Capacity C2: Smallholder Farmers /Value-Chain Networks/Private Sector Development	Undertake a Mid-Term Evaluation of 'Capacity-building for South African Professionals in the Field of Agriculture & Food Security' (International Development Co-Operation), a joint South African Ministry of Agriculture/FAO project, incorporating: <i>C1: Managing South African Aid/Support in SADC</i> (ODA-Food Security) and <i>C2: Strengthening Support to Sustaining Developing Small-holder Farmers/Networks</i> (pilot projects in Eastern Cape, KwaZulu-Natal, Mpumalanga provinces) by evaluating/assessing: (i) Overall project preparation/contribution to project implementation/institutional capacity; (ii) Impact on Local Economic Development (LED); (iii) Access to market/value-chain development networks; (iv) Overall project performance/cross-cutting issues (Gender, HIV-AIDS, etc.); (v) Factors affecting implementation, impact and sustainability; (vi) Lessons Learned/Recommendations for improvement/ restructuring of project for overall effectiveness/impact/sustainability; (vii) Draft Terms of Reference.
22 04/2010 – 05/2010 [22 days]	Home-based Technical Support (Pretoria, South Africa) Capacity-Building for Non-State Actors in Nigeria – Call for Proposals (INSIDE Programme)	EuropeAid – EDF 9/INSIDE Programme European Consultants Organisation (ECO3), Belgium Mr. Yves Hatungimana, Project Director ☎: +32 2 7924950; ✉: yves.hatungimana@eco3.be	External Evaluator (PMU) – Concept Note Evaluation Technical/Financial Assessment of NSA Calls for Proposals (Large and Small Grants)	Provide short-term technical assistance to the PMU during the Concept Note Evaluation and Technical/Financial Assessment of the Call for Proposals (Large/Small-Micro Grants) under the INSIDE Programme (funding in key priority sectors i.e. (i) Peace & Security; (ii) Governance & Human Rights; (iii) Environment & Climate Change; (iv) Water & Sanitation) to complement the country-specific objectives under the current EU-FGN CSP, focusing on poverty alleviation, food security, civil society engagement. Undertake qualitative assessments/grading of applications for grant assistance, using a standardised evaluation matrix/grid, with an emphasis on assisting large national/small-micro community-based projects that improve civil society/non-state actors' engagement. Focus on cross-cutting issues, in particular gender and HIV-AIDS.
21 06/2009 – 10/2009 [60 days]	Dushanbe, Tajikistan DFID Rural Growth Programme (2010-2012)	UKAID - Department for International Development (DFID) Coffey International Development, Australia and Blueprint Group, South Africa Ms. Josie Rowe-Setz, Chief Executive ☎: +27 82 9036150; ✉: josie@blueprintgroup.co.za	Interim Adviser - LED, Livelihoods & Private Sector Development (Programme Formulation/ Design) Governance/Civil Society; Private Sector Development; MSME Finance/Micro-Finance	Advise/assist on design/formulation of the Rural Growth Programme (2010-2012), a UNDP/DFID/GTZ co-funded multi-sectoral programme implemented under overall UNDP leadership. RGP aids non-cotton growing rural/local economic development via clustered sustainable MSME development (Soughd Region) by providing pro-poor area-based private sector business advisory services and saving/credit facilities, addressing gender/income generation/cross-cutting issues/thematic priorities (i.e. Gender, Environment, Climate Change, Voice/Accountability, Conflict), through targeted support to local government (MTEF budgetary support mechanisms), building its capacity to improve the business enabling environment and civil society engagement. Undertake: (i) Extensive consultations with the Government of Tajikistan, regional/local government, civil society NGOs, business/private sector/farming organisations; (ii) Extensive consultations with international/bilateral donors to identify potential partners and pooled/co-funding availability; (iii) Design RGP on key priorities/themes and develop a Position Paper for regional economic development/integration (diversifying out of cotton-growing); (iv) Establish baseline indicators for future M&E.

