

## Curriculum Vitae

1. **Family name:** Weijers
2. **First names:** Paulus Wilhelmus
3. **Date of birth:** 25 April 1955
4. **Nationality:** Dutch
5. **Education:**

Institution	Degree(s) or Diploma(s) obtained
University of applied science Enschede (Netherlands) 1972-1977	Mechanical Engineering

6. **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Langue	Read	Spoken	Written
Dutch	1	1	1
English	1	1	1
German	2	3	4
French	4	5	5

### 7. Membership of professional bodies:

Member of a range of LinkedIn and other groups, including: BEAM Exchange, Monitoring and Evaluation Professionals, M&E for Development Professionals, Value Chain Thinking, International Development and Sustainable Agriculture, Labour Market and TVET Consultant Network, Innovation in Vocational Education and Training, Sustainable Brands.

Chair of the Supervisory Board of the Ready for Export in Vietnam, which programme is financed by RVO and implemented by the Dutch Business Association Vietnam.

### 8. Other skills:

Additional to key qualifications (see item 11 below): Social enterprising, sustainability reporting, moderation and facilitation, project design and strategy development, proposal writing, training and team building.

### 9. Present consultancy assignments:

Senior Advisor with IESC for the LinkSME project in Vietnam, a USAID financed project. Responsible to design and apply Market Systems Development (MSD) approaches in linking Vietnamese SMEs with lead firms in global supply chains.

### 10. Years of experiences

Private Sector Development	35 years	In Asia (28 years), Africa (5 years), Europe (2 years)	1987-present
Industry	7 years	3 years in Surinam and 4 years in Holland	1980-1987
Formal technical training	3 years	Surinam	1977-1980

### 11. Key qualifications:

1. Private Sector Development  
Solid knowledge of methodologies for models for Market Systems Development (MSD, including M4P and BDS), Value Chain Development (Agriculture, agro-processing, forestry, wood products, readymade garments, tourism, construction, metal industries), Climate Change Adaptation (including climate smart agriculture), Sustainable Economic Growth, and Challenge Funds. Sound experience incorporating gender and inclusive business approaches.
2. Technical and Vocational Education and Training (TVET)  
Widely experienced in various aspects of TVET promotion, including the development of market-based training-systems, skills councils, trainers' training, training curriculum and learning materials.
3. Planning, monitoring and evaluation  
Specialist in the DCED Standard for Results Measurement, mainstream state-of-the-art M&E systems in development cooperation programmes.
4. Project management  
Over 30 years' experience in managerial positions in development cooperation programmes, responsible for meeting targets and results including management of project monitoring, personnel management, financial management, liaising with key stakeholders including donors and local government, and industry relations.

## 12. International experience:

<b>Country</b>	<b>Date from - Date to</b>
Bangladesh	February 2018 to February 2020 April 2014 to August 2017 April 2004 to September 2006 January and February 1994
Bhutan	December 2010
Cambodia	August 2010 April 2010
Ethiopia	March 2020 to February 2021 June to December 2011
Ghana	October 2006 to July 2008
Kenya	September 2010
Laos	February 2010 September 2000
Nepal	October 2017 November 2010 May 2010
Netherlands	June 1992 to April 1994 March 1983 to April 1987
Nigeria	January 2012 to December 2013 November 1993
North-Macedonia	February 2019 November and December 2018
Pakistan	May 1987 to May 1992
Philippines	May 1994 to June 2001
Sri Lanka	August 1993
Suriname	August 1977 to February 1983
Timor-Leste	March 2019
Vietnam	As of April 2021 (ongoing) January 2020 June and September 2019 January, April and August 2018 November and December 2017 August 2008 to May 2011 July 2001 to March 2004

### 13. Professional experience:

Date from - Date to	Location	Company	Position	Description
04/2021 - ongoing	Hanoi, Vietnam	USAID / IESC	Senior Advisor	<p>Senior Advisor with the LinkSME project in Vietnam. This 5-year, USD 25 million project is financed by USAID and implemented by IESC. The project strengthens the capabilities of small and medium enterprises (SMEs) to meet the demands of international markets, such as technology, sustainability, traceability, quality, etc. It provides capacity development and support services through intermediary organizations in Vietnam, such as business associations, manufacturing support centres and SME promotion agencies, towards a systemic change in the market. Focus in on the metal, electronic, agro-processing, textile and garment, and wood products sectors.</p> <p>As Senior Advisor, assuring the quality of work and supporting the project team and partner organizations in applying a Market Systems Development approach. This includes development of intervention strategies, activities concept development, coaching of project staff and consultants, and supporting the process of engaging lead firms. Additionally, advise the project in the development and roll-out of its planning, monitoring and evaluation system.</p> <p><i>USAID mandated IESC is the International Executive Service Corps, a non-profit organisation based in Washington and engaged in consultancy dedicated to inclusive, sustainable economic growth (www.iesc.org).</i></p>
03/2020 – 02/2021	Addis Ababa, Ethiopia	GIZ / Integration	Team Leader	<p>Team Leader of the “Skills development for workforce in and around integrated agro-industrial parks in Ethiopia” project, which is implemented by Integration, a German management consulting firm. The project is part of the larger GIZ, EU and AICS-supported action “Promotion of Sustainable Ethiopian Agro-industrial Development (PROSEAD)”. Focus on the development and roll-out of short-term and long-term vocational training programmes for the agro-processing industry in close cooperation with TVET colleges and polytechnics as well as private training providers. Ensure consideration of cross-cutting themes, including gender mainstreaming, digitalization and conflict sensitivity. Development of comprehensive training modules, trainers’ training and engagement of the industry in cooperative training models. Managing a team of national and international long- and short terms experts.</p> <p><i>GIZ is a federally owned enterprise that supports the German Government in achieving its objectives in the field of international cooperation for sustainable development. GIZ mandated Integration Consulting Group to implement this component of the overall programme (www.integration.org)</i></p>

