CURRICULUM VITAE

Type of expertise: Institutional, Organizational and Human Resources Development

Family name: DELABIE

First names: Arthur, Aimé, André

Nationality: Belgian

Civil status: Married

Education:

Institution	Degrees and Diplomas obtained
P-E Corporate Services, Johannesburg, South Africa, 2000	**Licensed trainer in Situational Leadership and Management of Organizational Behaviour**
National Training Centre for Educational Studies, Brussels, Belgium, 1984	**Training certificate in Vocational Training**
State University in Liege, Belgium, 1979 Faculty of Psychology and Education	**MSc Psychology (5 years) – Specialization in Industrial/Organizational Psychology and in Social Psychology**

Language skills: 5 - excellent; 1 – basic

Language	Reading	Speaking	Writing
French	Mother tongue		
English	5	5	5

Membership of professional bodies:

ISPI (International Society for Performance Improvement)
IDEA (International Development Experts Association)
AIC (Association of International Consultants)

Other skills: Command of Microsoft Office Pro (Word, Excel, PowerPoint, Access) and Microsoft Project

Present position: Human Resources, Change Management and Capacity Building Expert

Years of experience: 39

Key qualifications

Mr. Delabie has worked since 1973 in **Private Enterprise Development.** Since 1984 he is providing **technical assistance** to the **Private Enterprise** and the **Public Sector** worldwide in **Organizational, Institutional and Human Resources Development** for projects financed by the International Organizations. Mr. Delabie has managed teams of local and international experts as well as teams of government staff, in a variety of sectors and cultures. His experience covers:

- **International project management and support services:** Technical, financial, and administrative monitoring and supervision of all the implementation related project aspects – Project planning – Impact analysis – Reporting – Project monitoring and evaluation – Applying specific methodologies: PEA[1], PDIA, TWP – Files management – Staff management – Co-ordination with the activities of the other relevant donor sponsored programs – Training in Project Cycle Management and EDF contractual and financial procedures, including procurements.
- **Training and Human Resources Development**: Training audit and evaluation – Management of training institutions and departments – Administration and monitoring of training programs – Vocational training in relation with the private sector – Development of training policies and systems – Training engineering – Development of training procedures, training manuals and modular courses – Training of trainers – Training and workshops facilitation – Training needs analysis – Measuring training results – Distance learning
- **Development and delivery of training modules on:** Strategic Planning – Project management – Communicating with impact – Motivation training – Team building – Entrepreneurship – Managing across cultures – Mastering the interview – Change management – Negotiation – Transversal management – Coaching and mentoring – Conflict resolution – Problem solving and decision making – Time management – Balance scorecard basics – Succession planning – Performance management – Creating a positive work environment – Creating a talent management program – Crisis management – Effective planning and scheduling – Emotional intelligence – Goal setting – HR for non-HR managers – Knowledge management – Logistics and supply chain management – Meeting management – Designing an onboarding program – Stress management – Purchasing and procurement basics – Inventory management – Training of trainers – Developing a training needs analysis – Developing

[1] PEA: Political Economy Analysis – PDIA: Problem Driven Iteration Approach – TWP: Thinking and Working Politically

a training program – Facilitation techniques – Measuring training results – Psychology of sale and training of sales staff – Women and leadership – **List of training packages (170) upon request**

- **Cross-cultural management training** based on 34 years of working experience abroad. Designing and conducting cross-cultural seminars in the framework of management training programs for the public sector and private enterprises (Burundi, Congo, Chad, Indonesia, Morocco, Swaziland)
- **Job integration**: Designing and conducting job seeking campaigns in the framework of structural adjustment and privatisation programs – Career and personal appraisal – Development of interviews skills – Testing procedures – Follow-up strategies
- **Private sector development:** Technical assistance to SMEs – Organisational analysis – Strengthening of chambers of commerce and professional associations – Development of commercial promotion policies and plans – Creating, training and leading sales networks – Providing advertising recommendations – Design of direct marketing programmes – Assistance to privatisation – Training in corporate psychology, leadership and management – Development of entrepreneurial skills – Awareness and information campaigns – Development of sales skills – Personnel research, recruitment and employment – Design of business plan: Industry analysis, Business strategy analysis, SWOT[2], PESTEL and VIPER analysis – Purchasing and procurement basics – Inventory management – Implementation of the CEFE system (business creation and entrepreneurship training)
- **Public sector reform**: Institutional strengthening of Government institutions and agencies – Policy evaluation, revision and development – Monitoring and evaluation of change and performance management implementation – Employees induction – Skills inventory – Planning models – Needs forecasting – Implementation of VTR[3] integrated management system – Applying specific methodologies: PEA, PDIA, TWP, PFM – Training, coaching and mentoring of civil servants at senior levels – Staffing plan – Recruitment plan – Design of effective organizational structure
- **Human resources planning and systems**: Development and implementation of human resources information systems – Gathering, analysing and forecasting supply and demand data – Establishing human resources objectives and policies – Career planning – Skills inventory – Performance appraisal
- **Job analysis and design**: Job description and classification – Analysis of work stations, work flows, ergonomics and tasks
- **Recruitment, selection and orientation:** Design of job application blanks and testing procedures – Recruitment of experts for technical assistance

