

Curriculum Vitae

Family name: Röell
 First names: Maureen Désirée
 Date of Birth: 03 Feb 1958 (Nairobi)
 Nationality: Dutch
 Civil Status: Partner
 Education: Engineer in Agronomy (MSc)
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Maureen.roell@emjee.biz

www.emjee.biz

| Institution (date from-date to) | Degree(s) or diploma's obtained |
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| Agricultural University of Wageningen (1980-1983) | Master's (MSc) in Agronomy, Natural Resource Management |
| University of Leiden (1976-1979) | Bachelors (BSc) in Biology and Geology |
| Secondary School (1970-1976) | Diploma VWO |
| Other training | |
| ESS-South Africa | Global Reporting Initiative certificate |
| AidEnvironment- Cameroun | SEAN certificate |
| MDF- Netherlands | ID/OD certificate |
| SNV- Netherlands | Project management and human resource management |

Language skills: indicate competence on a scale of 1 to 5

(1-excellent; 5-basic)

| Language | Reading | Speaking | Writing |
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| Dutch | 1 | 1 | 1 |
| English | 1 | 1 | 1 |
| French | 1 | 1 | 1 |
| Kiswahili | - | 5 | - |

Membership professional bodies: Royal Agricultural Association (KLV)

Other skills: Computer literate, WORD, Excel, Pages, Keynotes, Filemaker Pro, PowerPoint, Project, driving license

Present position: Senior Consultant and Co-Director eMJee Consult since 2008

Key qualifications: M&E, socio-economic surveys (agriculture, water, health), civil society strengthening, Natural Resource Management, Governance, Social Accountability, Institutional Development

and Organizational Strengthening, Sustainable Business Development.

Expertise:

Maureen is an engineer in Natural Resource Management and holds a MSc in Agronomy, with more than 30 years of experience in various African countries, like Tanzania, Cameroun, Ghana, Ethiopia, Benin and Mali.

She started her career in the area of agro-forestry, community based natural resource management and sustainable land use management. While working in these fields in different countries (Mali, Cameroun) she has focused her attention gradually towards local governance and accountability issues. In addition, sustainable business development and M&E assignments have become more important in the last few years.

Assignments included perception survey for SDC on social accountability in governance, health, and agriculture; mid-term reviews for Local Government Reform Program, and LIMAS, including Participatory Forestry Management and the introduction of VICOBA's as part of the strengthening of the agribusiness in Lindi and Mtwara; strategic planning with Belgium and Swiss Embassies, Femina Hip, and ActionAid; backstopping social accountability (SDC); end of project evaluations (TFCG/MJUMITA) amongst many others for bilateral programs, development partners, International NGOs, World Bank, and civil society organizations. The backstopping mandate assignment on M&E for SDC included a perception study for 1200 respondents, partner assessments and the alignment of the SDC result framework with the partners' frameworks. After the company acquired certification for providing training in Global Reporting (GRI), Maureen and her team did a feasibility study on doing sustainable business in Tanzania and engaged with UNDP/SDC in the set-up of the Local Network for the UNGC with 30 companies. Regarding the M&E component, she conducted the MTR for Femina HIP, an evidence collection survey for ANSAF, and developed a M&E toolkit for the MAI project (BEST Dialogue). Last year, she was guiding the team in the MTR self-assessment process (four months) for the Swiss Embassy as well as assessing the organizational capacity of TCRS and providing capacity building in strategic planning. While this year she has supported TFGC and SNV in end of project evaluations, related to community based natural resource management and opportunities for youth employment in agriculture and renewable energy respectively.