Date from - Date to	Location	Company	Position	Description
02/2018 – 02/2020	Dhaka, Bangladesh	GIZ / GFA	Team Leader	<p>Team Leader of the “Sustainable Economic Growth Strategies” project, which is implemented by GFA Consulting Group and is part of the Textile Industry Cluster Programme of GIZ in Bangladesh. The project cooperates with the five major business associations in the Readymade Garments and Leather sectors. Focus is on developing a market system for sustainability reporting at sector and at company levels. Capacity building of the business associations and a network of 17 national consultancy firms contributes to a systemic and sustainable change. Business associations are supported in drafting roadmaps for sustainable economic growth that guides them in facilitating increased compliance with social and environmental standards by the industry. Also formulating the Leather Sector Policy in cooperation with the Ministry of Industries. During the inception phase, undertook sector reviews including interviewing over 85 stakeholders, resulting in two comprehensive sector reports.</p> <p>Responsible for the overall project implementation, adherence to international best-practices, quality assurance in all processes and meeting the project’s targets. Leading a team of 4 full-time staff and a pool of 10 national and international short-term experts.</p> <p><i>GIZ is a federally owned enterprise that supports the German Government in achieving its objectives in the field of international cooperation for sustainable development. GIZ mandated GFA Consulting Group to implement this component of the overall programme (www.gfa-group.de)</i></p>
10/2017 – 01/2018	Ho Chi Minh City, Vietnam	Good Works Initiative - WOO	Director Impact and Quality Assurance	<p>Good Works Initiative (GWI) owns and promotes the WOO brand that offers lifestyle products consisting of home fragrances, personal care products, fashion accessories and wearables. WOO is a value-chained business model that encourages global inclusiveness, to bridge the gap between rich and poor, with the overall target to reach 1 million people in 10 years. All WOO products are designed, sourced and created in ethical ways.</p> <p>Responsible for the development and overseeing the implementation of an impact and quality assurance system, ensuring that WOO products adhere to the SDGs nr 8 (Promote inclusive and sustainable economic growth, employment and decent work for all) and 12 (Ensure sustainable consumption and production patterns). GWI received €1.5 million financial support from the Netherland Government through RVO.</p> <p><i>GWI is a global social enterprise with its production operations based in Vietnam (www.woocares.com)</i></p>

Date from - Date to	Location	Company	Position	Description
04/2014 – 08/2017	Dhaka, Bangladesh	DFID & SDC / Palladium	Team Leader	<p>Working with industry partners and private training providers, the programme seeks to facilitate the training of more than 100,000 people from disadvantaged groups, including women and the extreme poor. The programme supports private training providers and industry-based training initiatives and raises awareness about the value of skills development among the trainees and industry. Additionally, it also supports industry skills councils, supports the development of skills training packages that meets the occupational standards of the industry; and supports capacity building of national training consultancy service providers to sustain a long-term development process. The cumulative increased income of the trainees trained during the project period will exceed three times the total value of the entire programme. Focus is on the RMG (Readymade Garments) and construction sectors. This 5-year programme is financed by DFID and SDC jointly for an amount of £20 million. As Team Leader responsible for the overall innovation, development and impact of the programme. This includes technical leadership that contributes to intervention design, monitoring of deliverables and meeting targets at quality standard. And above all, responsible for successful development of replicable TVET market systems based on M4P (markets for the poor) approaches and aligned with the DCED Standard for Results Measurement. Activities include 1) management of the permanent project team of 25 professionals and 7 support staff and a pool of short term international and national consultants, 2) relationship management with development partners, government and industry representatives, 3) representation of the programme at policy level and development of Industry Skills Councils, 4) supervise programme administration, 5) supervise financial management and procurement, and 6) planning, quality assurance and progress reporting. The programme got three consecutive A-ratings during DFID annual reviews.</p> <p><i>DFID (Department for International Development, UK) mandated Palladium to implement the programme. Palladium International is a Palladium Group company with hub-offices in Brisbane, London, Dubai and Washington (www.thepalladiumgroup.com)</i></p>

