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	CEFR	Read	Spoken	Written
Dutch	C2	1	1	1
English	C2	1	1	1
German	B1	2	3	4
French	A1	4	5	5

7. **Membership of professional bodies:**

Member of professional and thematic networks such as BEAM Exchange, 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.

8. **Other skills:**

- Digital skills: proficient in communication tools (MS Teams, Zoom, Google Meet), stakeholder engagement platforms (SurveyMonkey), collaboration tools (SharePoint, Google Drive, OneDrive), and professional social media.
- Intercultural communication skills: developed through extensive professional experience across Asia and Africa.
- Facilitation skills: experienced in moderating multi-stakeholder workshops, training sessions, and high-level policy dialogues.
- Organisational and management skills: strong in time and task management within complex project settings, as well as staff coaching and mentoring.

9. **Present consultancy assignments:**

- Team Leader, GIZ Project in Bangladesh on Organizational Performance & Efficiency Assessment of RMG Sustainability Council (RSC) until November 2026.
- Part-time Director, WOO Social Ventures – a Dutch social enterprise facilitating market development for WOO (Worlds of Opportunities) products in Asia and the Netherlands.

10. **Years of experience**

- Private Sector Development: 39 years, of which across Asia (31 years), Africa (5 years), and Europe (3 years).
- Industry: 7 years, of which in Suriname (3 years) and the Netherlands (4 years).
- Technical Training: 3 years in Suriname.

11. Key qualifications:

1. Market Systems Development
   - Business Development Services (BDS) and value chain development across multiple sectors, including agriculture and agro-processing, non-timber forest products, leather and tanneries, textiles, wood products, construction, metal industries, and tourism.
   - Strengthening business associations, cooperations and government-led support mechanisms for private sector development.
   - Integrating ESG (Environmental, Social, and Governance) and Women's Economic Empowerment approaches into private sector development.
   - Experienced in digital transformation.
   - Skilled in facilitating access to finance and investment readiness for SMEs.
2. Skills Development / TVET
   - Extensive experience developing market-based training systems, skills councils, trainer capacity-building, and competency-based curricula and materials.
3. Monitoring, Evaluation and Learning (MEL)
   - Designing and managing programme-wide MEL systems using the DCED Standard for Results Measurement.
   - Experienced in integrating M&E frameworks across multi-country development programmes.
4. Project Cycle Management
   - Over 30 years of leadership experience in development cooperation projects, including financial and human resource management, quality assurance, and stakeholder engagement.
   - Well-versed in GIZ, USAID, SNV, SDC, and FCDO project management standards and reporting systems.

12. International experience:

Country	Date from - Date to
Bangladesh	October-November 2026; May 2023 to April 2025; February 2018 to February 2020; April 2014 to August 2017; April 2004 to September 2006; January and February 1994
Bhutan	December 2010
Cambodia	April 2024; April 2010 and August 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; May and November 2010
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	March 2026; April 2021 to March 2023; Short term mission between November 2017 and September 2019; August 2008 to May 2011; July 2001 to March 2004;

13. Professional experience:

Date	Location	Company	Position	Description
10/2026 – 11/2026	Bangladesh	GIZ / ICON Institute	Team Leader	**Team Leader – Organizational Performance & Efficiency Assessment of RMG Sustainability Council (RSC)**, part of **SCAIP Programme** **Implemented by ICON-INSTITUTE (Germany)** Responsible for the Organizational Performance & Efficiency Assessment of the RMG Sustainability Council (RSC) in Bangladesh, aimed at strengthening institutional effectiveness, operational efficiency, and service delivery within the Ready-Made Garment (RMG) sector. Overall responsibility for methodological coherence, quality assurance, and timely delivery of all outputs. Lead assessment of organizational structures, governance and decision-making processes, coordination mechanisms, and organizational performance; stakeholder consultations and validation workshops; and assessment of organizational readiness, implementation feasibility, and change-management implications. Responsible for developing an organizational performance review framework and a practical, phased implementation roadmap for sustainable organizational and operational improvements.
02/2025 – 08/2026	Remotely	GIZ / ICON Institute	Team Leader	**Team Leader – ESG Compliance Project for Tanneries in the SADC Region** **part of GIZ's CESARE Programme (intermittent, 15% of the time)** **Implemented by ICON-INSTITUTE (Germany)** The project strengthens the capacities of selected tanneries in four SADC member states—Namibia, Zambia, Zimbabwe, and Madagascar—to meet international ESG standards and improve sustainability performance. The position is remotely and intermittent (15% of the time), with responsibility for managing a multidisciplinary team consisting of one international and one regional expert providing on-site technical support. Key duties include overall project leadership and coordination, establishment and implementation of monitoring and quality assurance systems for project activities and deliverables, stakeholder and client relations, and preparation of technical and financial reports for GIZ. Supported six tanneries in meeting SLF or LWG standards for ESG.