Specific experience in the region

| Country | Date from –date to |
|----------------|---------------------------|
| Rwanda | 2018 |
| Tanzania | 2001- to date |
| Cameroun | 1993-2000 |
| Ghana | 1990-1993 |
| Benin | 1989-1990 |
| Mali | 1986-1989 |
| Burkina Faso | 1983 |
| Mali | 1981 |

Professional experience:

| Date from-date to | Location | Company & reference | Position | Description |
|----------------------|---------------------------------|--|--------------------------------|--|
| Jan-June 2018 | Tanzania, Rwanda and Mozambique | SNV/Mastercard Foundation Roy van der Drift rvanderdrift@snv.org | Lead Consultant of a team of 2 | End of Project evaluation Opportunities for Youth Employment (OYE) project. SNV has developed a model to accompany youth, link them to employment opportunities and prepare the private sector to integrate them in two sectors: agriculture and renewable energy. The assignment involved a desk study, workshops and field visits in the three countries. |
| Feb- May 2018 | Tanzania | TFCG Nike Doggart ndoggart@tfcg.or.tz | Lead consultant of a team of 2 | Final Evaluation of the Adding Value to the Arc (AVA) project: forests and livelihoods in the South Nguru Mountains. The project promoted climate smart agriculture, income generating activities (IGA) and village saving and loans associations (VICOBA) to help the adjacent communities of the national forests to comply to Participatory Forest Management. In the registered village forests sustainable charcoal and sustainable timber harvesting motivated the population to improve Community Based Forest Management and village governance, while generating income for social service facilities in the community. The assignment included a desk study, a mobile |

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| | | | | phone survey, interviews, workshops and field visits. |
| Sept-Dec 2017 | Tanzania | TCRS Emmanuel Shangweli eshangweli-dar@tcrs.or.tz | Lead consultant of a team of 3 | Organizational capacity assessment During a four-phase assignment, of a desk study, scoping and in-depth phase, including online survey and field visits, the team assessed the institutional (governance and stakeholders), organizational (SP and result framework), operational, HR, Finance, processes and systems, and provided capacity backstopping on key areas. |
| July-Oct 2017 | Tanzania | SDC Tanzania Romana Tedeschi romana.tedeschi@eda.admin.ch | Team member | Annual review, context analysis (MERV) and CSPM (conflict sensitive program management). Facilitation of workshops with the Embassy staff, including panel discussions with national experts, assessing several scenarios and reporting on CSPM |
| March-July 2017 | Tanzania | SDC Tanzania Romana Tedeschi romana.tedeschi@eda.admin.ch | Consultant: analyst | MTR self-assessment. Half way its strategic plan (2015-2018), SDC conducted a self-assessment of three months under guidance of two consultants of their |

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| | | | | performance while also looking into the future (next CS) already, involving the whole team, partners and peers and other important stakeholders, domain workshops, validation workshops, panel discussions and a final plenary workshop of 4 days, producing domain papers, a draft and final report. |
| Dec 2016- March 2017 | Tanzania | MVIWATA/SDC Stephen Ruvuga saruvuga@yahoo.co.uk | Lead consultant | Oversight assessment of backstopping assignment. MVIWATA is in the process of seriously strengthening its internal organization, policies, systems and procedures, for which it has engaged with several consultants. This oversight assignment is to establish quality, relevance and buy-in by the staff of the outputs |
| Sept – Dec 2016 | Tanzania | Agriculture Non State Actors Forum (ANSAF) Audax Rukongo director@ansaf.or.tz | Lead consultant | Evidence Collection of strategic plan 2013-2017 implementation Collection of fundamental data, results and changes, with supporting evidence and contribution made by ANSAF, to inform the secretariat of the achievements, gaps and key areas for improvement and new areas requiring focus in future planning. Partner discussions in five regions of Tanzania. |
| Sept- Dec 2016 ongoing | Tanzania | Tanzania Forest Conservation Group (TFCG)/SDC | Lead consultant | Capacity building program development for national and district level officials in |