Date from - Date to	Location	Company	Position	Description
01/2012 – 12/2013	Lagos, Nigeria	DFID / Coffey International Development	Team Leader GEMS2  Managing Director Coffey Nigeria	<p>GEMS-2 was a GBP 13.5 million project of DFID in Nigeria. It aimed improving the performance and inclusiveness of SMEs in construction sector market systems for vocational training (including a large Modern Apprenticeship Training Programme), labour procurement, input supply chains, business services and advocacy. The overall objective was to increase income of 110,000 artisans and create 20,000 full-time equivalent jobs with a VfM (value for money) factor of 4.7.</p> <p>As team leader (managing 15 national and international experts) responsible for strategic orientation and application of M4P principles. The programme included a GBP 3.5 million challenge fund for private sector vocational training initiatives. Directly involved in the design and mainstreaming of a monitoring and evaluation system, aligned with the DCED Standard for Results Measurement.</p> <p><i>DFID (Department for International Development, UK) mandated Coffey International Development to implement the project. Coffey is an international consultancy firm with its head office in Australia with over 1,400 full-time consultants employed. Its UK-based office is in charge of the GEMS-2 project.</i></p>
06/2011 – 12/2011	Addis Ababa, Ethiopia	Fair & Sustainable Consulting	General Manager	<p>Responsible for the management and further growth and development of Fair &amp; Sustainable Ethiopia, a locally-established foreign-owned consultancy firm engaged in agricultural development. The organisation became a valued partner for development cooperation agencies and programmes in the area of Agricultural Value Chain Development, M4P, food security, BDS market development, private sector investment, Skills Development, M&amp;E and trade promotion. Activities focused on SME development and included value chain analysis (oil seeds, bamboo), business development advice, product development, strengthening of Farmer Interest Groups, B2B linkage development and development of M&amp;E systems. Clients include WUR (Wageningen University), DGIS (Netherlands Development Aid), Agri Pro-Focus, Africa Juice, Scope-Insight and Terrafina. Also being the country representative for APF (Agri-Pro Focus), a Netherlands agricultural development network focussing on 12 African countries.</p> <p><i>Fair &amp; Sustainable Ethiopia is a private sector consultancy organization for agriculture development owned by the Netherlands NGO called ICCO. It gives advice and develops trainings in value chain, business and organizational development for Ethiopian NGOs, producer organizations, companies and government (<a href="http://www.fairandsustainable.nl">www.fairandsustainable.nl</a>)</i></p>

Date from - Date to	Location	Company	Position	Description
08/2008 – 05/2011	Hanoi, Vietnam	SNV – Netherlands Development Organisation	Programme Leader, AFP (Agricultural and Forest Products)	<p>Responsible for the Agricultural and Forest Products programme with focus on the tea, cassava, cardamom and acacia sectors. The programme covered four northern provinces (Son La, Lai Chau, Lao Cai and Ha Giang) and two central provinces (Quang Binh and Quang Trii). Managing a team of 8 national and international experts, with a total development budget of around US\$ 1.4 million per year, targeting 120,000 farming households in a 3-year period. Took the lead and managed various interventions including market information systems, VietGAP (aligned with GlobalGAP), Quality Standards, FSC (Forest Stewardship Council), Climate Smart Agriculture practices, policy advice and agricultural skills training. Cooperation with business associations (including the Vietnam Tea Association, Farmers Union, Women Union), business council, Chamber of commerce and industry, trade unions and farmers' cooperatives.</p> <p>During the year 2010, assisted SNV Asia in establishing compliance with the DCED Standard for Results Measurement in 5 countries (Vietnam, Laos, Cambodia, Nepal and Bhutan) and 6 Value Chains (tourism, rice, bamboo, tea, fruit &amp; vegetables and spices).</p> <p><i>SNV Netherlands Development Organisation is a non-profit, international development organisation, established in the Netherlands in 1965, operational in over 40 countries. Its aim is to alleviate poverty and create employment opportunities (www.snv.org).</i></p>
10/2006 – 07/2008	Accra, Ghana	GIZ/DANIDA – SPEED-II (employed by GOPA Consultants)	Technical Director	<p>The SPEED-Ghana project combined financial and non-financial assistance to rural MSMEs. As technical director responsible for the BDS (business development service) component aiming SME promotion. Selected value-chains included wood products, medicinal plants, garments and rural-tourism. Took the lead in the following activities/interventions: BDS market assessment, Facilitation of Cluster Development, establishment of an Enterprise Information Service market system, Quality Standards development and promotion, B2B facilitation. Within the overall SPEED programme, the design of an M&amp;E system and Quality Assurance Standard. Responsible for a team of 8 professionals and an annual development budget of US\$1.5 million.</p> <p><i>SPEED Ghana is financed by GIZ and DANIDA. It facilitates the development of the financial market and business development services for Ghana's micro, small and medium enterprises, with a particular focus on supporting the Northern and more rural regions.</i></p>

Date from - Date to	Location	Company	Position	Description
04/2004 – 09/2006	Dhaka, Bangladesh	GIZ – German International Cooperation	Programme Coordinator	<p>Development and management of a comprehensive Private Sector Development programme for GIZ in Bangladesh, named PROGRESS (later renamed as PSES). The programme had a total volume of €13 million and employed 4 international and 10 national staff. Focus on the RMG (Readymade Garments) sector that employed that time approx. 2 million people. Took the lead in the development of interventions and promotion of internationally accepted Social and Environmental Standards, working with a range of stakeholders, including trade associations, garment buyers, garment brands, and the Government of Bangladesh. Also supported the development of silk, jute and leather Value Chains through various interventions, including Product Design, Vocational Skills Systems, Business Management Support for MSMEs, BEE (business enabling environment) and Information Services. Also founding-member of the Market Development Forum (MDF) a cooperation forum of major economic development partners.</p> <p><i>GIZ is a federally owned enterprise that supports the German Government in achieving its objectives in the field of international cooperation for sustainable development.</i></p>
07/2001 – 03/2004	Ho Chi Minh City, Vietnam	Swisscontact – Swiss Foundation for Technical Cooperation (co-financed by SDC)	Programme Manager	<p>Development and implementation of a new SME promotion programme based on international best practices in BDS market development. During the preparation phase thorough sub-sector analysis and BDS market assessment was undertaken. The implementation phase concentrated on the plastic sector with over 2,000 small scale and 150 medium size enterprises in southern Vietnam, employing an estimated 35,000 people. Capacity building of 10 different BDS providers in the field of export promotion, market information, environmental management, gender equality promotion, vocational training, and linking BDS with financial services.</p> <p>In parallel to this, a 10-month project in the brick manufacturing sub-sector was undertaken in Nam Dinh, in the north of Vietnam, as commissioned by SDC (Swiss Agency for Development and Cooperation).</p> <p><i>Swisscontact is the organization of the Swiss private sector for development cooperation. Its aim is to promote private economic and social development in selected countries in the South and East.</i></p>
05/1994 – 06/2001	Manila, Philippines	Swisscontact – Swiss Foundation for Technical Cooperation (co-financed by SDC)	Country Director	<p>Responsible for Swisscontact's private sector development and TVET programme in the Philippines. The programme focussed on 1) a countrywide network of vocational training in cooperation with TESDA - Technical Education and Skills Development Authority, 2) a didactical skills training to a wide range of training institutions, and training and coaching of school management, referred to the MQM - managing the quality of training, and 3) strengthening the capacity of a network of over 25 BDS providers. Through international cooperation within Swisscontact and with the ILO and Springfield Centre, contributed to the development of the BDS market development paradigm. Led a team of 10 international and national experts and was directly engaged in sector-based market research, intervention-policy formulation, planning &amp; monitoring and development of intervention tools.</p>