Date	Location	Company	Position	Description
05/2025 - Present	The Netherlands and Vietnam	WOO Social Ventures	Director	**Director Supply Chains and Impact Assurance** (part-time, approx. 20% of the time) WOO (Worlds of Opportunities) is a Netherlands-based, **impact-driven enterprise focused on the design and development of inclusive supply chains** within the lifestyle products sector. The company integrates individuals facing barriers to the labour market into commercially viable value chains, thereby generating sustainable employment, enhancing income security, and delivering measurable social impact. WOO operates in the Netherlands and in various low- and middle-income countries (LMICs), including Vietnam. **Responsible for assuring impact across various supply chains in the Netherlands and Asia**, with strong involvement of a wide range of upstream micro- and small-scale enterprises. **Impact data is managed as an integrated component of WOO products**. Activities include direct engagement with supply chain actors in the Netherlands and internationally. Sind mid-2025, engaged approx. 40 people across 3 supply chain partners, with a turnover of approx. Euro 100,000.
05/2023 – 04/2025	Dhaka, Bangladesh	GIZ / ICON Institute	Team Leader	**Team Leader – Occupational Health and Safety (OHS) in the Tannery Sector in Bangladesh,** component of the **Good Working Conditions in Tanneries (GOTAN) project**, part of GIZ's **Textile Industry Cluster Programme** **Implemented by ICON-INSTITUTE (Germany)** The project focuses on developing a sustainable market system for OHS training and advisory services tailored to the needs of Bangladeshi tanneries, and on strengthening higher education institutions in OHS-related curricula and trainer capacity development. Responsibilities include the design and implementation of a comprehensive and sustainable OHS market system encompassing occupational safety, chemical management, and energy management. The role involves managing national experts and a pool of short-term international and local consultants and coordinating closely with key sector stakeholders — including two major tannery business associations, two universities, and a network of private and public training and service providers. Applying a **Market Systems Development (MSD)** approach, the project promotes the large-scale adoption of improved OHS practices in tanneries, enhancing both worker safety and international competitiveness. The position was intermittent (approximately 75%), based primarily in Bangladesh. The project reached out, and created a positive impact on over 80 different tanneries.

Date	Location	Company	Position	Description
04/2021 – 03/2023	Hanoi, Vietnam	USAID / IESC	Senior Advisor	**Senior Advisor – USAID LinkSME Project, Vietnam** **Implemented by IESC (International Executive Service Corps – USA)** The project is a 5-year, USD 25 million USAID-financed initiative implemented that strengthens the capabilities of Vietnamese SMEs to meet international market requirements in areas such as technology, sustainability, traceability, and quality. It facilitates systemic market change by providing capacity development and support services through intermediary organisations — including business associations, manufacturing support centres, and SME promotion agencies. The project focuses on the **metal, electronics, agro-processing, textile and garment, and wood products** sectors, with interventions in **digital transformation, access to finance, business support systems,** and **supply chain development**. As Senior Advisor, responsible for ensuring technical quality and supporting the project team and partner organisations in applying a **Market Systems Development (MSD)** approach. Key functions included developing intervention strategies and implementation methodologies, coaching project staff and consultants, and guiding the process of engaging lead firms. Additionally, advised the project on the design and roll-out of its **planning, monitoring, and evaluation (PME)** system. More than 40 enterprises received intense support from the project and linked to international markets. Additionally, over 30 Business Support Organisations were capacitated, who on their turn reached out to approx. 10,000 SMEs. Concurrently served as Chair of the Supervisory Board of the *Ready for Export in Vietnam* programme, financed by the **Netherlands Enterprise Agency (RVO)** and implemented by the **Dutch Business Association Vietnam (DBAV)**.

Date	Location	Company	Position	Description
03/2020 – 02/2021	Addis Ababa, Ethiopia	GIZ / EU / Integration	Team Leader	**Team Leader – Skills Development for Workforce in and around Integrated Agro-Industrial Parks, Ethiopia**. **EU-funded project** under the **PROSEAD Programme** **Implemented by Integration Consulting Group (Germany)** Responsible for the design and implementation of short- and long-term **vocational training programmes** for the agro-processing industry, developed in close collaboration with TVET colleges, polytechnics, and private training providers. Ensured integration of cross-cutting themes such as gender mainstreaming, digitalisation, and conflict sensitivity across all interventions. Key achievements include the development of **comprehensive training modules**, design and delivery of **train-the-trainer programmes**, and facilitation of **industry engagement in cooperative training models**. Managed a multidisciplinary team of national and international long- and short-term experts.
02/2018 – 02/2020	Dhaka, Bangladesh	GIZ / GFA	Team Leader	**Team Leader – Sustainable Economic Growth Strategies Project, Bangladesh** part of **GIZ's Textile Industry Cluster Programme**. **Implemented by GFA Consulting Group (Germany)** The project works with five major business associations from the **Ready-Made Garment (RMG)** and **Leather** sectors to strengthen sustainability reporting and drive systemic improvements in social and environmental compliance. The initiative focuses on developing a **market system for sustainability reporting** at both sectoral and enterprise levels. Capacity building of the business associations and a network of 17 national consultancy firms supports systemic and sustainable change across the industries. Business associations are guided in drafting **roadmaps for sustainable economic growth**, enabling them to better facilitate compliance with international standards. In cooperation with the Ministry of Industries, the project also supported the **formulation of the national Leather Sector Policy**. During the inception phase, extensive **sector analyses and stakeholder consultations**—including interviews with over 85 public and private stakeholders—led to two comprehensive sector reports. As Team Leader, responsible for overall project implementation and management, ensuring adherence to international best practices, quality assurance in all processes, and achievement of project targets. Led a team of four full-time staff and a pool of ten national and international short-term experts.