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| | | Nike Doggart ndoggart@tfcg.or.tz | | <p>support of sustainable charcoal and timber value chain development.</p> <p>Based on a participatory capacity needs assessment (following the “five Capabilities model”) of key government institutions with roles and responsibilities in the charcoal and timber value chain, development of a 3-year capacity building programme for 100 officials of priority government partners (President’s Office – Regional Administration and Local Government, Tanzania Forest Service Agency, Ministry of Energy and Minerals, Forestry and Beekeeping Division, Regional Secretariat and District staff). The program involves 15 building blocks consisting of 35 modules subdivided in sessions for over 1000 training days and other capacity building support.</p> |
| July-August 2016 | Tanzania | TFCG/DfID Nike Doggart ndoggart@tfcg.or.tz | Lead consultant | <p>Sustainability planning for the project ‘Adding Value to the Arc: Forests and Livelihoods in the South Nguru Mountains’:</p> <p>To review and revise the project sustainability plan and to develop a clear exit strategy for the Adding Value to the Arc project to ensure that the project’s positive impacts on livelihoods and natural forest management are sustained beyond the project lifespan.</p> |

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| May-July 2016 | Morogoro Municipal council, Tanzania | Business Environment Strengthening Tanzania (BEST-Dialogue) Hans Determeyer Hans@best-dialogue.org | Lead consultant | Development and testing of M&E toolkit for the Multi Actor Integration (MAI) pilot project. The MAI project aims at preparing the media, the local government and the local private sector (including farmers) for addressing pertinent issues regarding the enabling business environment through multi actor engagement and dialogue. The toolkit of questionnaires and analysis tools measures the outcome and impact at end beneficiary level. |
| Feb-March 2016 | Dar es Salaam Tanzania | Tanzania Media Women Association (TAMWA) for DANIDA Edda Sanga esanga11@gmail.com | Lead consultant | Formulation of project proposal for 4 year funding. Danida has selected 6 CSOs as grantees in line with the objectives of its new strategic plan. Tanzania Media Women Association (TAMWA) was one of these. An organizational capacity assessment as well as a project proposal focused on media and the fight against Gender Based Violence has been formulated and summarized in the Development Engagement Document (DED), which has led to 4 year core funding for TAMWA. |
| Dec 2015-March 2016 | Iringa, Dodoma, Dar es Salaam, Tanzania | Femina HIP for SIDA Minou Fuglesang minou@feminahip.or.tz | Lead consultant | Mid term review Desk and field study of the impact of Femina Hip Strategic Plan (2013-2017) on youth in secondary schools and out-of-school youth and how to reorient in the coming 2 years in response to changed donor environment |

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| Oct 2015- March 2016: | Dar es salaam, Tanzania | SDC and UNDP Romana Tedeschi and Ernest Sallah romana.tedeschi@eda.admin.ch ernest.salla@undp.org | Lead consultant | Support to establishment of UNGC local network in Tanzania. Facilitation of strategic planning, content development for the businesses on two selected principles, namely anti-corruption and environment, set up of website, registration and soft launch of the initiative. |
| June-Nov 2015 | Dar es Salaam, Tanzania | SDC Romana Tedeschi romana.tedeschi@eda.admin.ch | Lead consultant | Backstopping mandate for M&E system. Assessment of the M&E system and implementation of M&E in the three domains, filling of missing information including the design, recruitment of implementers, oversight and reporting of perception study in 6 districts (1200 respondents), partner assessment regarding M&E of 13 partners and finding disaggregated information (gender, service user and age) per region. |
| March-July 2015: | Dar es Salaam Tanzania | Swiss Embassy and UNDP Romana Tedeschi romana.tedeschi@eda.admin.ch | Team member | Feasibility study for UN Global Compact. Assessment of the interest and needs of big companies (foreign and national) and other stakeholders to commit to the 10 principles of sustainability in Tanzania as promoted by the UN world-wide. |
| Feb – April 2015: | Kilwa, Kibaha, Dar es Salaam | TFCG/DfID Nike Doggart | Lead consultant | End of project evaluation of Forest Justice project TFCG/MJUMITA. The project is active in 13 regions, 30 districts and 450 villages and |