<b>Date from - Date to</b>	<b>Location</b>	<b>Company</b>	<b>Position</b>	<b>Description</b>
07/1992 – 04/1994	Eindhoven, Netherlands	Gemco Industrial Development	General Manager	Responsible for the operation of Gemco's consultancy division, Gemco Industrial Development (GID) with approx. 30 staff/consultants. Additionally, directly involved in project implementation: Project Supervisor of a service centre project in Pakistan US\$4 million); Project Manager for the establishment of the Training Institute for Chemical Industries in Bangladesh (US\$5 million); Project Director of a World Bank financed procurement service project in Nigeria (managing a US\$50 million investment fund). <i>Gemco is a Netherlands based engineering and consultancy company engaged in development cooperation and industrial projects, mainly in developing countries.</i>
06/1991 – 06/1992	Lahore, Pakistan	Gemco Industries	Operations Manager Pakistan	Gemco Industries is the holding company of four Gemco divisions in the areas of development cooperation, equipment supply, foundry projects, and industrial furnaces. Gemco-Pakistan represents all four divisions in Pakistan with emphases on provision of consultancy services to private sector development programmes. As operations manager established the Gemco-Pakistan organisation and brought it into business. Clients were the Dutch Government, UNIDO, Small Industries Development Board (Pakistan), and a number of private sector industries (Pakistan). Activities included project formulation, training consultancy, sector research, turn-key project (for fabrication of gas cylinders), laboratory equipment supply, feasibility studies, etc.
05/1987 – 05/1991	Peshawar, Pakistan	DGIS – Pak Holland Metal Project (employed by Gemco)	Chief Technical Adviser (after 1 year period as deputy CTA)	As CTA directly responsible for the Netherlands contribution to the Pak-Holland Metal Project. The technical assistance amounted approx. US\$5 million including 4 full-time international advisors. The project focused on direct support to over 3,000 SMEs in the metal sector in the North West Frontier Province. Took the lead and/or supervised deployment of 3 self-contained mobile training units, establishment of common facilities and model workshops, and the operation of a revolving fund.
02/1986 – 04/1987	Hengelo, Netherlands	Philips – Hollandse Signaal Apparaten	Quality Assurance Manager	Philips HSA is engaged in electronic defence systems with clientele worldwide. Responsible for the quality assurance and control in a production department of approx. 300 employees. Development of Quality Assurance procedures based on the that-time introduced ISO-9000 standard.
05/1983 – 01/1986	Oldenzaal, Son	Klieverik – Machine Factory	Deputy Production Manager	Responsible for planning and control of the production of industrial machines for the ink and paint sector with clientele throughout Europe. Leading the production control department. Was responsible for the conversion of a manual to IT-based production management system.
08/1980 – 03/1983	Paranam, Suriname	Suralco Aluminum Company	Mechanical Maintenance Engineer	Responsible for project engineering and advice to the maintenance department of the bauxite refinery, which was part of the Alcoa organisation. Activities ranging from ad-hoc trouble shooting to design, monitoring and coordination of large overhaul projects.

<b>Date from - Date to</b>	<b>Location</b>	<b>Company</b>	<b>Position</b>	<b>Description</b>
08/1977 – 07/1980	Paramaribo, Suriname	Ministry of Education – Surinam Technical School	Teacher	Surinam became independent from Holland in 1975; Working for its government for a minimum of two years would substitute military service in Holland. Teacher at the Surinam Technical School, teaching all grades in the subjects automotive engineering, mechanical engineering, metallurgical science and mathematics.