Date from-to	Location	Company and Reference	Position	Description
20 12/2008 – 03/2009 [55 days]	Ankara/Istanbul, Turkey EC Small Enterprises Loan Programme (SELP) – Final Evaluation	EuropeAid (KfW) – MEDA Programme IBF International Consulting, Belgium Mr. Olivier Hack, Project Director ☎: +32 2 2370906; ✉: hack@ibf.be	Team Leader and Commercial Banking Expert - External Evaluator (Final Evaluation of SELP I)	Final Evaluation of Small Enterprises Loan Programme - SELP I (Private Sector Development) , implemented by KfW/3 Turkish commercial banks, supported by Turkish Network of Business Centres (ABIGEMS)/Chambers of Commerce (TOBB) by undertaking: (i) Assess/evaluate SME/trade-related technical/financial assistance, bank products/services; (ii) Assess/evaluate training/capacity-development initiatives to bank staff and SMEs; (iii) Ensure priority themes/cross-cutting issues (cashflow-based lending, entrepreneurship, poverty alleviation, gender, environment) were addressed/mainstreamed; (iv) Key Lessons Learned/Recommendations for effective roll-out of SELP II country-wide for greater impact and to enhance competitiveness.
19 06/2007 – 06/2008 [260 days]	SADC Region, Tanzania – 14 Countries of SADC Brussels/EU-27 ESIPP: Organisation of an EU-SADC Agro-Industry Sector Partnership Meeting (Tanzania)	EuropeAid – EDF 8/EPRD Programme EU-SADC Investment Promotion Programme (ESIPP) [Angola, Botswana, DR Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe] ECORYS Group, Netherlands Mr. Paul Wijmenga, Project Director ☎: +31 10 4538800; ✉: paul.wijmenga@ecorys.com	Team Leader and International/SADC Trade/Export Promotion and Control, Monitoring & Quality Control/M&E Specialist www.agro-ind2008.com	Organise/host 'Agro-Industry 2008' Sector Partnership Meeting (EU-SADC Investment Promotion Programme in collaboration with EU-ACP ProInvest), a 5-day B2B Trade-Investment Conference (SMEs), to contribute to sustainable economic growth/competitiveness/employment creation, supporting export trade/investment in agri-sector commodity value-chains in the SADC region, targeting potential investors/traders in the EU-27/internationally (EPAs/regional economic integration). Undertake: (i) Research/produce 14 country-specific agro-industry sector profiles (Horticulture; Fruit/Vegetables; Livestock/Dairy; Cereals, Beans/Nuts; Export Crops; Fisheries/Aquaculture; Bio-Fuels; Cotton/Textiles; Other Niche); (ii) Identify/assess/mentor attractive investment/trade projects in SADC; (iii) Promote/market SADC potential to EU-27/internationally for FDI/trade; (iv) Facilitate 'matchmaking' of 150+ investors/150+ investment targets, hosting 1,500+ B2B meetings, resulting in 170+ 'Letters of Intent'; (v) Host 4 Workshops (Dev-Finance; Trade Standards/SPS; EPAs/FDI/Trading/Investing in SADC; Climate Change/Bio-Fuels Potential); (vi) Ensure effective/professional communications/PR/event management/publications; (vii) Establish M&E systems, manage a diverse team; ensure follow-up and quality assurance/control aspects; (viii) Supervise procurement of goods/services, under MoU/EDF procedures; (ix) Ensure high EC visibility in SADC through web/publications/press/media/follow-up; (x) Liaise with SADC Secretariat/EC Delegations (Botswana/South Africa/Tanzania); (xi) Produce analyses/recommendations /lessons learned for future adaptation.