Specific experience in countries in development:

	Country	Date from – to		Country	Date from – to
1	Algeria	03/1992 to 05/1992 and 02/2001	22	Kenya	01/2019 to 04/2019
2	Azerbaijan	02/2014 to 04/2014	23	Lebanon	04/2023 to 06/2023
3	Bangladesh	02/2020 to 08/2020	24	Madagascar	05/2007 to 04/2008
4	Belgium	02/1970 to 08/1989	25	Malawi	09/2015 to 11/2015
5	Benin	10/2023 to 12/2023	26	Malaysia	09/2021
6	Bosnia	10/2000 to 12/2000	27	Mali	04/2015 to 06/2015 – 12/2015 to 01/2016 and 09/2016
7	Burkina Faso	04/2015 to 06/2015	28	Mauritania	06/2014 to 10/2014 – 06/2023 to 10/2023
8	Burundi	06/1992 to 11/1992	29	Mauritius	12/2001 to 02/2002 – 07/2013 to 08/2013 and 10/2013
9	Chad	02/1992 to 02/1992 – 10/1994 to 07/1996 – 10/2021 to 03/2022	30	Moldova	01/1998 to 01/1998
10	Congo (Brazza)	06/1992 to 11/1992	31	Morocco	04/1994 to 06/1994 – 10/1997 to 11 /1997 – 06/1998 to 06/1999
11	Egypt	09/2001 to 10/2001	32	Namibia	07/2010 to 07/2012 – 03-09/2021
12	Eritrea	04/1997 to 06/1997	33	Niger	04/2015 to 06/2015
13	Ethiopia	02/2015 to 03/2015 – 06/2015 to 06/2015 – 02/2017 to 07/2018	34	Nigeria	11/2001 to 11/2001 – 07/2005 to 12/2006 – 02/2009 to 07/2009 – 03/2020 to 09/2021
14	Gabon	11/1989 to 08/1990	35	Rwanda	10/1997 to 11/1997 and 08/2001
15	Ghana	06/2010 to 06/2010	36	Senegal	12/1992 to 05/1993
16	Guinea	11/2012 to 01/2013	37	Swaziland (Eswatini)	01/1998 to 03/1998 – 12/1999 to 10/2000 – 06/2019 to 12/2019
17	Holland	06/1992 to 11/1992	38	Tanzania	03/2016 to 05/2016
18	Indonesia	08/1996 to 02/1997	39	Togo	11/1984 to 11/1986 and 10/2008
19	Italy	07/2008 to 12/2008	40	Tunisia	03/2001 to 06/2001 – 05/2002 to 04/2005
20	Ivory Coast	07/2014 to 07/2014 – 11/2018 to 10/2020 (AfDB)	41	United Kingdom	08/2023
21	Jordan	11/2014 to 12/2014 and 01/2019	42	Zaïre (RDC	03/1987 to 05/1989 – 02/1991 to 09/1991

[2] SWOT: Strengths, Weaknesses, Opportunities, Threats – PESTELE: Political, Economic, Social, Technological, Environmental, Legal, Ethical – VIPER: Vigilance, Information, Processing, Evaluation, Response
[3] VTR: From Vision to Results