#### 14. Other relevant information

##### Recent publications / major reports

- 2021 Concept Paper - Imaginative assistance to SMEs to provide practical and near-term assistance in Covid-19 pandemic recovery
- 2021 Strategy Paper – Systemic development of a business support market
- 2020 Concept Paper - Gender Mainstreaming in vocation training
- 2020 Concept Paper – Cooperative Training Model for the agro-processing industry in Ethiopia
- 2020 Inception Report - Skills development for workforce in and around integrated agro-industrial parks in Ethiopia
- 2019 Readymade Garments Bangladesh – Sustainable Economic Growth Strategy
- 2019 Leather and Leather Goods Development Policy 2019
- 2018 Review of the Bangladesh Leather Sector - Key challenges and development opportunities
- 2018 Review of the Bangladesh RMG Sector - Key challenges and development opportunities
- 2017 Safety and health at work: The RMG sector story (Dhaka Tribune - 2 May 2017)
- 2015 Training & Developing Skills for Strong, Sustainable & Balanced Growth
- 2014 Inception Report – Skills and Employment Programme in Bangladesh
- 2014 Labour market assessment in the construction and RMG sectors in Bangladesh
- 2014 Capacity Assessment of Skills Training Providers for Construction and Readymade Garments Industries
- 2012 M&E manual – Guidance and Procedures – Climate Insurance Project BMU SNV
- 2011 Learning and earning – How a value chain learning alliance strengthens farmer entrepreneurship in Ethiopia
- 2011 Development opportunities in the acacia sector in Vietnam
- 2010 Tea sector value chain assessment in Lao Cai Province in northern Vietnam
- 2009 Quality improvement in the tea sector - Promotion of GAP within the context of quality standards and certification systems
- 2009 Roadmap mainstreaming DCED standards for results measurement
- 2009 Organic tea and Geographic Indication labelling of tea from Vietnam

- 2008 Assessment of the tea value chain in the northern regions of Vietnam
- 2007 Assessment of the tourism sector in Ghana
- 2006 Value chain assessment of the leather sector in Bangladesh
- 2006 Investment Potentials in the Sylhet Region in Bangladesh
- 2006 Value-chain and BDS market assessment of jute sector in Bangladesh
- 2006 The implementation and metamorphosis of the BDS concepts (GIZ)
- 2006 Census study of the leather sector in Bangladesh
- 2005 Value-chain cum BDS market assessment in the silk sector in Bangladesh
- 2003 Sub-sector assessment in brick manufacturing, Swisscontact/SDC-Vietnam
- 2003 BDS Market Assessment Case Study, Swisscontact-Vietnam
- 2003 Training Needs Assessment in the plastic sub-sector, Swisscontact-Vietnam
- 2002 Intervention design process, Swisscontact-Vietnam
- 2000 Performance Measurement Framework Case Study, Swisscontact-Philippines

### **Short-term missions and workshops conducted**

- |      |  |                                   |
|------|--|-----------------------------------|
| 2020 | Project completion, virtual symposium and lessons learnt: Sustainable Economic Growth Strategy project for the textile industry, GIZ, Bangladesh – 12 days home-office based consultancy support | <i>Dhaka - Bangladesh</i>         |
| 2019 | Backstopping missions for supply chain development, quality assurance and results measurement systems – two missions of 1 week (June and September 2019)   | <i>Ho Chi Minh City - Vietnam</i> |
| 2019 | Scoping mission for a proposed DFAT skills development project in the agriculture and tourism sectors – 1 week   | <i>Dili, Timor-Leste</i>          |
| 2019 | Facilitations of four validation and co-creation workshops and development of a results measurement framework for PSD project – 10 days in Macedonia   | <i>Skopje, North-Macedonia</i>    |
| 2018 | Sector assessment among five sectors (Sustainable agribusiness, adventure tourism, ICT, apparel, light manufacturing) for shaping the second phase of an SDC project – 4 weeks in Macedonia      | <i>Skopje, North-Macedonia</i>    |
| 2018 | Backstopping missions for results measurement systems – two missions of 1 week (April and August)  | <i>Ho Chi Minh City - Vietnam</i> |
| 2017 | Scoping mission for a DFID skills development project with focus on migrant workers – 1 week   | <i>Kathmandu - Nepal</i>          |
| 2017 | Mentoring and coaching the development of results chains for WOO – 3 day consultancy   | <i>Ho Chi Minh City - Vietnam</i> |
| 2016 | Gender mainstreaming in TVET, a 1-day training workshop focused on Sudokkho programme  | <i>Dhaka - Bangladesh</i>         |
| 2015 | Market System Development. 4-day training workshop for key staff and partners of Sudokkho  | <i>Dhaka - Bangladesh</i>         |
| 2015 | Keynote speaker and presentation of a paper with the title "Training & Developing Skills for Strong, Sustainable & Balanced Growth" at the Bangladesh Apparel & Safety Expo, Chittagong"         | <i>Chittagong - Bangladesh</i>    |