Date	Location	Company	Position	Description
10/2017 – 01/2018	Ho Chi Minh City, Vietnam	WOO Social Ventures	Manager	**Manager Impact and Quality Assurance – Good Works Initiative (GWI)** WOO Social Ventures is described above (05/2025 – Present) Responsible for the **development and oversight of WOO's impact and quality assurance system** in Vietnam, ensuring that WOO's operations and products align with the Sustainable Development Goals (SDG 8: Decent Work and Economic Growth, and SDG 12: Responsible Consumption and Production).
04/2014 – 08/2017	Dhaka, Bangladesh	DFID / SDC / Palladium	Team Leader	**Team Leader – Skills for Employment Programme (Bangladesh)** **DFID** *(now FCDO)* **and SDC funded programme (GBP 20 million, 5 years)** **Implemented by Palladium (United Kingdom)** The programme aims to facilitate the training and employment of **100,000 individuals** from disadvantaged groups, including women and the extreme poor, primarily in the **Ready-Made Garments (RMG)** and **construction** sectors. Working in partnership with industry associations and private training providers, the programme strengthens market-driven training systems and promotes awareness of the value of skills development among both trainees and employers. It supports industry skills councils, develops skills training packages aligned with national occupational standards, and builds the capacity of national training consultancy service providers to ensure sustainable, long-term system development. As Team Leader, responsible for the overall strategic leadership, innovation, and impact of the programme. Key responsibilities included: • Providing technical leadership in intervention design, quality assurance, and results measurement; • Managing a core project team of 25 professionals, 7 support staff, and a pool of international and national consultants; • Leading stakeholder relations with development partners, government, and industry representatives, and representing the programme at policy level; • Overseeing **financial management, procurement, administration**, and the application of **M4P (Markets for the Poor)** and **DCED Standard for Results Measurement** approaches to ensure scalable, replicable TVET market systems. The programme consistently achieved high performance, earning **three consecutive "A" ratings** in annual DFID reviews.

Date	Location	Company	Position	Description
01/2012 – 12/2013	Lagos, Nigeria	DFID / Coffey International Development	Team Leader GEMS2 Managing Director Coffey Nigeria	**Team Leader – Growth and Employment in States (GEMS-2) Programme, Nigeria** **DFID** *(now FCDO)* **funded programme (GBP 13.5 million, 3 years)** **Implemented by Coffey International** The project aimed to improve the performance and inclusiveness of **SMEs in the construction sector**, focusing on market systems related to vocational training (including a large Modern Apprenticeship Training Programme), labour procurement, input supply chains, business services, and policy advocacy. The overall goal was to increase the incomes of **110,000 artisans** and generate **20,000 full-time equivalent jobs**, achieving a value-for-money (VfM) ratio of 4.7. The programme included a **GBP 3.5 million Challenge Fund** to stimulate private-sector vocational training initiatives and innovations. As Team Leader, managed a team **of 15 national and international experts and provided overall strategic direction and leadership, ensuring the** consistent application of **Markets for the Poor (M4P)** principles throughout all interventions. Played a key role in the design and integration of a comprehensive monitoring and evaluation system aligned with the **DCED Standard for Results Measurement** to ensure evidence-based management and accountability.

Date	Location	Company	Position	Description
06/2011 – 12/2011	Addis Ababa, Ethiopia	Fair & Sustainable Consulting	General Manager	**Managing Director – Fair & Sustainable Ethiopia** **Addis Ababa, Ethiopia** Fair & Sustainable Consulting is a private sector consultancy organisation for agriculture development owned by ICCO, a Dutch NGO. Responsible for the management, strategic growth, and business development of Fair & Sustainable Ethiopia, a locally established but foreign-owned consultancy firm specialising in **agricultural and private sector development**. Under this leadership, the organisation became a trusted partner for numerous development cooperation agencies and programmes working in areas such as **agricultural value chain development**, **Markets for the Poor (M4P)** approaches, **food security**, **business development services (BDS)**, **private sector investment**, **skills development**, **monitoring and evaluation (M&E)**, and **trade promotion**. Activities centred on SME development and included conducting value chain analyses (notably for oilseeds and bamboo), providing business development and product innovation support, strengthening Farmer Interest Groups, facilitating B2B linkages, and developing M&E systems for agricultural programmes. Key clients included **Wageningen University (WUR)**, DGIS (Netherlands Development Cooperation), AgriProFocus, Africa Juice, Scope-Insight, and Terrafina. In addition, served as Country Representative for AgriProFocus (APF), a Netherlands-based agricultural development network operating across 12 African countries.