18 01/2007 – 02/2008 [150 days]	Bucharest, Romania Training of Staff of the Managing Authority & Paying Agency (EAFRD/EFF)	EuropeAid – IPARD Programme WYG International, UK Mr. David Burton, Project Director ☎: +44 1623 684500; ✉: dburton@wyginternational.com	Team Leader and Leadership/Management Training Specialist	Improve the professional skills/knowledge of institutions involved in implementation of Rural Development (EAFRD) & Fisheries (EFF) Programmes (2007-2013) through technical assistance/job-related training, in order to fulfil the requirements of EU legislation for correct and effective management of large-scale EU financial assistance under EC EAFRD/EFF Programmes, involving: (i) Training Needs Assessment and data-base; (ii) Design/Delivery of EAFRD/EFF leadership/management training workshops to senior staff of the Ministry of Agriculture, Fisheries & Rural Development (MAFRD) and its paying agencies at national/regional levels, including follow-up mentoring/coaching; (iii) Implement a Train-the-Trainer component/devise Training Manuals for subsequent roll-out; (iv) Formulation of a 5-year Training & Development Strategy/Plan for adoption by MAFRD and its implementing agencies (nationally/regionally), including internal awareness-raising/promotional strategies.
17 06/2006 – 07/2007 [130 days]	Pristina, Kosovo Agriculture Marketing Support Project - Post-Conflict Recovery	EuropeAid – EAR Programme WYG International, UK Mr. David Burton, Project Director ☎: +44 1623 684500; ✉: dburton@wyginternational.com	International Trade and Agri-Marketing Specialist (Agri-Food B2B, International Trade and Private Sector Development) www.food-ks.org	(i) Advise Ministry of Agriculture, Food & Rural Development (MAFRD) on enhancing regional trade/agri-food supply/value-chains , i.e. value-addition/supply consistency/quality conformity/distribution standards to improve Kosovar produce, increase exports/import substitution. Advice/mentorship on: (i) CEFTA/WTO, International Trade policy/strategy/regulations, SPS/Quality; (ii) Position Papers/Feasibility Studies, identifying support/investment opportunities in key agri-food commodities/sub-sectors for greatest employment/value-added export potential. (ii) Advise/assist key umbrella grower/marketing groups/agri-business MSMEs/networks on market/marketing requirements/strategies, value-adding/quality assurance/de-seasonalisation - 'farm-to-fork' supply/value-chain management (horticulture/fruit/vegetables, grape/wine, meat, dairy, niche sectors). Advice/mentorship on: (i) Promoting sustainable producer/marketing group structures, co-operatives, supply/value-chain networks, including basic capacity-building/training on market-related GAP/QA to farmers/SMEs; (ii) Facilitate 'war widows'/gender-specific NGOs promoting women entrepreneurs/rural livelihoods, producer/marketing initiatives, extension services aimed at enhancing value-chain development; (iii) Marketing/Communications strategies, including web-based; (iv) Assessing viability/feasibility of trade-related financial/technical assistance for key priority interventions; (v) Incorporate climate change awareness-raising into planning/consultations process.
16 10/2005 – 02/2006 [65 days]	Kyiv, Ukraine Agriculture Sector Assessment – Preparation of an EU-funded Agriculture Sector Programme	EuropeAid – ENPI Programme ECORYS Group, Netherlands Ms. Elena Kleijnan, Project Director ☎: +31 10 4538800; ✉: elena.kleijnan@ecorys.com	Team Leader (Programme Identification & Formulation)	Undertake an Agri-Sector Assessment towards preparation of an EU-funded Agriculture Sector Programme, adopting a new Sector Wide Approach (SWAp) and MTEF budgetary support, planning/programming of development co-operation (focusing on (i) Market Infrastructure/Competitiveness; (ii) Food Safety/Quality Standards/SPS; (iii) Rural Development/Poverty Alleviation). Undertake: (i) High-level consultation with government decision-makers, the international/bilateral donor community and wider stakeholders in agri-food and rural development in Ukraine, including civil society NGOs; (ii) Assess institutional capacity; (iii) Update/Produce a Sector Identification/Action Fiche/draft Terms of Reference; (iv) Produce a Position Paper on the Agri-Sector SWAp for wider discussion/adoption, including the next steps.