2015	Market Development in TVET Systems - Half day training to SEP-B project staff	<i>Dhaka - Bangladesh</i>
2014	Presentation and panellist on "urban livelihood" during a 2-day seminar organised by the Market Development Forum, a network of approx. 25 development project in Bangladesh	<i>Dhaka - Bangladesh</i>
2013	Keynote speaker at the international Facilities Management seminar, with focus on skills development	<i>Lagos - Nigeria</i>
2012	Introduction course on Results Measurement for senior staff of 9 different DFID funded projects and key-staff of the DFID office in Lagos State	<i>Lagos - Nigeria</i>
2012	M4P training for all staff of the GEMS2 project in Nigeria. This one-day training included also introduction to the DCED standard for results measurement and the principles of inclusive business	<i>Lagos - Nigeria</i>
2012	Third M&E mission (1 week) to the Climate Change Adaptation project during which results chains, indicators of change and measurement plans were reviewed and the M&E Handbook formulated	<i>Hanoi - Vietnam</i>
2012	One-week consultancy assignment for the "Local Economic Development" programme of the ILO in Vietnam relevant to the alignment with the DCED Standard for results measurement.	<i>Quang Nam - Vietnam</i>
2011	Second M&E mission (2 weeks) to the Climate Change Adaptation project during which the Monitoring and Evaluation regulations and guidelines were developed, including all required building blocks. Stakeholders at site were coached in its application	<i>Nghe An - Vietnam</i>
2011	One-day introduction workshop in the DCED Standard for results measurement for a group of stakeholders of Africa Juice, a passion fruit out-growers programme in Ethiopia	<i>Addis Ababa - Ethiopia</i>
2011	Formulation mission of a value-chain development component within a larger water resource management programme (IPSWAM), financed by the Netherland Government. Assignment undertaken in behalf of SNV. The mission included a one-week field visit to Dhaka and Jessore/Khulna.	<i>Bangladesh</i>
2011	Development of Monitoring and Evaluation concept, including the establishment of results chains for a Climate Change Adaptation project financed by BMU and SNV. This was a first mission (2 weeks) in a series of five spread over 2.5 years	<i>Hanoi - Vietnam</i>
2010	Facilitated a five-day workshop on redesigning result chains in SNV's private sector development programme in Bhutan, focusing on 1) potatoes, 2) NTFP, and 3) water & sanitation	<i>Thimphu - Bhutan</i>
2010	Co-facilitated a one-day experiences sharing workshop as part of a one-week advance training in the DCED Standards	<i>Kuala Lumpur - Malaysia</i>
2010	Conducted in behalf of the DCED a 3-day training seminar on the DCED Standard for programme representatives from all over East Africa	<i>Nairobi - Kenya</i>
2010	Facilitated a 2-day workshop on applying the approach of the DCED Standard within the Climate Change programme of SNV Vietnam, with emphasis on REDD	<i>Hanoi - Vietnam</i>
2010	Conducted a three-day training in the application of the DCED standards for impact measurement for 22 SNV employees from 5 different countries in Asia plus head office staff. Followed by a 1-day internal audit on corporate standards for "management for results"	<i>Siem Reap - Cambodia</i>
2010	Facilitated a four-day workshop on redesigning result chains in SNV's private sector development programme in Cambodia, focusing on 1) tea, 2) vegetable seed, and 3) tourism destination development	<i>Kathmandu - Nepal</i>

2010	Facilitated a four-day workshop on redesigning result chains in SNV's private sector development programme in Cambodia, focusing on 1) vegetables, and 2) tourism destination development	<i>Phnom Penh - Cambodia</i>
2010	Conducted a two-day training on enterprise information services for a range of national stakeholders in the tea- and cardamom sectors	<i>Lai Chau - Vietnam</i>
2010	Facilitated a four-day workshop on redesigning result chains in SNV's private sector development programme in Laos, focusing on 1) rice, 2) bamboo, 3) fodder maize, and 4) community based tourism	<i>Vientiane - Laos</i>
2010	Facilitated a two-day workshop on redesigning result chains in SNV's tourism programme in Vietnam, focusing on 1) Northern Highlands Trail, and 2) Responsible Tourism	<i>Hanoi - Vietnam</i>
2009	Facilitation of a multi-stakeholders workshop for inclusive business in Vietnam, attended by 60 participants from private sector, government, civil society and development partners	<i>Hanoi - Vietnam</i>
2008	Fact-finding mission for the cardamom and green tea value-chains in the Northwest Region of Vietnam, including a series of multi-stakeholder workshops	<i>Northwest Region - Vietnam</i>
2007	Conducted a one-day introduction workshop on best practices in value-chain development, attended by project staff and other interested parties	<i>Accra - Ghana</i>
2007	Conducted a one-day BDS-introduction course for the entire project staff of SPEED (financial business development services)	<i>Accra - Ghana</i>
2006	Participated in a three-day strategic planning workshop of GIZ in Bangladesh, attended by 25 participants from Bangladesh and Germany	<i>Dhaka - Bangladesh</i>
2005	Cooperation assessment workshop between GIZ and Swisscontact	<i>Germany</i>
2005	Conducted a one-day value-chain sensitization seminar in Bangladesh, attended by 160 participants from all major stake-holders	<i>Dhaka - Bangladesh</i>
2005	Participated in the "BDS task force" of GIZ, with the assignment to formulate GIZ's expertise and experiences in BDS market development	<i>Manila and Bangkok</i>
2003	Presenter at an Export Promotion Seminar in cooperation with the ITPC (Investment and Trade Promotion Center), attended by approx 80 plastic manufacturing SMEs	<i>Ho Chi Minh City - Vietnam</i>
2003	Presenter of BDS-concepts and lessons learned at an SNV-organized international seminar on SME promotion	<i>Hanoi - Vietnam</i>
2003	Swisscontact Asia Seminar (SAS-2003). Participants from Swisscontact projects in Asia, Africa and Eastern-Europe. Elaborated on several aspects of SME promotion, including BDS, SRB, PMF and PPP	<i>Colombo – Sri Lanka</i>
2002	Swisscontact Project Managers seminar, attended by approx. 40 Swisscontact project managers and head office staff. Future policies and actions on subjects relevant to Swisscontact's programme were discussed and decided	<i>Wislikofen – Switzerland</i>
2002	Project concept formulation mission for an SME promotion project in the brick manufacturing sub-sector on the request of the SDC coordination office in Hanoi	<i>Nam Dinh - Vietnam</i>
2001	Swisscontact Asia Seminar (SAS-2001). Participants from Swisscontact projects in Asia, Africa and Eastern-Europe elaborated on BDS-policies	<i>Kathmandu - Nepal</i>