Date	Location	Company	Position	Description
08/2008 – 05/2011	Hanoi, Vietnam	SNV – Netherlands Development Organisation	Programme Leader, AFP (Agricultural and Forest Products)	**Sector Leader – Agricultural and Forest Products Programme, Vietnam** **SNV - Netherlands Development Organisation** Responsible for leading SNV's Agricultural and Forest Products Programme in Vietnam, focusing on the **tea, cassava, cardamom,** and **acacia** value chains. The programme operated across four northern provinces (Son La, Lai Chau, Lao Cai, and Ha Giang) and two central provinces (Quang Binh and Quang Tri), with a total development budget of approximately USD 1.4 million per year, targeting 120,000 farming households over a three-year period. Managed a multidisciplinary team of **eight national and international experts**, and led multiple interventions, including: • Development of **market information systems**; • Implementation of VietGAP standards aligned with **GlobalGAP**; • Promotion of **quality standards** and **FSC (Forest Stewardship Council)** certification; • Introduction of **Climate Smart Agriculture** practices; • Provision of **policy advice** and **agricultural skills training**. Cooperated closely with business associations (e.g. Vietnam Tea Association, Farmers Union, Women's Union), business councils, the Chamber of Commerce and Industry, trade unions, and farmers' cooperatives to strengthen market linkages and policy dialogue. In **2010**, also provided regional support to **SNV Asia**, assisting in the introduction and institutionalisation of the **DCED Standard for Results Measurement** across **five countries (Vietnam, Laos, Cambodia, Nepal, and Bhutan) and six value chains (tourism, rice, bamboo, tea, fruit & vegetables, and spices).**

Date	Location	Company	Position	Description
10/2006 – 07/2008	Accra, Ghana	GIZ/DANIDA – SPEED-II GOPA	Technical Director	**Technical Director BDS – SPEED-Ghana Project, part of GIZ Ghana programme. Implemented by GOPA (Germany)** SPEED-Ghana *(Support Programme for Enterprise Empowerment and Development)* project, combined financial and non-financial support to promote rural micro, small, and medium enterprises (MSMEs). The project aimed to strengthen the competitiveness and sustainability of rural enterprises through both access to finance and improved business development services (BDS). Responsible for leading the BDS component *(Business Development Services)*, focusing on SME promotion across selected value chains, including **wood products, medicinal plants, garments,** and **rural tourism**. Key interventions and achievements included: • Conducting **BDS market assessments** and facilitating **cluster development** initiatives; • Establishing an **Enterprise Information Service** as part of a national market system for business support; • Developing and promoting **quality standards** to enhance product competitiveness; • Facilitating **B2B partnerships** and enterprise linkages; • Designing the project's **Monitoring & Evaluation (M&E)** system and introducing a **Quality Assurance Standard** for programme performance. Managed a team of eight professionals and oversaw an annual development budget of USD 1.5 million.

Date	Location	Company	Position	Description
04/2004 – 09/2006	Dhaka, Bangladesh	GIZ – German International Cooperation	Programme Coordinator	**Programme Manager / Team Leader – PROGRESS / PSES Programme, Bangladesh** **GIZ – Private Sector Development Programme (€13 million).** Responsible for the **development and management of GIZ's comprehensive Private Sector Development Programme** in Bangladesh, initially named **PROGRESS** and later rebranded as **PSES**. The programme had a total budget of €13 million and a core team of four international and ten national staff. The programme focused primarily on the **Ready-Made Garments (RMG)** sector, which at the time employed around two million workers. Led the design and implementation of interventions promoting internationally accepted **social and environmental standards**, engaging a wide range of stakeholders including trade associations, garment buyers and brands, and the Government of Bangladesh. In addition, supported the development of **silk, jute, and leather** value chains through interventions in **product design**, **vocational skills systems**, **business management support for MSMEs**, **business enabling environment (BEE)** improvement, and **information services**. Actively contributed to sector coordination as a founding member of the Market Development Forum (MDF), a cooperation platform of major economic development partners in Bangladesh.

Date	Location	Company	Position	Description
07/2001 – 03/2004	Ho Chi Minh City, Vietnam	Swisscontact / SDC	Programme Manager	**Programme Manager – SME Promotion and BDS Market Development, Vietnam** **Swisscontact - Co-finance by SDC** Responsible for the development and implementation of an SME promotion programme grounded in international best practices in **Business Development Services (BDS) market development**. Included a detailed sub-sector analysis and BDS market assessment, forming the foundation for targeted interventions. The programme focused on the **plastic manufacturing sector** in southern Vietnam, comprising over 2,000 small-scale and 150 medium-sized enterprises, collectively employing around 35,000 workers. The programme strengthened ten BDS providers through capacity-building support in the areas of **export promotion**, **market information**, **environmental management**, **gender equality**, **vocational training**, and **integration of BDS with financial services**. In parallel, implemented a 10-month project in the **brick manufacturing sub-sector** in **Nam Dinh** (northern Vietnam), commissioned by the **Swiss Agency for Development and Cooperation (SDC)**, applying similar market-driven approaches to SME competitiveness and sustainability.
05/1994 – 06/2001	Manila, Philippines	Swisscontact / SDC	Country Director	**Country Director for Swisscontact in the Philippines** Responsible for the **management and strategic direction** of Swisscontact's **Private Sector Development and Technical and Vocational Education and Training (TVET)** programme in the Philippines. The programme focused on three key components: 1. Establishing and supporting a **countrywide network of vocational training centres** in partnership with **TESDA (Technical Education and Skills Development Authority)**; 2. Delivering **didactical skills training** to a wide range of training institutions and providing management training and coaching to school leaders under the Managing the Quality of Training (MQM) framework; 3. Strengthening the capacity of a national network of more than **25 Business Development Service (BDS) providers** to improve outreach and service quality. Worked closely with international partners, including the **ILO** and the **Springfield Centre**, contributing to the evolution of the **BDS market development paradigm** that later informed global best practices. Led a multidisciplinary team of 10 international and national experts, and was directly involved in sector-based market research, intervention policy formulation, planning and monitoring, and the development of intervention tools to ensure sustainable market impact.