15 08/2005 – 09/2005 [15 days]	Kyiv, Ukraine Blue Ribbon Commission II – Agriculture Programme for Human Development (APHD)	United Nations Development Programme (UNDP) - Blue Ribbon Commission II UNDP, Ukraine Mr. Oleksandr Shevtsov, Project Director ☎: +380 44 2539363; ✉: oleksandr.shevtsov@undp.org	Team Leader - International Consultant – External Evaluator (Final Programme Evaluation & Formulation/Programming for Follow-up)	Final Evaluation of the UNDP 'Agriculture Policy for Human Development' Programme and design/programming for a new APHD II Programme : (i) Final evaluation of APHD, identifying successes/lessons learned; (ii) Recommendations/proposals for improved/additional activities in agriculture/rural sector development policy, based on the experiences of APHD; (iii) Identify internal project short-comings/areas for improvement, based on the lessons learned; (iv) Improvement of advocacy/PR/lobbying capacity; (v) APHD II programme design to include rural community development strategies (rural livelihoods, poverty alleviation, food security), sector development strategies and gender/cross-cutting issues, in consultation with high-level Government officials/advisors, international/bilateral donors, NGOs and other key stakeholders.
14 10/2004 – 12/2005 [150 days]	Kyiv, Ukraine DFID Ukraine Rural Livelihoods Programme (URLP)	UKAID - Department for International Development (DFID) ADAS Intl./WYG International, UK Mr. David Burton, Project Director ☎: +44 1623 684500; ✉: dburton@wyginternational.com	NGO/Institutional Support Specialist (Strategic Planning/Operations)	Develop the capacity of the Institute for Rural Development (NGO). Facilitate the preparation of a Strategic Plan for improved effectiveness as an NGO : (i) Enhance performance effectiveness/efficiency through HR development/performance reviews/training; (ii) Indicators/milestones for determining progress; (iii) Review organisation direction/management, including sustainability; (iv) Strategic planning; (v) Review informational requirements, including marketing/pr/lobbying effectiveness at national level and extension/advisory services at regional level; (vi) Establish M&E systems, evaluating national/regional policy effectiveness; (vii) Provision of ongoing coaching/mentoring to senior staff.

Date from-to	Location	Company and Reference	Position	Description
13 01/2005 – 04/2005 [54 days]	Bucharest, Romania Technical Assistance/Training for Preparation/Implementation of Measures - NPARD/SAPARD	EC PHARE Programme ADAS Intl./WYG International, UK Mr. David Burton, Project Director ☎: +44 1623 684500; ✉: dburton@wyginternational.com	Strategic HR & Training Specialist (SAPARD: Special Pre-Accession Programme for Agriculture & Rural Development)	Strengthen the ability of the MAFRD/SAPARD Agency staff at national/regional level to formulate/implement SAPARD-specific measures and support development of the SAPARD Agency by enhancing job-related HR skills/competencies required for improved efficiency/effectiveness to meet future evolution to a full-fledged EU Structural Funds Payments Agency. Undertake: (i) Design a 5-year strategic Integrated Training & Development Plan framework; (ii) TNA/initial design of job-related training programmes; (iii) Content/materials development, trainer selection/management/evaluation; (iv) Delivery of strategy/management/leadership training programmes to senior staff of MAFRD/SAPARD.
12 07/2004 – 08/2004 [20 days]	Banjul, Gambia, West Africa Technical Assistance to the Gambia Investment Promotion & Free Zone Agency (GIPFZA)	World Bank International Development Ireland (IDI), Ireland Mr. Ronan Deignan, Managing Director ☎: +353 1 6625555; ✉: idi@dublin.idi.ie	Capacity-building Expert - Organisation Development and HR & Training Specialist	Strengthen the ability of the Gambia Investment Promotion and Free Zones Agency (GIPFZA) to become more strategic/effective in its investment promotion and free zone development initiatives, to attract foreign direct investment (FDI). Responsible for: (i) Completion of a Training & Capacity Development Needs Analysis and the formulation of a Training & Capacity Development Plan for senior-level GIPFZA staff, addressing organisation, team and individual skill/competency 'gap' requirements, including mentorship; (ii) Addressing the specific performance improvement needs of GIPFZA, organisational effectiveness, strategic planning, overall performance improvement/impact and M&E systems.