2000	Project preparation mission for the new SME promotion project of Swisscontact in Vietnam	<i>Vietnam</i>
2000	Participated and presented a paper on Performance Measurement Framework in a 10-day international writeshop called "Microenterprise Development Best Practices"	<i>IIRR - Philippines</i>
2000	Fact-finding mission for an SME promotion project in Laos. Two weeks data gathering from private and public sector, along with a field-assessment of the factual situation	<i>Laos</i>
2000	Swisscontact Asia Seminar (SAS-2000) in which the four policies of Swisscontact in SME promotion, VET, Financial Services and Urban Environment were elaborated	<i>Bali - Indonesia</i>
2000	Fact-finding mission for an SME promotion project in Vietnam. A two-weeks mission similar to the one in Laos as described here above	<i>Vietnam</i>
1999	Swisscontact Project Leaders seminar, a 3-yearly interaction between Swisscontact's worldwide representatives as well as head office staff	<i>Ittingen - Switzerland</i>
1999	Southeast Asian regional coordination seminar. In cooperation with the Swisscontact programmes in Sri-Lanka and Indonesia developed a programme on the promotion of ozone-friendly hydrocarbon refrigerants for the Philippines	<i>Jakarta – Indonesia</i>
1998	INGO-Forum Gender Balance Seminar. In cooperation with three other International NGOs, organized and participated in a 4-day seminar on gender balance policies	<i>Silang - Philippines</i>
1998	Swisscontact Asia Seminar (SAS-98). Participated in this internal Swisscontact seminar on policy development for its SME-promotion and TEVT programmes	<i>Murree - Pakistan</i>
1998	Gender sensitivity and awareness seminar for projects in SME promotion	<i>Baguio - Philippines</i>
1997	Formulation workshop for a project on micro and small scale enterprise promotion through self-help organizations in Rajasthan. Participated as a subject expert at the invitation of SDC, the donor of the proposed project	<i>Jaipur - India</i>
1997	Swisscontact Asia Seminar (SAS-97). Organization of and participation in this first of its kind seminar for policy development and exchange of experiences attended by 30 Swisscontact participants	<i>Puerto Galera – Philippines</i>
1996	Swisscontact Project Leaders seminar, a 3-yearly interaction between Swisscontact's worldwide representatives as well as head office staff	<i>Wislikofen - Switzerland</i>
1995	Technical Education and Vocation Training, Asia-seminar, attended by Swisscontact representatives of Asia and Switzerland	<i>Kathmandu – Nepal</i>
1994	As team leader participated in an inception mission of a project that would establish a training institute for the fertilizer industry in Bangladesh. The project had a value of approx. US\$ 5 million, financed by DGIS	<i>Ghorasal - Bangladesh</i>
1993	Project identification mission for an SME promotion project in Sri Lanka, on behalf of Gemco Industrial Development	<i>Colombo – Sri Lanka</i>
1991	Investment Promotion Conference, by the Government of Pakistan	<i>Islamabad - Pakistan</i>

## Trainings, seminars and conferences attended

2022	Learning Dojo, Leadership Track - Create stronger, healthier organizational cultures that support effective collaborating, learning, and adapting (CLA) practices	<i>Hanoi - Vietnam</i>
2021	Co-facilitator - Supporting small and medium enterprises in adapting to the new normal	<i>Hanoi - Vietnam</i>
2020	Private Sector Development global-exchange Team Leaders' workshop by GFA	<i>Hamburg - Germany</i>
2019	Bangladesh Leather Footwear & Leathergoods International Sourcing Show 2019 (BLLISS) – Facilitation breakout session "Sustainability Reporting - A Driver for Economic Growth?"	<i>Dhaka - Bangladesh</i>
2018	Sustainable Business Summit 2018 – Organised by Bloomberg. Global trends and initiatives on environmental issues in industry	<i>Amsterdam - Netherlands</i>
2017	Panellist at the AidEx 2017 Conference (19-20 July) on the topic "Private Sector Development for Advancement in Bangladesh"	<i>Dhaka - Bangladesh</i>
2017	Panellist at the BGMEA Job Fair - Topic "innovative approach in sector-wide industry-based training".	<i>Dhaka - Bangladesh</i>
2016	DCED global seminar on results measurement, a 3-day seminar on international best practices	<i>Bangkok – Thailand</i>
2015	Best practices in Private Sector Development – GRM international learning	<i>Dubai – UAE</i>
2014	Panellist on TVET at the 3 <sup>rd</sup> Global Social Responsibility Conference organised by the BGCCI (Bangladesh – German Changer of Commerce and Industry)	<i>Dhaka - Bangladesh</i>
2014	Key Issues in skills assessment practices in Bangladesh – Problems and way out – British Council and National Skills Development Council	<i>Dhaka – Bangladesh</i>
2014	DCED global seminar on results measurement, a 3-day seminar on international best practices	<i>Bangkok – Thailand</i>
2013	Ministerial seminar "housing scheme for the Federating of Urban Poor – FEDUP"	<i>Abuja – Nigeria</i>
2012	Presidential Retreat for Affordable Housing in Nigeria	<i>Abuja – Nigeria</i>
2012	Public-Private Dialogue towards PPPs for affordable housing schemes in Lagos State	<i>Lagos – Nigeria</i>
2012	One-day conference relevant to the official launch of the Modern Apprenticeship Training Programme	<i>Lagos – Nigeria</i>
2011	Launching workshop of the "World Investment Report 2011" by UNCTAD and shared key information through the Agri-ProFocus platform	<i>Addis Ababa- Ethiopia</i>
2011	Agri-ProFocus core group meeting, a three-day conference attended by representatives from nine African countries plus two knowledge institutes from the Netherlands – University Wageningen and the Royal Tropical Institute	<i>Beekbergen – Netherlands</i>
2011	Seminar on business in Ethiopia organized by the European Union	<i>Addis Ababa – Ethiopia</i>
2011	Two-day conference on experiences in value chain development in Ethiopia, organized by the Netherlands Embassy in cooperation with SNV	<i>Addis Ababa – Ethiopia</i>
2011	Half-day workshop on climate smart agriculture, integrating climate change adaptation and mitigation and food security in traditional agricultural projects, conducted by SNV/BMU staff	<i>Hanoi – Vietnam</i>
2010	One-week advanced training on the DCED Standard for results measurement organized by the DCED	<i>Kuala Lumpur – Malaysia</i>