Date	Location	Company	Position	Description
07/1992 – 04/1994	Eindhoven, Netherlands	Gemco Industrial Development	General Manager	**General Manager – Gemco Industrial Development (GID), Netherlands** Responsible for the **overall management and operations** of **Gemco Industrial Development (GID)**, the consultancy division of Gemco Indusries, employing approximately **30 professional staff and consultants**. The division specialized in international industrial development and technical cooperation projects. In addition to executive management duties, directly involved in the implementation and supervision of major international assignments, including: • **Project Supervisor** – Establishment of a **Service Centre Project in Pakistan** (value: **USD 4 million**); • **Project Manager** – Development of the **Training Institute for Chemical Industries in Bangladesh** (value: **USD 5 million**); • **Project Director** – Implementation of a **World Bank-financed Procurement Service Project in Nigeria**, managing an associated **investment fund of USD 50 million**. These assignments combined industrial development, capacity building, and institutional strengthening in collaboration with public and private partners.
06/1991 – 06/1992	Lahore, Pakistan	Gemco Industries	Operations Manager Pakistan	**Operations Manager – Gemco-Pakistan** **Subsidiary of Gemco Industries, Netherlands** Gemco Industries is the holding company of four divisions operating in development cooperation, equipment supply, foundry projects, and industrial furnace systems. Gemco-Pakistan represented all four divisions in Pakistan, with a primary focus on providing consultancy services to private sector development programmes. As Operations Manager, responsible for **establishing the Gemco-Pakistan organisation** and successfully bringing it into full operational status. Oversaw the development of the company's project portfolio and managed client relations with the **Dutch Government**, **UNIDO**, the **Small Industries Development Board (Pakistan)**, and several **private sector firms**. Key activities included **project formulation**, **training consultancy**, **sectoral research**, **turn-key project management** (e.g. establishment of a gas cylinder fabrication facility), **laboratory equipment supply**, and preparation of **feasibility studies** for industrial development initiatives.

Date	Location	Company	Position	Description
05/1987 – 05/1991	Peshawar, Pakistan	DGIS / Gemco	Chief Technical Adviser (after 1 year period as deputy CTA)	**Chief Technical Advisor (CTA) – Pak-Holland Metal Project, Pakistan** **Netherlands Government-funded Programme (US$ 5 million)** **Implemented by Gemco Industrial Development (Netherlands)** Managing the Netherlands' contribution valued at approximately USD 5 million, which included four full-time international advisors. The project provided direct technical and institutional support to more than **3,000 small and medium-sized enterprises (SMEs)** in the **metal sector** of Pakistan's **North West Frontier Province (NWFP)**. Led and supervised key project interventions, including the deployment and operation of **three mobile training units**, the **establishment of common facilities and model workshops**, and the management of a **revolving fund** to enhance SME access to services and equipment. The project contributed to strengthening local industrial capacity and improving the competitiveness of SMEs in the metalworking sector.
02/1986 – 04/1987	Hengelo, Netherlands	Philips Hollandse Signaal Apparaten	Quality Assurance Manager	**Quality Assurance Manager – Philips HSA, Netherlands** **(Division of Philips specialising in electronic defence systems)** Philips HSA develops and manufactures electronic defence systems for clients worldwide. Responsible for quality assurance and control within a production department of approximately 300 employees. Key achievements included the **development and implementation of Quality Assurance procedures** in line with the (that time) newly introduced **ISO 9000 standard**, ensuring systematic process control, traceability, and compliance with international defence industry quality requirements.
05/1983 – 01/1986	Oldenzaal, Son	Klieverik Machine Factory	Deputy Production Manager	**Deputy Production Manager – Klieverik Machine Factory, Netherlands** Responsible for the **planning and control of industrial machine production** for clients across Europe, serving manufacturers in the **ink and paint sector**. Led the **Production Control Department**, overseeing scheduling, resource allocation, and coordination between engineering, procurement, and manufacturing units. A key achievement was the **successful transition from a manual to an IT-based production management system**, significantly improving efficiency, traceability, and workflow integration across departments.