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| | | ndoggart@tfcg.or.tz | | generates benefits for over 1,000,000 people. It promotes forest governance and enforcement of justice at village level. |
| Jan – Aug 2015: | Kilwa and Zanzibar | Norwegian Embassy Merja Makela merjahele.makela@gmail.com | Communication advisor | Responsible for communication part of the REDD plus assessment in Tanzania. Facilitated the production of 6-policy briefs and 20 min video on the benefits of mitigation of de-forestation involving 6 projects. |
| June – Nov 2014: | 2 regions and 14 districts in Tanzania | Chemonics/ USAID Peter Mwakabwale pmwakabwale@tanzaniacdpa.com | Lead consultant | Mapping Dialogue Platforms The Pamoja Twajenga project has assigned this task of assessing issue-based dialogue platforms between CSOs, Government and institutions of accountability at three levels (national, regional and district) in 6 regions and 14 districts on functionality. |
| Jan-July 2014 | Rufiji, Ulanga and Kilombero | Kilombero and Lower Rufiji Wetlands Ecosystem Management Project (KILORWEMP)/ BTC Giuseppe Daconto giuseppe.daconto@btcctb.org | Lead consultant | Capacity Needs Assessment and OD plan for LGAs in the KILORWEMP project. In the context of the Community Based Natural Resource Management (CBNRM) project in 3 districts, BTC is conducting the assessment for the LGAs and locally based Civil Society Organizations in order to improve the enabling and supportive environment to obtain user rights for the CBOs and to develop business plans and value chains of the natural resource products from the community managed areas (PFM, WMAs, etc.). |

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| May–Aug 2013 | Mtwara, Lindi, Newali, Liwale | Finnish Embassy Merja Makela erjahahele.makela@gmail.com | Local governance expert | MTR team of Lindi and Mtwara Agribusiness Strengthening (LIMAS) project. The Finnish Embassy funded project focuses on improving the enabling environment and value chain development of agribusinesses in Lindi and Mtwara Regions. |
| March-July 2013: | Mwanza, Ukerewe, Tanzania | Forum Syd/ SIDA Godfrey Wawa Godfrey.Wawa@forumsyd.org | Lead consultant | Formulation of the Best Practices document regarding the social accountability program of Forum Syd. Based on the experiences of the last 4 years, the team made an inventory and analysis of the successes resulting from and challenges with the implementation of the social accountability program in Mwanza region. |
| Dec 2012-Nov 2013 | Mwanza, Tanzania | Forum Syd/ SIDA Godfrey Wawa Godfrey.Wawa@forumsyd.org | Consultant | Support to strategic preparation for next phase. Forum Syd prepares its next phase in its Democracy and Human Rights program with focus on Social Accountability, Sustainable Natural Resource Management and Gender equality. The assignment entailed three elements: quality enhancement of the Country Strategy Plan, Donor mapping and concept papers writing. |
| Oct - Dec 2012: | Dar es Salaam, Tanzania, 10 districts | Development Partners Governance Working Group Juho Uusihakala | Lead consultant | MTR of the Local Government Reform Program II in Tanzania. This assignment was funded by the Finnish Embassy on behalf of the Basket Fund Donor Group. It included a desk |

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| | | juho.uusihakala@formin.fi | | and field study, and several multi-stakeholder workshops. |
| Aug 2012-Dec 2013: | Tanga, Mwanza, Iringa | SNV Julie Adkins adkins@snvworld.org | Consultant | Mainstreaming Outcome Mapping throughout the organization in Tanzania. SNV aims to introduce Outcome Mapping (OM) into its systems and to its direct partners (Local Capacity Builders) to complete its current M&E system. The OM team introduced OM to SNV staff and LCBs and helped to integrate and monitor OM into daily practices. |
| May-Sept 2012: | Dar es Salaam | BTC and MoF Vincent Vercruysse vincent.vercruysse@btcctb.org | Consultant | Development and presentation of Guidelines for the Study and Consultancy Fund. In order to improve the use of this fund BTC-MoF requested for clear instructions and awareness creation amongst stakeholders on the availability of funds |
| April-Sept 2012: | Iringa, Dar es Salaam | World Bank/ERM Tim Smith tim.m.smith@erm.com | Institutional advisor of the ERM team | Strategic Regional Environmental and Social Assessment of Southern Agricultural Growth Corridor in Tanzania (SAGCOT). The World Bank requested for this strategic assessment before approval of funding 40 M US\$ to the Catalytic Fund of SAGCOT |
| Jan-July 2012: | Dar es Salaam, Pemba, Tanzania | Action Aid International Tanzania Aida Kiangi ankiangi@gmail.com | Lead facilitator | Facilitation of strategic planning process. The organization is shifting from service implementation towards advocacy orientation and mainstreaming the Human Rights Based Approach throughout the organization in terms |