Professional experience

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65	10/2023 to 12/2023	Benin	Think Modular GIZ Mr Christian Zange c.zange@think-modular.com	Talent Management Expert	Within the framework of the project entitled "Study on Benin Digital and Digitalization Ministry Human Resources Capacity Assessment", development of detailed methodologies for capacity assessment, development of detailed staffing plan, development of detailed training plan.
64	08/2023	London	CIPFA Ms Lorraine Ashley lorraine.ashley@cipfa.org	Leadership trainer	Development and delivery of a training module on leadership for 50 executives of the Chartered Institute of Public Finance and Accountancy.
63	06/2023 to 10/2023	Mauritania	STANTEC European Union Mr Jean-Claude Malatray jeanclaudemalatray@orange.fr	Human Resources Expert	Within the framework of the project entitled «Technical Assistance Mission and institutional support for the implementation of the reform of the electricity sector in Mauritania», support to the human resources function of the Société Mauritanienne d'Électricité (SOMELEC). Establishment of Staffing Requirements – Assessment of Qualifications for Redeployment and Recruitment – Onboarding or Release of Temporary Staff, in accordance with regulations – Proposed Selection and Upgrade Procedures – Development and delivery of a training module on Management for 86 engineers.
62	*04/2023 to 06/2023*	Lebanon	EURO-FUNDING MULTILATERAL PROJECTS European Union – AFD Mr Luca Ruggiero lruggiero@euro-funding.com	Senior expert in organization of administrations	Within the framework of the project entitled "Organizational and human resources assessment of the Water Resources Directorate and the Directorate of the Operation of the Ministry of Energy and Water", preparation of the Inception Report together with the Mission Leader and the Human Resources Expert. The assignment included a field trip to Lebanon, where formal communications were conducted with some staff of the Ministry of Water and meetings held with the rest of the team in order to deliver the Report.
61	10/2021 to 03/2022	Chad	SUEZ / PROSPECT Consulting Services European Union Mr Pierre Van der Vaeren p.vandervaeren@prospect.cs.be	Human Resources Expert	Within the framework of the project entitled "Food and Nutritional Security Programme – Recruitment of a technical assistance in support of the National Agency for Rural Development Support (ANADER)", collection of available information: organisation chart, structure of ANADER, service instructions in force, number of people employed and their functions at the central and branch levels, rules for the employment of local staff (laws, regulations, etc.). Diagnosis of human resources in order to propose concrete proposals to improve ANADER's management and staff capacities. Development and delivery of a training module on Leadership and management for 40 senior managers.
60	09/2021 to 09/2021	Malaysia	MINDZALLERA Human Resources Development Fund Ms Diana Bazila diana@mindzallera.com	Trainer in Talent Management	Within the framework of the HRDF (Human Resources Development Fund), development and delivery of a training module organized by a corporate training provider and entitled "Creating a Talent Management Program", for a group of 32 senior executives from multinational companies – The course was based on the main aspects of human behaviour principles/theory related to leadership and performance, and was delivered online via Zoom.
59	02/2021 to 09/2021	Namibia	SOFRECO European Union Mr Sanche De Montesquiou sanche.demontesquiou@sofreco.com	Performance Management and Change Management Expert	Within the framework of the project entitled "Technical Assistance to Enhance the Performance Management System (PMS) of the Public Sector", review of: the PMS policy, the Staff Rule on PMS (guidelines), the PMS monitoring & Evaluation and reporting tools, the template to be user friendly – Formulation and implementation of an effective monitoring and evaluation system to assess the status of implementation of the Strategic Planning approach in Offices/Ministries/Agencies and Regional Councils – Designing key performance indicators – Formulating a roll-out plan for PMS – Designing a strategy for mind-shift amongst public servants to realise the significance of PMS (advocacy and change management programme) – Designing a coaching and mentoring programme for process management – Development and delivery of a training module for 100 senior managers on the "Continuous leadership of staff and management of performance" – The training was based on human behaviour principles/theory and was partly delivered online via Zoom.
58	03/2020 to 09/2020	Nigeria	WNL Development Solutions (Canada) Ltd. AFD	Human Resources, Change Management and Capacity Building Expert	Within the framework of the project entitled "Kano State Water Project under the 3rd National Urban Water Sector Reform Program (NUWSRP III)", development and delivery of a series of training modules for the staff of the Project Implementation Unit and relevant staff

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			Mr Paul Maycher paul.maycher@wnlds.com		delegated by the Kano State Water Board, on project management activities including: procurement – monitoring and evaluation – leadership – human behaviour principles/theory – problem analysis and decision making – time management – planning – meeting management – communication – negotiation – team building – problem analysis and decision making – budget management – coaching – reporting – goal setting – conflict management and other capacity deemed necessary for a successful implementation of the project. The training was delivered online via Zoom.
57	02/2020 to 08/2020	Bangladesh	AFCI World Bank Mr Sigitas Bubnys sigitas.bubnys@afci.de	Corporate Governance Specialist	Within the framework of the project entitled "*Hiring the Services of Supervision Specialist (International) firm Package No. BB-S14 under Financial Sector Support Project (FSSP)"*, review and recommendations on changes on the Central Bank of Bangladesh organizational structure – review and recommendations on changes on staffing and responsibilities – recommendations on operational independence of the regulatory process – support the analysis and validation of an industry-wide analysis that looks at systemic risks – Development and delivery of a training module for 35 managers on Leadership and transversal management in the framework of the governance system.
56	06/2019 to 12/2019	Eswatini	Altair Asesores European Union Mr Mark Simpson marksimpsonlondon@gmail.com	Advisor to the Prime Minister's Office	Within the framework of the project entitled *"Capacity Strengthening and Technical Cooperation with Kingdom of Eswatini Prime Minister Office and the NAO to implement the Economic Recovery Strategy with specific focus on restoring macro-economic stability, promoting economic growth and creating jobs"*, design and roll out of a computerized Performance Management System and Monitoring & Evaluation System, for the Cabinet, the Prime Minister and the Public Policy Coordination Unit – Applying specific methodologies: PEA, PDIA, TWP, PFM – Design of the job creation policy in creative industries areas – Capacity building, development and delivery of a training module on leadership, management and human behaviour principles/theory
55	01/2019 to 04/2019	Kenya	NTU European Union Mr Gbenga Dairo od@ntu.eu	Expert on Organizational Structure and Staffing	Within the framework of the project entitled *"Institutional Support to the Kenyan Transport Sector"*, development of an appropriate organizational structure for the Roads, Infrastructure and Transport Department of Nairobi City County, with particular focus on developing a structure and the strategy for populating the newly enhanced transport department - Development of related job descriptions.
54	01/2019 to 01/2019	Jordan	AFCI European Union Mr Sigitas Bubnys sigitas.bubnys@afci.de	Leadership and Governance Expert	Within the framework of the project entitled *"Strengthening Jordan Microfinance Network (Tanmeyah)*", organization of a training for Tanmeyah's Board of Directors (BoD) to introduce good governance models, leadership, management and practices related to microfinance associations. The objective of this training is to strengthen the BoD's capacity in implementing effective and sound governance in line with the network's by-laws, Board Manual, policies and procedures.
53	From 10/2018 to 10/2020	Ivory Coast	Penkz Ltd AfDB Mr Patrick Nkeweurem patrick@penkz.co.uk	Supervisory Skills Trainer	Within the framework of the project entitled *"To deliver Supervisory Skills Training to staff across the Bank*", development and delivery of training modules on: leadership – human behaviour principles/theory – team building – emotional intelligence – communication and relations with customers, to the African Development Bank managers, at the Bank headquarters and for the Bank offices of other African countries. 90 senior managers trained.
52	02/2017 to 08/2018	Ethiopia	Agriteam World Bank Mr Mahamed Madar mahamed@tascethiopia.org	Capacity Building Advisor	Within the framework of the *"Productive Safety Net Programme Phase 4* », implementing the programme for the human resources component and the physical asset management. Leadership and coordination – Applying specific methodologies: PEA, PDIA, TWP – Training of trainers – Leadership and transversal management training – HR for non-HR managers training – Assessment of skills, training needs analysis and capacity development – Development of training packages – Recommendations for a computerized human resources management information system (HRMIS) – Planning – Development of job descriptions – Recruitment of experts – Development and delivery of training modules and