Date	Location	Company	Position	Description
08/1980 – 03/1983	Paranam, Suriname	Suralco Aluminum Company	Mechanical Maintenance Engineer	**Mechanical Maintenance Engineer – Bauxite Refinery Maintenance Division, Alcoa Organisation (Suriname)** Responsible for **project engineering and technical advisory support** to the maintenance department of the bauxite refinery, part of the Alcoa organisation. Duties ranged from ad-hoc troubleshooting and technical problem-solving to the design, monitoring, and coordination of **major overhaul projects within the refinery's processing and support systems**. Contributed to improving operational reliability, planning efficiency, and maintenance standards in a large-scale industrial production environment.
08/1977 – 07/1980	Paramaribo, Suriname	Ministry of Education – Surinam Technical School	Teacher	**Technical Teacher – Surinam Technical School, Paramaribo (Suriname)** Following Suriname's independence from the Netherlands in 1975, Dutch nationals could fulfil their national service obligations through two years of work for the Surinamese Government. After completing pedagogical training and certification, served as **Technical Teacher** responsible for teaching all grade levels in **automotive engineering**, **mechanical engineering**, **metallurgical science**, and **mathematics**. This experience provided a strong foundation in applied technical education, curriculum delivery, and vocational training in a developing-country context.

Other relevant information

Recent publications / major reports	
2026	Research Report - Organisational Performance & Efficiency Assessment of RMG Sustainability Council (RSC) - Bangladesh
2026	Business Plan for WOO – Worlds of Opportunities.
2023	Inception Report - Occupation Health and Safety (OHS) in the tannery sector in Bangladesh, GIZ
2022	Research paper - Sustainability Standards' adoption by and performance of agro-processing SMEs in Vietnam
2022	Research paper - Capacity Development Needs Assessment among 200+ SMEs in Vietnam
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		
2026	Developing the supply chain for “World of Opportunities” (WOO) products in Vietnam, ensuring positive social and environmental impact – 3 weeks field mission.	*Hanoi, Vietnam and Bali, Indonesia*
2025	Similar as in 2026, developing the supply chain for “World of Opportunities” (WOO) products in Vietnam, ensuring positive social and environmental impact – 3 weeks field mission.	*Ho Chi Minh City and Hanoi, Vietnam*
2024	Scoping mission for a USA-based consultancy firm for an upcoming skills development project in Cambodia, addressing sustainable growth	*Phnom Penh - Cambodia*
2022	Speaker at the “Building the Future” investment promotion seminar, on creating global connections for supporting industries in Vietnam	*Haiphong - Vietnam*
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	*Dhaka - Bangladesh*
2019	Backstopping missions for supply chain development, quality assurance and results measurement systems – two missions of 1 week (June and September 2019)	*Ho Chi Minh City - Vietnam*
2019	Scoping mission for a proposed DFAT skills development project in the agriculture and tourism sectors – 1 week	*Dili, Timor-Leste*
2019	Facilitations of four validation and co-creation workshops and development of a results measurement framework for PSD project – 10 days in North Macedonia	*Skopje, North-Macedonia*
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	*Skopje, North-Macedonia*
2018	Backstopping missions for results measurement systems – two missions of 1 week (April and August)	*Ho Chi Minh City - Vietnam*
2017	Scoping mission for a DFID skills development project with focus on migrant workers – 1 week	*Kathmandu - Nepal*
2017	Mentoring and coaching the development of results chains for WOO – 3-day consultancy	*Ho Chi Minh City - Vietnam*
2016	Gender mainstreaming in TVET, a 1-day training workshop focused on Sudokkho programme	*Dhaka - Bangladesh*
2015	Market System Development. 4-day training workshop for key staff and partners of Sudokkho	*Dhaka - Bangladesh*
2015	Keynote speaker and presentation of a paper with the tittle “Training & Developing Skills for Strong, Sustainable & Balanced Growth” at the Bangladesh Apparel & Safety Expo, Chittagong”	*Chittagong - Bangladesh*
2015	Market Development in TVET Systems – Half-day training to SEP-B project staff	*Dhaka - Bangladesh*
2014	Presentation and panellist on “urban livelihood” during a 2-day seminar organised by the Market Development Forum, a network of approx. 25 development projects in Bangladesh	*Dhaka - Bangladesh*
2013	Keynote speaker at the international Facilities Management seminar, with focus on skills development	*Lagos - Nigeria*

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	*Lagos - Nigeria*
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	*Lagos - Nigeria*
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	*Hanoi – Vietnam*
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	*Quang Nam - Vietnam*
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 al required building blocks. Stakeholders at site were coached in its application	*Nghe An - Vietnam*
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	*Addis Ababa - Ethiopia*
2011	Formulation mission of a value-chain development component within a larger water resource management programme (IPSWAM), financed by the Netherland Government. Assignment undertaken on behalf of SNV. The mission included a one-week field visit to Dhaka and Jessore/Khulna	*Bangladesh*
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	*Hanoi - Vietnam*
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	*Thimphu - Bhutan*
2010	Co-facilitated a one-day experiences sharing workshop as part of a one-week advance training in the DCED Standards	*Kuala Lumpur - Malaysia*
2010	Conducted on behalf of the DCED a 3-day training seminar on the DCED Standard for programme representatives from all over East Africa	*Nairobi - Kenya*
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	*Hanoi - Vietnam*
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"	*Siem Reap - Cambodia*
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	*Kathmandu - Nepal*