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| | | | | of mission, vision, objectives and areas of focus as well as internal systems and processes. |
| Jan 2012-Dec 2014: | Dodoma, Dar es Salaam | SDC Katharina Jenny katharina.jenny@eda.admin.ch | Team Leader | Back stopping mandate of the Social Accountability Program. SDC's Social Accountability program is being mainstreamed and supported in three Civil Society organizations, namely Policy Forum, Sikika and ANSAF as well 2 locally based projects. The assignment includes the execution of a baseline and the development of an M&E plan at all levels. |
| Sept 2011: | Dar es Salaam | Rural Livelihood Development Company (RLDC) Charles Ogutu COgutu@rldc.co.tz | Facilitator | Facilitation of stakeholder consultation workshop regarding phase IV of the RLDC project. RLDC is in the process of formulating its next phase, which requires a strong boost of creativity and up-scaling. |
| June– Sept 2011: | Ifakara, Tanzania | SDC Jaques Mader Jacques.Mader@sdc.net | Team member | Project formulation for the SDC support to the St Francis referral hospital in Ifakara. In support of its transition from designated district hospital to referral hospital, SDC will support the hospital with a 3-5 years project. |
| May– June 2011 | Dar es Salaam, Tanzania | World Bank and Danida Yukka Niemenen jukkanie@gmail.com | Team member | Selection of Local Advisors for the Tanzania Strategic Cities Project. In support of PMO-RALG and the local government authorities, 17 candidates have been short listed and interviewed in preparation of the final selection |

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| | | | | by the LGAs of 7 urban councils and the CDA in Dodoma. |
| April –May 2011: | Ifakara | SDC Jaques Mader Jacques.Mader@cdc.net | Team member | Action Plan Workshop for the St Francis referral hospital in Ifakara. Based on the institutional assessment an action plan has been developed and agreed with the stakeholders to improve service delivery of the hospital. |
| Dec - Jan 2011 | Dar es Salaam | BTC Vincent Vercruysse vincent.vercruysse@btcctb.org | Team member | Formulation of the scholarship project. Responsible for the Local Government sector part of the project. |
| Oct-Dec 2010 | Kondoa, Kongwa, Mpwapwa, Tanzania | GTZ Mary White mary.white-kaba@gtz.de | Team member | Capitalisation study of the Community Based Health Initiatives project. The analysis and synthesis of 6 years of experiences and research in the region of Dodoma regarding the involvement of the communities for Health Improvement. The organization of the National Forum: Community involvement for Improved Health. |
| May- Oct 2010 | Dodoma, Tanzania | SDC Katharina Jenny katharina.jenny@eda.admin.ch | Lead consultant | Formulation of the Social Accountability Program. The assessment of the pilot phase and field visits will feed into the formulation process, which will be aligned with other initiatives in the country. |
| April-May 2010 | Dar es Salaam, Tanzania | BTC Vincent Vercruysse vincent.vercruysse@btcctb.org | Lead Consultant | Identification of the scholarship project In line with the new IDCP, BTC is in the process of formulating a new scholarship program for the |