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					mentoring of 300 managers in management, leadership and human behaviour principles/theory. Those specific tasks were performed in view of a broad social protection framework by reinforcing a cash-based social transfer and safety net approach for food security – The programme was also developing a job creation strategy focused on youth employability in creative industries areas and food transfer in the same perspective of fight against hunger due to flood and drought – The strategy was to increase Government leadership in the sector and to develop pilot systems, policies and processes that can serve as a basis for sustainable social safety nets program that can respond to crisis – Regular meetings with the Donor Working Group for coordination purposes.
51	09/2016 to 09/2016	Mali	Louis Berger European Union Mr Abraham Bengaly abengaly@yahoo.fr	Management and Change Management Trainer	Within the framework of the *"Technical Support to the State Reform at the Commission for Institutional Development (CID)"* project, development and delivery of training modules on management and change management to high level executives of the various ministries of the country – Applying specific methodologies: PEA, PDIA, TWP – Setting up of change indicators – Design of action plans and follow-up measures – Management training on management and leadership – Human behaviour principles/theory – Delegation – Motivation – Roles of a director – Management of power – Planning – Time management – Corporate communication – Team building – Performance management.
50	03/2016 to 05/2016	Tanzania	GITEC KfW Mr J.S. Buckle jbu@cobeng.co.za	Capacity Development Expert	Within the framework of the "*The Provision of Consultancy Services for Capacity Development Measures in Kigoma, Lindi and Sumbawanga Towns*" water sector project, providing capacity building in: Developing merit/incentive system and staff performance assessment tools – Recommendations for a human resources management information system (HRMIS) – Training for HR managers: conducting TNAs, staff talks, training and staff development plans – Development and delivery of training modules on Leadership, management and staff motivation, for senior managers – Fine tuning of train the trainers programme – Development of a Human Resources Policy.
49	12/2015 to 03/2016	Mali	Louis Berger European Union Mr Abraham Bengaly abengaly@yahoo.fr	Expert in organisation and change management	Within the framework of the *"Technical Support to the State Reform at the Commission for Institutional Development (CID)"* project, re-organisation of the CID by providing a new organizational structure – New job descriptions – New training plan – Performance management system – Communication policy – Development and delivery of training modules on management, leadership and human behaviour/theory –
48	09/2015 to 11/2015	Malawi	ADE European Union Ms Madalo Nyambose mnyambose@naosupportmw.org	Change Management Expert	Within the framework of the *"Change Management Expert for the re-orientation of the National Authorising Officer's Support Unit*" project, performance appraisal of NAO's staff – Restructuring the organogram – Capacity building in leadership and management – Defining vision, mission, strategy, objectives and performance indicators – Organizational and institutional development – Designing an internal and external communication plan – Coaching and follow-up of the re-orientation plan implementation – Conducting a comparative survey of NAO Support Units in other countries – Designing the staffing policy.
47	06/2015 to 06/2015	Ethiopia	Frankfurt School of Finance & Management Bankakademie Ms Hannah Wuttke h.wuttke@fs.de	Performance Management System trainer	Development and delivery of training modules for 178 executives of the Commercial Bank of Ethiopia on: Performance management – Performance appraisal – Balanced scorecard – Setting performance objectives – Performance discussion – Communication skills.
46	04/2015 to 06/2015	Burkina Faso Mali Niger	DAI USAID Ms Carla Denizard Carla_Denizard@dai.com	Institutional Building Advisor	Within the framework of the *"Building Capacity for African Agricultural Transformation (Africa Lead II) Project*", providing institutional development advisory services to the Permanent Interstate Committee for Drought Control in the Sahel (CILSS): proposed a strategy for institutional capacity building – Support to the Executive Management on approaches to build the capacity of the organization – Identified methods, administrative and technical set up to effectively implement the 2015-2019 work plan – Proposed and supported implementation measures to make its operational system more effective in governance –