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	*Phnom Penh - Cambodia*
2010	Conducted a two-day training on enterprise information services for a range of national stakeholders in the tea- and cardamom sectors	*Lai Chau - Vietnam*
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	*Vientiane - Laos*
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	*Hanoi - Vietnam*
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	*Hanoi - Vietnam*
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	*Northwest Region - Vietnam*
2007	Conducted a one-day introduction workshop on best practices in value-chain development, attended by project staff and other interested parties	*Accra - Ghana*
2007	Conducted a one-day BDS-introduction course for the entire project staff of SPEED (financial business development services)	*Accra - Ghana*
2006	Participated in a three-day strategic planning workshop of GIZ in Bangladesh, attended by 25 participants from Bangladesh and Germany	*Dhaka - Bangladesh*
2005	Cooperation assessment workshop between GIZ and Swisscontact	*Germany*
2005	Conducted a one-day value-chain sensitization seminar in Bangladesh, attended by 160 participants from all major stakeholders	*Dhaka - Bangladesh*
2005	Participated in the "BDS task force" of GIZ, with the assignment to formulate GIZ's expertise and experiences in BDS market development	*Manila and Bangkok*
2003	Presenter at an Export Promotion Seminar in cooperation with the ITPC (Investment and Trade Promotion Center), attended by approx. 80 plastic manufacturing SMEs	*Ho Chi Minh City - Vietnam*
2003	Presenter of BDS-concepts and lessons learned at an SNV-organized international seminar on SME promotion	*Hanoi - Vietnam*
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	*Colombo – Sri Lanka*
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	*Wislikofen – Switzerland*

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	*Nam Dinh - Vietnam*
2001	Swisscontact Asia Seminar (SAS-2001). Participants from Swisscontact projects in Asia, Africa and Eastern-Europe elaborated on BDS-policies	*Kathmandu - Nepal*
2000	Project preparation mission for the new SME promotion project of Swisscontact in Vietnam	*Vietnam*
2000	Participated and presented a paper on Performance Measurement Framework in a 10-day international writeshop called “Microenterprise Development Best Practices”	*IIRR - Philippines*
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	*Laos*
2000	Swisscontact Asia Seminar (SAS-2000) in which the four policies of Swisscontact in SME promotion, VET, Financial Services and Urban Environment were elaborated	*Bali - Indonesia*
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	*Vietnam*
1999	Swisscontact Project Leaders seminar, a 3-yearly interaction between Swisscontact's worldwide representatives as well as head office staff	*Ittingen - Switzerland*
1999	Southeast Asian regional coordination seminar. Together with Swisscontact Sri-Lanka and Indonesia developed a programme on the promotion of ozone-friendly hydrocarbon refrigerants for the Philippines	*Jakarta – Indonesia*
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	*Silang - Philippines*
1998	Swisscontact Asia Seminar (SAS-98). Participated in this internal Swisscontact seminar on policy development for its SME-promotion and TEVT programmes	*Murree - Pakistan*
1998	Gender sensitivity and awareness seminar for projects in SME promotion	*Baguio - Philippines*
1997	Formulation workshop for a project on SME promotion through self-help organizations in Rajasthan. Participated as a subject expert at the invitation of SDC, the donor of the proposed project	*Jaipur - India*
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	*Puerto Galera – Philippines*
1996	Swisscontact Project Leaders seminar, a 3-yearly interaction between Swisscontact's worldwide representatives as well as head office staff	*Wislikofen - Switzerland*
1995	Technical Education and Vocation Training, Asia-seminar, attended by Swisscontact representatives of Asia and Switzerland	*Kathmandu – Nepal*
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	*Ghorasal - Bangladesh*

1993	Project identification mission for an SME promotion project in Sri Lanka, on behalf of Gemco Industrial Development	*Colombo – Sri Lanka*

Trainings, seminars and conferences attended

2025	The role of smart incentives in MSD – Webinar organised by BEAM/DCED.	*Online*
2025	Introduction to B Corp Certification -B Lab Singapore.	*Online*
2022	Learning Dojo, Leadership Track - Create stronger, healthier organizational cultures that support effective collaborating, learning, and adapting (CLA) practices – 5-month trajectory.	*Hanoi - Vietnam*
2021	Co-facilitator - Supporting small and medium enterprises in adapting to the new normal	*Hanoi - Vietnam*
2020	Private Sector Development global-exchange Team Leaders' workshop by GFA	*Hamburg - Germany*
2019	Bangladesh Leather Footwear & Leathergoods International Sourcing Show 2019 (BLLISS) – Facilitation breakout session "Sustainability Reporting - A Driver for Economic Growth?	*Dhaka - Bangladesh*
2018	Sustainable Business Summit 2018 – Organised by Bloomberg. Global trends and initiatives on environmental issues in industry	*Amsterdam - Netherlands*
2017	Panellist at the AidEx 2017 Conference (19-20 July) on the topic "Private Sector Development for Advancement in Bangladesh"	*Dhaka - Bangladesh*
2017	Panellist at the BGMEA Job Fair - Topic "innovative approach in sector-wide industry-based training".	*Dhaka - Bangladesh*
2016	DCED global seminar on results measurement, a 3-day seminar on international best practices	*Bangkok – Thailand*
2015	Best practices in Private Sector Development – GRM international learning	*Dubai – UAE*
2014	Panellist on TVET at the 3rd Global Social Responsibility Conference organised by the BGCCI (Bangladesh – German Changer of Commerce and Industry)	*Dhaka - Bangladesh*
2014	Key Issues in skills assessment practices in Bangladesh – Problems and way out – British Council and National Skills Development Council	*Dhaka – Bangladesh*
2014	DCED global seminar on results measurement, a 3-day seminar on international best practices	*Bangkok – Thailand*
2013	Ministerial seminar "housing scheme for the Federating of Urban Poor – FEDUP"	*Abuja – Nigeria*
2012	Presidential Retreat for Affordable Housing in Nigeria	*Abuja – Nigeria*
2012	Public-Private Dialogue towards PPPs for affordable housing schemes in Lagos State	*Lagos – Nigeria*
2012	One-day conference relevant to the official launch of the Modern Apprenticeship Training Programme	*Lagos – Nigeria*