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| | | | | institutional support to Capacity Development of Tanzanian Institutions. |
| April 2010-Aug 2011 | Dar es Salaam | Femina HIP Minou Fuglesang minou@feminahip.or.tz | Team member | Facilitating formulation of Strategic Plan. After 10 years of creating a social media platform for young people in Tanzania, FEMINA has reached over 10 million citizens and feels the need to reflect and refocus through a strategic planning process |
| March 2010 | Dar es Salaam | Danish Embassy/ Dege consult Per Tidemand pt@dege.biz | Team member | Desk study Civil Society Analysis for Tanzania Governance Support Programme 2011 – 2015. In the context of research for democracy and advocacy in Tanzania for the governance programme, analysis of 5 potential Civil Society Organizations to be supported by DANIDA (Twaweza, Policy Forum, Sikika, Agenda 2000, EASURP) |
| Jan-April 2010: | Kahama, Morogoro, Iringa, Karatu, Mbeya, Tabora, Kigoma | Netherlands Embassy Pieter Dorst Pieter.dorst@minbuza.nl | Team member | Post project evaluation in education sector: study on Tusome Vitabu Project (TVP), Desk and field study to examine the reasons why the successful pilot project to establish libraries at secondary schools has not been mainstreamed into National Education Policies and Programmes. |
| Dec 2009-Feb 2010 | Dodoma, Korogwe, Kinondoni, Moshi | Mkukuta Workgroup of the DPs Juho Uusihakala juho.uusihakala@formin.fi | Team member of UDSM consultancy team | Assessment of the effectiveness of Decentralization by Devolution on financial resources versus absorption capacity of |

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| | Municipal, Iringa, Morogoro, Rufiji | | | LGAs. In context of the Mkukuta review, desk study and field visits to 6 districts. |
| Aug 2009 - 2012 | Arusha, Monduli, Karatu, Kahama, | International Budget Partnership (IBP) Albert van Zyl albertvzyl@gmail.com | Team member of the IBP research team | Case study on the impact of HakiElimu's strategy on policy change and budget allocation for improvement of quality of education in Tanzania. |
| Aug– Oct 2009 | Moshi, Arusha, Dar es Salaam | Belgium Embassy Leen Verstraelen Leen.Verstraelen@diplobel.fed.be | Consultant | Formulation of the Synergy Program In line with the Accra Action Agenda and other international agreements the Belgium Embassy is seeking for more synergy between the Belgium funded projects and aid modalities. This program is proposing complementing opportunities to create synergy between the different projects. |
| May– June 2009 | Dar es Salaam | Belgium Embassy Leen Verstraelen Leen.Verstraelen@diplobel.fed.be | Consultant | Desk study on Civil Society in Tanzania. In order to align its new strategic plan with the internal agreed Accra Agenda for Action the Belgium Cooperation is exploring ways to support Civil Society in Tanzania. The assignment included the proposal for support to strategic partners especially regarding the demand side of social accountability and a multi stakeholder workshop to present and discuss the proposal. |

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| March-April 2009 | Dar es Salaam | Oxford Policy Management (OPM) for DFID Marian Guest Marian.Guest@opml.co.uk | Team member | Design a Policy Research Unit at the Parliament within the BUNGE Foundation for Democracy (BFD). In order to improve evidence-based policy, DFID had identified the need to generate independent research information for parliamentarians embedded in BFD. |
| Dec 2008 – March 2009 | 10 districts in Tanzania | SNV Rinus van Klinken rvanklinken@snvworld.org | Lead researcher | Desk and field study on Funding Flows and Services for Capacity Development at LGA level. In context of the global pilot initiative of the Local Capacity Development Fund (LCDF) SNV has undertaken several studies to find opportunities to bring the supply and demand for capacity building at local level closer together. |
| Dec 2008- March 2009 | Dar es Salaam | SNV Jan Meelkers jan@meelker.eu | Consultant | Study on Public Expenditure Tracking System (PETS) by Civil Society. Many civil society organizations have been involved in the implementation of Public Expenditure Tracking Surveys (PETS) at local level. SNV commanded a study on the status quo and the lessons learned so far on the PETS experience |
| Dec 2008 – March 2009 | Dar es Salaam | SNV Jan de Witte jdewitte@snvworld.org | Consultant | Case study review. In order to share experiences, SNV had 24 cases reviewed in order to get prepared 15 case studies to be published and shared with other stakeholders in East Africa. |