11 01/2003 – 05/2004 [54 days]	Bucharest Romania Training for Agricultural and Rural Policy at National and Regional Levels in Romania	EC Phare Programme TDI Group, Ireland Mr. Michael Parker, Project Director ☎: +353 1 6611903; ✉: reception@tdigroup.ie	Deputy Team Leader and Management Training Specialist	Strengthen the ability of the Ministry for Agriculture, Food & Forests (MAFF) staff at national/regional level to formulate and implement agricultural and rural development policies in the context of EU pre-accession assistance: (i) Development of strategies for the competitiveness of the agricultural and rural sectors; (ii) Initial design of HR development plans, training programmes, content development, materials development, trainer selection/management and monitoring/evaluation; (iii) Delivery of key training programmes, where necessary.
10 06/2003 – 02/2004 [150 days]	Gaborone, Botswana, Southern Africa Pre-Privatisation Transformation of Botswana Telecommunication Corp. (BTC)	Government of Botswana International Development Ireland (IDI), Ireland Mr. Ronan Deignan, Managing Director ☎: +353 1 6625555; ✉: idi@dublin.idi.ie	Capacity-building Expert - Organisation Development & HR/Training Specialist	Design, organise and deliver a range of capacity-building, change management and organisation development initiatives to executive directors/senior management to support/sustain the transformation of the State-owned Botswana Telecommunications Corporation (BTC) into a high-performance organisation through operational improvements. Undertake: (i) OD capacity assessments/TNA; (ii) Performance management, HR systems development, performance management/reviews, monitoring/evaluation, HR development/training; (iii) Design/implement culture/change management approaches; (iv) Design and implement communications/advocacy initiatives; (v) Mentor executives and HR managers on sustainable change/OD processes; (vi) Evaluate the BTC Training School and establish systems for its accreditation.
9 12/2002 – 07/2003	Limerick, Ireland Post-Merger Business/Organisation Development	Shannon Foynes Port Company Ireland Mr. Brian Byrne, Chief Executive ☎: +353 69 73100; ✉: info@stpc.ie	Strategic Change Management Consultant	Facilitate/support a management-level strategic thinking/planning process, following the merger of Shannon Estuary Ports and Foynes Port Company. (i) Facilitate the formulation of a Business Plan and development of the new management team as a single corporate entity; (ii) Improve marketing, PR/communications for FDI; (iii) Assist in lobbying the Government of Ireland and EU Commission on grant funding relating to regional development, infrastructure development and long-term FDI/industrial development/employment creation in the Shannon Estuary region.
8 01/2001 – 12/2002	Dublin, Ireland HR & Management Consultancy Firm	Century Management Limited Dublin, Ireland Mr. John Butler, Managing Director ☎: +353 1 4595950; ✉: jbutler@century-management.ie	Senior Associate – Strategic HR/Change Management Consultant	Strategic HR performance improvement for entrepreneurship/organisation-wide systemic/cultural change initiatives for success, through: (i) Design/delivery of tailored HR learning/development programmes using psychometrics/personality tests; training needs analysis/advanced facilitation/mentoring inputs to major corporations/public sector organisations; (ii) Designed/developed specific training programmes for SMEs e.g. management/leadership techniques, planning/budgeting, communications/marketing/promotion, sales/account management; (iii) Specialised in Strategic Thinking & Planning (STP) processes to senior management/key staff, with emphasis on strategic leadership, planning, performance management/measurement and M&E of performance against plans; (iv) Targeted government/public sector tendering processes for new public sector reform/modernisation, as business development opportunities.