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					Identified the needed resources (financial and human) to affect change and measure leadership transformation.
45	02/2015 to 03/2015	Ethiopia	Frankfurt School of Finance & Management Bankakademie Ms Hannah Wuttke h.wuttke@fs.de	Leadership trainer	Development and delivery of training modules for 167 executives of the Commercial Bank of Ethiopia on: Leadership – The management of human behaviour – Strategic imperatives – Perception & self-awareness – Corporate communication – Performance management – Team building - Succession planning – Coaching & mentoring – Emotional intelligence – Conflict management – Employee engagement and motivation.
44	11/2014 to 12/2014	Jordan	GIZ European Union Ms Marie-José Char m.j.char.giz@outlook.com	Training expert	Within the framework of the *"Enhancement of the Business Environment in the Southern Mediterranean"* project and the training workshop "Promoting the upgrading of enterprise skills in Jordan", development and delivery of a training module on training needs analysis to 40 executives from ministries, from local and regional development agencies, from private sector including chambers of commerce and industry, and also from civil society, academic institutions and research organizations.
43	06/2014 to 10/2014	Mauritania	AESA European Union Mr Médard Pourashraf Pourashraf1@gmail.com	Human resources expert	Within the framework of the *"Technical assistance to the Ministry of Transport for the implementation of the Institutional Support Programme to the Transport Sector (PAIST)"* project – Audit of the human resources management and training systems – Design of the Human Resources Development and Staffing plan – Training needs analysis – Design and implementation of the training plan for 700 civil servants.
42	07/2014 to 07/2014	Ivory Coast	AidsAlliance USAID Mr Eustache Akpane yakpane@hotmail.com	SME consultant	Within the framework of the "*Grant Management Solutions"* project, designing the business plan of a private company: industry analysis – competition analysis – business strategy analysis – SWOT, PESTEL and VIPER analysis.
41	02/2014 to 04/2014	Azerbaijan	ORT France World Bank Mr Serge Parienti sparienti@me.com	Human resources expert	Within the framework of the *"Consulting services for design and implementation of virtual enterprises*" project, development and delivery of training modules on human resources – job descriptions – change management and leadership – to a group of 20 professors of Khazar University.
40	07/2013 to 08/2013 and 10/2013	Mauritius	SOFRECO/IPS European Union Mr Jan Dujic jdujic@ips-institute.si	Change Management expert	Within the framework of the *"Improving the performance of parastatal enterprises and state-owned enterprises* "project, providing training and capacity building to the Office of Public Sector Governance staff for the implementation of change management principles – Advised the managers on how to apply change management principles in the area of performance monitoring and restructuring, in order to fully factor in the people side of change, including changes to business processes, systems and technology, job roles and organization structures, so as to minimise employee resistance and maximise employee engagement – Development and delivery of training modules for 150 Managing Directors on leadership, change management – SWOT, PESTEL and VIPER analysis.
39	02/2013 to 04/2013	Sierra Leone	AESA European Union Mr Paul Nanyumba Nanyumba2002@yahoo.com	Training expert	Within the framework of the *"Technical Assistance to the Human Resource Management Office"* project, management and leadership training – succession planning – coaching and mentoring – development and implementation of staff training and development programmes – training preparation, management and delivery – curriculum development – Technical support to the Civil Service Training College.
38	11/2012 to 01/2013	Guinea	Transtec European Union Ms Véronique Parque Veroparque@gmail.com	Human resources expert	Within the framework of the *"Technical assistance and support to the office of the NAO*" project, design and implementation of the HR management and development computerized system for NAO's staff – Institutional assessment of the NAO's Office – Design of new job descriptions, improved organizational structure – Staff performance assessment system and training needs analysis.
37	07/2010 to 07/2012	Namibia	Lattanzio e Associati European Union Mr Frans Enkali mfenkali@yahoo.com	Team leader Advisor to the Prime Minister's Office	Within the framework of the "*Support to Performance Management System*" (PMS) project, the objective of which is to ensure that efficient and effective public service delivery is substantially improved: strengthening management, coordination and institutional/financial sustainability of the system – Computerizing and Implementing the system for 80,000 civil