2010	One-day international seminar on "Quality of Vietnamese tea in the world market" organized by the Vietnam Tea Association	<i>Hanoi – Vietnam</i>
2010	Two-day visioning workshop of SNV Vietnam towards market orientation of development cooperation	<i>Hanoi – Vietnam</i>
2009	Two-day international conference on "Investment and trade promotion for Vietnam tea" attended by over 200 people from among Asia	<i>Hanoi – Vietnam</i>
2009	One-day seminar on "Working with Agribusiness for Pro-poor Innovation" in which all major stakeholders in agribusiness in Vietnam attended	<i>Hanoi – Vietnam</i>
2009	One-week training workshop on the DCED standard for results measurement in private sector development, including auditors training	<i>Chiang Mai – Thailand</i>
2009	Two-day regional workshop "Private Sector Development in Asia" with focus on updating stakeholders on supporting business environment reforms	<i>Phnom Penh – Cambodia</i>
2008	Three-day international seminar organized by the UNWTO on Tourism and Handicrafts with the title "Two sectors to contribute to poverty reduction and economic development in Africa"	<i>Accra – Ghana</i>
2008	Public-Private Partnership Forum seminar, organized by JICA and attended by over 100 main stakeholders in the tourism sector in Ghana	<i>Accra-Ghana</i>
2007	Africa Consultative Conference – Donor Committee for Enterprise Development. Creating a better business environment for enterprise development	<i>Accra – Ghana</i>
2007	Sector Coordination Seminar of GIZ's Economic Development department. A 3-days seminar attended by 180 participants from the German development cooperation	<i>Bonn – Germany</i>
2007	Sector-Network on Private Sector Development in Africa, organized by GIZ and attended by approx. 50 representatives	<i>Addis Ababa – Ethiopia</i>
2006	Sector-Network Vocational Training seminar of GIZ projects in Asia that were engaged in skills development programmes	<i>Bangkok – Thailand</i>
2006	Gender balance policies in development cooperation, organized by GIZ	<i>Dhaka – Bangladesh</i>
2006	PSD-Network (Private Sector Development) seminar of GIZ projects in Asia that were engaged in SME promotion. Focus on Enabling Environment	<i>Bangkok – Thailand</i>
2005	Nordic+, a one-day seminar on implementation of procurement procedures in development cooperation, with emphasis on Bangladesh	<i>Dhaka – Bangladesh</i>
2005	PSD-Network (Private Sector Development) seminar of GIZ projects in Asia that were engaged in SME promotion. Focus on Enabling Environment	<i>Phuket – Thailand</i>
2005	Two different seminars among 11 participating countries in the GIZ/AVE global programme on the promotion of social standards in exporting industries, specifically the ready-made garment industry. Exchange of experiences and identification of best-practices	<i>Bangkok – Thailand</i>
2004	PSD-Network (Private Sector Development) seminar of GIZ projects in Asia that were engaged in SME promotion. Exchange on the subjects Enabling Environment, Value-chain development, and Local- and Regional Economic Development	<i>Manila – Philippines</i>



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| 2004 | 5 <sup>th</sup> Annual seminar on Business Development Services. Approx. 200 participants from 60 different countries participated. Elaborations on different aspects of BDS market development   | <i>Chiang Mai – Thailand</i>    |
| 2002 | 3 <sup>rd</sup> Annual seminar on Business Development Services. Elaboration on BDS market development methodologies, with an emphasis on market assessment   | <i>Turin – Italy</i>            |
| 2000 | International Donor Committee Conference of BDS (Business Development Services) as a member of the SDC-team (Swiss Agency for Development and Cooperation). Donor guidelines for best-practice were further developed, as well as a performance measurement framework on which I presented a case study | <i>Hanoi – Vietnam</i>          |
| 1999 | Study mission on Business Development Services (BDS). Witnessed recent development methodologies experienced in the Swisscontact-Russia programme   | <i>Nizhny Novgorod – Russia</i> |
| 1998 | Business Development Services (BDS) policy seminar. Based on the experiences of Swisscontact's programmes in Indonesia and the Philippines participated in a 2-day seminar to develop Swisscontact's policy direction on BDS for 1999-2001  | <i>Zurich – Switzerland</i>     |
| 1997 | Action Research Methodology fellowship to the SSEP programme of Swisscontact in Northern-Pakistan   | <i>Murree - Pakistan</i>        |
| 1996 | Two-week fellowship to Swisscontact's SME-programme in Latin America with focus on BDS market development methodology   | <i>Peru and Ecuador</i>         |
| 1996 | A workshop to capitalize experiences of Swisscontact and SDC in Asian countries concerning Small and Medium Enterprise Promotion, sponsored by the Swiss Agency for Development and Cooperation, SDC.   | <i>Bandung – Indonesia</i>      |
| 1992 | Donor Coordination in SSE Promotion Conference, attended by bilateral and multilateral donor organizations, organized by SDC  | <i>Islamabad – Pakistan</i>     |

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