7 05/2000 – 10/2000	Chisinău, Moldova, Eastern Europe Assistance to Reform the Agriculture Support Systems	EC Tacis Programme TDI Group, Ireland Mr. Michael Parker, Project Director ☎: +353 1 6611903; ✉: reception@tdigroup.ie	Team Leader (Replacement) and Agri-Sector Policy Adviser (Project Wind-down)	Providing technical advisory services to high-level officials in the Moldovan Ministry of Agriculture & Processing Industries, to contribute to the formulation and effective implementation of a coherent and sustainable policy/strategy in agriculture, food security and rural development. Undertake: (i) On-going development of the Policy Advisory Unit and support/train staff accordingly, as relevant; (ii) Linkage with other international/bilateral donor initiatives to promote increased effectiveness and impact; (iii) Manage the orderly wind-down of the project to successful completion and exit strategy.
6 08/1999 – 05/2000	Prague, Czech Republic, Central Europe Establishment of a Policy Advisory Unit (PAU)	EC Phare Programme TDI Group, Ireland Mr. Michael Parker, Project Director ☎: +353 1 6611903; ✉: reception@tdigroup.ie	Agri-Sector Adviser and Agri-Sector Trade Liberalisation Specialist (EC 'Double Zero Option')	Assist in establishment of a Policy Advisory Unit (PAU) within the Czech Ministry of Agriculture in the context of EU pre-accession. (i) Provide technical agri-food advice to the Trade Liberalisation Task Team on matters relating to trade development/liberalisation/protocols in agriculture in the context of the EU Pre-Accession Negotiations, including domestic risks from rapid trade liberalisation/structural adjustments; (ii) Advice/training to key high-level officials on negotiation techniques, assessments/preparation for pre-negotiations on issues relating to market access aspects/TBT; (iii) Guide public consultation with key stakeholders, particularly private sector agri-business/farmer interests.
5 08/1998 – 07/1999	Paris, France Executive Education Programme	Flor E. Healy [trading as: Euro-Agri, Ireland]	Team Leader, MBA Research Projects	Groupe Danone: Led a marketing team to assess the potential of 'integrated agriculture' (as opposed to intensive agricultural vs. organic practices), production/market risks, market feasibility/development opportunities for introducing an 'industry standard' for sourcing 'natural' ingredient inputs to enhance the Danone brand by improved supply value-chain development, strategic marketing implications/risks/benefits in key European markets, including impact on corporate social responsibility (i.e. food safety/traceability, environmental protection/climate change aspects). Union Champagne Co-Operative, Avize: Led a marketing team that assessed branding potential, production/market risks and feasibility of brand/market/value-chain development opportunities for repositioning Grand Cru champagne in advance of the Millennium celebrations in 2000.
4 01/1998 – 07/1998	Chisinău, Moldova, Eastern Europe Assistance to Reform the Agriculture Support Systems	EC Tacis Programme TDI Group, Ireland Mr. Michael Parker, Project Director ☎: +353 1 6611903; ✉: reception@tdigroup.ie	Agri Policy Adviser and Agri-Finance Specialist	Assist in establishment of a Policy Unit within the Ministry of Agriculture and identify key priorities for incorporation into a National Agriculture Policy for Moldova towards agriculture sector development, food security and rural development; Undertake: (i) Provide technical support/training/capacity-building to selected Ministry staff; (ii) Facilitated a 'round-table' discussion/consultation process regarding the risks/issues affecting rural credit; (iii) Produced a Discussion Paper on the 'Use of Agricultural Land as Collateral for Bank Credit'.