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					servants at all levels of Offices, Ministries, Agencies and Regional Councils – Applying specific methodologies: PEA, PDIA, TWP – Coordinating performance management monitoring and evaluation at all levels - Communication campaigns on PMS – Harmonizing donors' projects – Design of training management procedures and contribution to PMS policy – Supervising the design and delivery of capacity development interventions – Development and delivery of training modules on leadership and management – Advising the Namibian Institute for Public Administration and Management.
36	07/2009 to 07/2010	Brussels & ACP countries	Human Dynamics European Union Ms Helen Binns binns.helen6@gmail.com	Team leader	Within the framework of the *"Training on Financial and Contractual Procedures in the framework of the 10th EDF"* project, supervision, development and delivery of training modules related to procurements, programme estimates, grants and co-financing – Delivery of training related to those modules at EC Headquarters in Brussels and in ACP countries, to 150 EU officials and NAOs' staff.
35	02/2009 to 07/2009	Nigeria	SOFRECO World Bank Mr Jean-Baptiste Bailly-Maître jean-baptiste.bailly-maitre@sofreco.com	Team leader	Within the framework of the *"Human Resources Management and Staff Training Enhancement"* project in Kaduna State, implementing a new strategy and performance management system for the State personnel – Developing the State staff training policy – Conducting functional reviews of 10 Ministries, Departments and Agencies – Improving the HR computerized management system of 3000 civil servants – Organizing and delivering seminars and workshops in international best practice in performance management system – Leading and supervising 2 international experts.
34	07/2008 to 12/2008	Italy	Technital Mr Giovanni Bonetto g.bonetto@technital.it	Human resources consultant	Selecting, recruiting and training technical personnel to be sent abroad to the construction sites or overseas branches of the company – Implementation of a computerized information management system for human resources recruitment and processing related data of 200 employees.
33	10/2008 to 10/2008	Togo	Danish Management European Union Mr Jorn Lykou jorn.lykou@dem.dk	International Monitor	Result-oriented monitoring of the project *"Support to NGOs and to the Civil Society"*
32	05/2007 to 04/2008	Madagascar	Euroconsultants/IBF European Union Ms Marion Le Boulch leboulch@ibf.be	Consultant in management and organisation	Managerial and organisational technical assistance to the Project Management Unit supporting the Training Program for the Management of Development Operations – Setting up a new organisation chart, job descriptions, staff performance management system – Performance appraisal and development and delivery of training modules to 30 trainees on performance management (including the development of performance indicators and best practices), leadership, management, communication, strategic planning and human behaviour principles – Implementation of the VTR model for integrated organisational development – Coaching and mentoring the head of unit – Organizing and moderating seminars and workshops – Harmonizing donors' projects – Establishment of social protection framework for disabled people.
31	07/2005 to 12/2006	Nigeria	EuropeAid European Union Mr Ayodele Omotoso ayodeleomotoso@hotmail.com	Team leader Advisor to National Authorizing Officer	Within the *"Public institution management and capacity building"* program, support to the National Authorizing Officer for strengthening the capacity of NAO's office to effectively programme, manage, coordinate, monitor and utilise the external aid resources provided by the EC – Institutional assessment of the NAO's Office – Design of the training program for 200 civil servants in EDF procedures, performance management system and indicators, leadership, management and strategic planning.
30	05/2002 to 04/2005 and 03-06/2001	Tunisia	ABU Consult European Union Ms Eva Henckel E.Henckel@abu-consult.de	Team leader	Within the *"Support to job creation"* project, assistance to the Tunisian Employment Agency by providing expertise in project planning, budgeting and coordination – Designing and delivering a training programme on EU procurement procedures for 160 staff – Supervising a capacity building training program for 525 staff members of the Agency on institutional development, strategic planning, performance management system and indicators, human resources management and change management – Working on social protection and social

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					assistance sectors – Communication campaigns on job creation focused on youth in creative industries areas – Harmonizing donors' projects.
29	12/2001 to 02/2002	Mauritius	JEXCO European Union Mrs Claire Guigou cguigou@jexco.eu	SMEs development expert	Within the *"Enhancing the Competitiveness of SMEs*" programme, evaluating the training offer of the training providers in Mauritius - Assessing the training needs of SMEs – Providing recommendations for improving the training systems focused on SMEs.
28	11/2001 to 11/2001	Nigeria	Ernst & Young ECOWAS Mr Marc Raynaud marcraynaud2@orange.fr	Human resources expert	Within the ECOWAS (Economic Community of West African States) "*Executive Secretariat Restructuring Programme"*, design of an evaluation system for the performance appraisal of all staff members – Input for enhancing human resources performance management and development – Designing a new organizational structure and new job descriptions.
27	09/2001 to 10/2001	Egypt	GFE European Union Mr Heinrich Pöll dr.poell@aon.at	Human resources expert	Within the *"Private Sector Development Program*", assistance to a private company by developing an organisation chart, job descriptions, compensation system – Coaching and mentoring the managing director.
26	08/2001 to 08/2001	Rwanda	CFBT DFID Mr David Knott dknott@cfbt-hq.org.uk	Training expert	Institutional analysis of the Ministry of Education and Vocational Training and design of a capacity building development Plan.
25	02/2001 to 02/2001	Algeria	IBF European Union Mr Mohanad El Assaad meassaad@transtec.be	Training expert	Within the *"Support to the Development of SMEs"* project, assistance to the Program Management Unit by participating in the development of a training policy and strategy – training needs assessment – training program design – training planning.
24	11/2000 to 12/2000	BiH	Belgian Bankers Academy European Union Ms Ann Van den Avijle ann.vandenavijle@bbacademy.be	Team leader	Within the *"Human Resource Development to Reform Payment System"* Obnova project, preparing for the dismantlement of the Payment Bureaus by out placing the staff - Implementation of a Performance Management system in order to assess the Performance of staff to be redeployed – Identification of other donor and government funded projects involved in similar issues – Liaising with Chambers of Commerce and local training institutions and trainers for possible partnership – Applying specific methodologies: PEA, PDIA, TWP – Working on social protection and social assistance sectors – Design of communication campaigns on job search and job creation in creative industries areas– Leading and supervising 3 international experts – Handling of procurements.
23	12/1999 to 10/2000 and 01-03/1998	Swaziland	SORCA European Union Ms Anne-Christine Brouwers ac.brouwers@gmail.com	Training expert	Within the *"Institutional Strengthening of Government's Agencies"* project, assisting ministries in developing capacity building and institutional strengthening initiatives – Development and delivery of training modules for 50 managers on management, leadership and performance management system and indicators – Making contribution to capacity building initiatives within the Swaziland Institute of Management and Public Administration – Contribution to the Government training policy.
22	06/1998 to 06/1999	Morocco	International Training Centre of the ILO Italian Gov. Mr Julien Carbonez Julien.carbonez@gmail.com	Team leader	Within the *"Advanced Training of the Managers and Trainers of the Vocational Training Ministry"* project, technical and administrative monitoring of the project. Development and delivery of training modules on leadership and management, performance management, training marketing, training of trainers, training centres management, e-learning – Trained 150 civil servants in those topics. Recommendations for strengthening the ministry – Handling of procurements – Leading and supervising 5 international experts.
21	01/1998 to 01/1998	Moldova	RAG Bildung European Union Mr Harald Körver-Buschhaus harald.koerver-buschhaus@ragbildung.de	Training expert	Within the preparation of the tender for the *"Assistance to the Reform of the Professional Reorientation System"* project, conducting the preparatory field visit as a candidate for the team leader position in the project.
20	10/1997 to 11/1997	Rwanda	CARL BRO European Union	Team leader	Within the framework of the rehabilitation of Rwanda, survey of human resources needs and education/training infrastructure for technical vocational training. Evaluation and