2011	Launching workshop of the “World Investment Report 2011” by UNCTAD and shared key information through the Agri-ProFocus platform	*Addis Ababa- Ethiopia*
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	*Beekbergen – Netherlands*
2011	Seminar on business in Ethiopia organized by the European Union	*Addis Ababa – Ethiopia*
2011	Two-day conference on experiences in value chain development in Ethiopia, organized by the Netherlands Embassy in cooperation with SNV	*Addis Ababa – Ethiopia*
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	*Hanoi – Vietnam*
2010	One-week advanced training on the DCED Standard for results measurement organized by the DCED	*Kuala Lumpur – Malaysia*
2010	One-day international seminar on “Quality of Vietnamese tea in the world market” organized by the Vietnam Tea Association	*Hanoi – Vietnam*
2010	Two-day visioning workshop of SNV Vietnam towards market orientation of development cooperation	*Hanoi – Vietnam*
2009	Two-day international conference on “Investment and trade promotion for Vietnam tea” attended by over 200 people from among Asia	*Hanoi – Vietnam*
2009	One-day seminar on “Working with Agribusiness for Pro-poor Innovation” in which all major stakeholders in agribusiness in Vietnam attended	*Hanoi – Vietnam*
2009	One-week training workshop on the DCED standard for results measurement in private sector development, including auditors training	*Chiang Mai – Thailand*
2009	Two-day regional workshop “Private Sector Development in Asia” with focus on updating stakeholders on supporting business environment reforms	*Phnom Penh – Cambodia*
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”	*Accra – Ghana*
2008	Public-Private Partnership Forum seminar, organized by JICA and attended by over 100 main stakeholders in the tourism sector in Ghana	*Accra-Ghana*
2007	Africa Consultative Conference – Donor Committee for Enterprise Development. Creating a better business environment for enterprise development	*Accra – Ghana*
2007	Sector Coordination Seminar of GIZ’s Economic Development department. A 3-days seminar attended by 180 participants from the German development cooperation	*Bonn – Germany*
2007	Sector-Network on Private Sector Development in Africa, organized by GIZ and attended by approx. 50 representatives	*Addis Ababa – Ethiopia*

2006	Sector-Network Vocational Training seminar of GIZ projects in Asia that were engaged in skills development programmes	*Bangkok – Thailand*
2006	Gender balance policies in development cooperation, organized by GIZ	*Dhaka – Bangladesh*
2006	PSD-Network (Private Sector Development) seminar of GIZ projects in Asia that were engaged in SME promotion. Focus on Enabling Environment	*Bangkok – Thailand*
2005	Nordic+, a one-day seminar on implementation of procurement procedures in development cooperation, with emphasis on Bangladesh	*Dhaka – Bangladesh*
2005	PSD-Network (Private Sector Development) seminar of GIZ projects in Asia that were engaged in SME promotion. Focus on Enabling Environment	*Phuket – Thailand*
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	*Bangkok – Thailand*
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	*Manila – Philippines*
2004	5th Annual seminar on Business Development Services. Approx. 200 participants from 60 different countries participated. Elaborations on different aspects of BDS market development	*Chiang Mai – Thailand*
2002	3rd Annual seminar on Business Development Services. Elaboration on BDS market development methodologies, with an emphasis on market assessment	*Turin – Italy*
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	*Hanoi – Vietnam*
1999	Study mission on Business Development Services (BDS). Witnessed recent development methodologies experienced in the Swisscontact-Russia programme	*Nizhny Novgorod – Russia*
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	*Zurich – Switzerland*
1997	Action Research Methodology fellowship to the SSEP programme of Swisscontact in Northern-Pakistan	*Murree - Pakistan*
1996	Two-week fellowship to Swisscontact's SME-programme in Latin America with focus on BDS market development methodology	*Peru and Ecuador*
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.	*Bandung – Indonesia*

1992	Donor Coordination in SSE Promotion Conference, attended by bilateral and multilateral donor organizations, organized by SDC	*Islamabad – Pakistan*

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