3 07/1997 – 08/1998	Dublin and Limerick, Ireland Mid-West Regional Development – Shannon Estuary catchment area	Shannon Development Mr. Kevin Thompstone, Chief Executive ☎: +353 61 361555; ✉: info@shannondevelopment.ie Shannon Estuary Ports Company Mr. Gerry Donnelly, Chief Executive ☎: +353 61 315377; ✉: gdonnelly@sepc.ie	Regional Development Project Consultant and Trade & Investment Promotion Specialist (Lobbyist)	Shannon Development/Shannon Estuary Development: Undertake: (i) Lobbied EU and Irish government, promoted efforts towards co-ordinated regional/rural integration and industrial/tourism development/marketing in the Shannon Estuary region for enhanced FDI, leveraging state-owned landbanks and marine/port facilities to secure international private sector investment and EU and Irish government funding (EC Cohesion/Structural Funds) for strategic industrial investment/development in the Mid-West Region; (ii) Established Shannon Estuary Development as a subsidiary of Shannon Development to co-ordinate/focus on FDI; (iii) Explored the feasibility of establishing a 'Nutrition Industry Zone' to service the food industry/agri-food sector in Ireland and regionally; (iv) Cluster development strategies. Shannon Estuary Ports Company: Undertake: (i) Produced a Position Paper, consolidating 16 previous Consultants' Studies, presenting a new/updated case for intervention; (ii) Developed a strategic plan for upgrading/establishing key deep-water marine infrastructure (at Ballylongford-Tarbert, County Kerry) through public/private 'partnership' investment strategies/initiatives (EC Cohesion/Structural Funds) and tax incentives, as investment promotion marketing incentives for FDI; (iii) Lobbied EU and Irish government for Structural/Cohesion Funding earmarks/support.
2 06/1995 – 07/1997	Dublin, Ireland 'Rainbow' Coalition Government (1994-1997)	Government of Ireland Ministry of Agriculture, Food & Rural Development, Ireland	Special Adviser to the Minister of State (Agri-Food & Rural Development)	Special Adviser to the Minister of State - Department of Agriculture, Food, Forestry & Rural Development (MAFFRD); focusing on: (i) Programme management aspects e.g. Agri-Food Industry development; Food Safety/Traceability; Rural Community Development (EU LEADER), Agri-Tourism, Agri-Environment/Rural Environment Protection Scheme (REPS) and Farm Grant Schemes; (ii) Agriculture/Agri-Food/Rural Development sector policy; (iii) Negotiation/consultation with sector interest groups/industry/farming representatives/NGOs-NSAs on specific policy measures/programmes; (iv) Agri-Food International Trade Promotion policy/strategy, including trade missions/trade fairs; (v) PR/communications campaigns/media relations/event management; (vi) Negotiations/interactions at highest-levels of government, state agencies and private sector; (vi) Liaison with EU Commission on relevant national/regional policy initiatives.
1 06/1984 – 06/1995	Dublin, Ireland Banking & Financial Services - Business Development/Lending https://corporate.bankofireland.com https://aib.ie	Bank of Ireland, Corporate Banking – Food/Beverage & Agri-Food Industry sectors; Hill Samuel Bank, Commercial Banking – Construction, Hotels, Hospitality sectors; AIB Bank, Retail Banking – SMEs	Corporate Account/ Relationship Manager SME/Commercial Credit/ Lending Manager and Senior Banking Official	Corporate/commercial lending/business development and credit risk assessment/analysis/management; Strong experience in the design, implementation and successful closing of commercial transactions. Undertake: (i) Business development/marketing of banking/financial services through key business intermediaries/networks; advice/development of SMEs/agri-business clients; development/management of specific revolving funds/trade finance facilities designed for SMEs/agri-business clients; structured funding of infrastructure/capital projects; (ii) Commercial lending/mortgages/trade finance/invoice discounting/warehouse receipts, corporate/asset financing and management of commercial/corporate credit portfolios, secured by marketable collateral; (iii) Develop/manage key client relationships, including cashflow-based lending approaches; (iv) Debt management/restructuring/work-out arrangements and credit scoring/analysis; (v) Member of Bank Credit Committee, setting/assessing/managing credit risk management policy and monitoring/evaluating credit management performance; (vi) Management of credit assessment/administration team.