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			Mr Gustaaf Tasseron gatasseron@yahoo.com		assessment of the primary, secondary and technical education developments in urban, semi-urban and rural areas after the genocide brought these systems to a standstill. Facilitated government workshops to discuss the findings and formulate ways of donor involvement and financing.
19	09/1997 to 10/1997	Morocco	SORCA Belgian Gov. Ms Anne-Christine Brouwers ac.brouwers@gmail.com	Human resources expert	Within the *"Assistance to Business Creation*" project, designing and setting up a system for enabling training centres of the Vocational Training Ministry to identify trainees having an entrepreneurial profile within job creation perspective in creative industries areas – Communication campaigns – Development and delivery of training modules on management and leadership.
18	04/1997 to 06/1997	Eritrea	HASSALL UNDP/UNOPS Mr Michael Halse mhalse@hassall.com.au	Training expert	Within the *"Institutional Strengthening of the Department of Mines"* project, performance appraisal and drawing up a long-term training program and curricula for 200 civil servants – Recommendations for institutional strengthening of the Department.
17	08/1996 to 02/1997	Indonesia	ELECTROWATT World Bank Mr Remo Kropf remo.kropf@poyry.com	Training expert	Within the *"BAPEDAL Development Technical Assistance*" project, developing training policies, plans and procedures to improve the general capacity of the institution and fostering change with a view to performance management.
16	10/1994 to 07/1996	Chad	World ORT Union World Bank Mr Henri Lévy Hlevy1941@yahoo.fr	Team leader	Within the *"Second Transport Sector Project*", technical and administrative monitoring of all the implementation related aspects of the project by updating and bringing into operation the Training Program – Design and implementation of a Performance Management System and development and delivery of training modules for 700 civil servants on performance management, leadership, change management, human resources management, human behaviour principles and technical topics – Handling of procurements – Leading and supervising 5 international experts.
15	04/1994 to 06/1994	Morocco	CARL BRO – DANEDUC DANIDA Mr Carsten Yhr	Training expert	Review and evaluation of the project for strengthening ONPT with coin-operated telephones and providing recommendations so as to improve the quality of training and the transfer of technology.
14	12/1992 to 05/1993	Senegal	BCEOM World Bank Mr Michel Boussicaud	Human resources expert	Within the *"Transport Sector Adjustment Project",* performance appraisal of staff in order to develop a capacity building programme with a view to road maintenance privatisation – Development of a computerized human resources information management system for 10,000 civil servants – Development and delivery of training modules.
13	06/1992 to 11/1992	Holland Burundi Congo	Coopers & Lybrand HEINEKEN International Mr Julien Carbonez Julien.carbonez@gmail.com	Team leader Management and Leadership trainer	Development and delivery of training modules on management and leadership to 50 Managing Directors and Managers of Heineken Group: work organization, planning, time management, situational leadership, communication, intercultural management, motivation, performance management, team leadership and human behaviour principles/theory – Coaching and mentoring of selected managers – Recommendations for institutional development of company branches.
12	03/1992 to 05/1992	Algeria	SEMA Group Belgian Gov. Mr Andre Denis Andre.denis01@gmail.com	Team leader	Designing, planning and implementing a complete overhaul of training, administration and organisation in the Railways Training Centre in Rouiba – Development and delivery of training modules for 20 national trainers on delivery, monitoring and evaluation of training.
11	02/1992 to 02/1992	Chad	BCEOM World Bank Mr Serge Fergeault +33 (0)5 17 25 40 30	Human resources expert	Training evaluation in the framework of the *"Transport Sector Program*" – Drawing up resolutions concerning human resources and vocational training management – Performance appraisal and identification of potentially qualified employees for leading positions.
10	02/1991 to 09/1991	Zaire	World ORT Union World Bank Mr Henri Lévy Hlevy1941@yahoo.fr	Team leader	Renewal of Human Resources Management for the Roads Authority – Designing and implementing administrative procedures for the daily processing of the roster and the preparation of salaries and wages – Design and implementation of the computerized personnel roster of 8.000 civil servants – Leading and supervising the national counterparts.

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09	11/1989 to 08/1990	Gabon	SEMA Group Belgian Gov. Mr André Denis Andre.denis01@gmail.com	Team leader	Providing assistance and advice to the Railways Training Centre in Franceville – General supervision of the running of the Centre and of the quality of the training – Leading and supervising 17 international and national experts and trainers – Planning, organizing, monitoring and evaluating activities in the Centre – Development and delivery of training modules on management, leadership, organization, human resources management. Coaching the director of the Centre.
08	07/1989 to 08/1989	Belgium	New Consulting Monsanto – Moplefan Mr Gabriel Uhoda nccompany@hotmail.com	Human resources expert	Setting-up and conducting a psychosocial survey in a company to determine the main causes of the general dissatisfaction and lack of motivation of staff – Design of the related training program based on human behaviour management.
07	03/1987 to 05/1989	Zaire	SEMA Group World Bank Mr André Denis Andre.denis01@gmail.com	Training expert	Development and delivery of training modules for 220 staff in the commercial management computerized system of the National Electricity Company – Planning, organizing, delivering, monitoring and evaluating the training program.
06	11/1984 to 11/1986	Togo	IBF European Union Mr Alain Wérotte werotte.alain@skynet.be	Team leader	Overhaul of organization and training within the Regional Training Centre for Road Maintenance (CERFER) – Development and delivery of training modules for 195 technicians and 6 trainers on technical, leadership, management and communication fields – Management of the project – Leading and supervising 5 international experts.
05	02/1983 to 10/1984	Belgium	Fitness Club de Liège Mr Arthur Delabie arthur_delabie@yahoo.fr	Manager	Setting-up and management of a private company in the sports field – Administrative, technical and commercial organization of the company – Hiring, training and leading the staff
04	04/1983 to 10/1984	Belgium	ABAX Mr Alain Langue info@maisonpassion.be	Sales consultant	Design, operation and follow-up of a new communication and marketing strategy for a building contractor – Setting up of a system for the promotion of products – Recruiting, training and leading of a new sales force – Providing advertising recommendations - Elaboration of promotion plans – Coaching and mentoring the managing director – Development and delivery of training modules for new employees, on selling skills
03	04/1982 to 10/1994	Belgium	IFPME-FORMATION PME Ms Chantal Duchateau chantal.duchateau@formation-pme.be	Trainer	Development and delivery of training modules on business development, in a vocational training institute specialised in Private Enterprise Development – Training of 300 SMEs' managers in communication, marketing, selling and human behaviour principles/theory – Coaching and mentoring selected managers.
02	04/1980 to 03/1982	Belgium	BAYER HOMBURG Mr Patrick Henschel +32 2 535 63 11	Sales oriented product specialist	Sales promotion of pharmaceutical products for the medical profession – Participation in communication training, conceiving sale aids and pitches, in organizing trade shows and in training representatives – Launch and on-the-spot sales support for the products.
01	08/1973 to 02/1979	Belgium	AMC IMCO Mr Joseph Saintelet be@amc.info	Sales manager	Setting-up and independent management of regional sales networks, in the field of consumer trends – Establishment, organization and management of commercial agencies – Recruiting, training, leading 103 sales representatives – Providing advertising recommendations – Design of direct marketing programmes – Organization of information campaigns – Design of sale aids and pitches – Implementation of customers' file – Elaboration of promotion plans – Development and delivery of training modules for new employees on human behaviour management.

Other relevant information

- **Development and delivery of training modules on:** Leadership – Strategic Planning – Project management – Communicating with impact – Motivation training – Team building – Entrepreneurship – Managing across cultures – Mastering the interview – Change management – Negotiation – Coaching and mentoring – Conflict resolution – Problem solving and decision making – Time management – Balance scorecard basics – Succession planning – Performance management – Creating a positive work environment – Creating a talent management program – Crisis management – Effective planning and scheduling – Emotional intelligence – Goal setting – HR for non-HR managers – Knowledge management – Logistics and supply chain management – Meeting management – Designing an onboarding program – Stress management – Women and leadership – Purchasing and procurement basics – Inventory management –

Training of trainers – Developing a training needs analysis – Developing a training program – Facilitation skills – Measuring training results – Psychology of sale and training of sales staff - **List of training modules (170) upon request**

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