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| Aug-Nov 2008 | Mwanza and Bukoba | Forum Syd Maria Kempe maria.kempe@forumsyd.org | Team leader | Context analysis in preparation of the local democracy program. Forum Syd was in the process of repositioning itself in the field of local democracy and therefore had requested for an overview of the other relevant actors and programs regarding social accountability. The assignment involved a desk- and field study including interviews with more than 40 Development Partners, Ministries, NGOs, local government officials and institutions. The assignment also included the design of the pilot phase of the project and a rough planning schedule for the following phases. |
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RECORD OF EMPLOYMENT:

2004-2008

Senior Advisor Local Governance, SNV Tanzania

Link between field teams and national level (ministries and other stakeholders) policies and strategies in the area of local governance and in particular in relation to the decentralization process to local governments, called Dx.D. Advisory services to the Ministry of Regional Administration and Local Government, founder of ECHO forum, member of TA-forum of PMO-RALG, linking PMO-RALG and CSOs for jointly designing and applying accountability mechanisms (e.g. PETS). Co-designer and manager of the joint SNV-UNDP ATI project (Access to Information) linking local governments with local civil society organisations for improved domestic accountability and good governance.

2003-2004

Senior Advisor Transition Support Co-Director, SNV Tanzania

Support to SNV Tanzania management team in the reorganisation process of SNV Tanzania. Contribution to the internal organisational restructuring, to the placement plan of advisors and to the set-up of portfolio teams. Positioning studies for Lake Zone Portfolio as well as for Central Portfolio. Ad Interim portfolio coordinator for Lake Zone portfolio.

2001- 2003

Institutional Development Advisor to the Regional Secretariat, SNV Tanzania

Exploratory input on regional level. Local Governance advisory support and capacity building of the Regional Administrative Secretariat. Main objective was to explore the possibilities for a nation wide institutional development programme (ISP) for the regional secretariats in Tanzania. With a small amount of financial support from Ireland Aid organisational strengthening tools have been developed and a substantial contribution to the formulation of the ISP as well as for the Planning Management Guide for the Regional Secretariats has been provided.

2001

Consultant for Capacity Building Program (CBNRM), SNV Ethiopia

Refinement of the definition of SNV support to the Dire Dawa Regional Council on community based natural resource management within the Dire Dawa Capacity Building Program. Establish an agreed upon planning framework and activity profile stretching over the next 3 years for SNV support.

1998 – 2000

Program Officer for the “Sahel” region in Northern Cameroun, SNV Cameroon

Responsible for the overall management of the SNV program in the North and Far North Provinces of Cameroon, consisting of five projects and the regional program involving 40 collaborators, yearly budget of 1.300.000 US \$ of which 900.000 US \$ external funding (EU, World Bank, DGIS, WWF). The Regional Program: support to the local government in establishing a regional agency; support to local NGO's in planning, monitoring and evaluation; creation of a regional umbrella association concerning gender issues; technical advise to the Governor on emergency food aid distribution. The five projects were:

- GEF Savanna Project: responsible for the development of the population implicated in the co-management of three national wildlife parks (Benoué, Faro, and Bouba Ndjidda) in the North Province. In collaboration with the World Bank, WWF, Ministry of Environment and Forestry and the AFD (Agence Francaise de Développement).
- PAGTV Project (Projet d'Aménagement et de la Gestion de Terroir Villageois) in Mayo Oulo: sustainable land use project in collaboration with the governmental extension services, co-financing by the European Union.
- Waza Logone Project: responsible for the development section of the project in accordance with the biodiversity objectives of the Waza National Wildlife Park and the Logone flood plain in collaboration with IUCN, WWF and CML. The main project activities were the organization and preparation of the population for the sustainable land use and management tasks following the re-inundation and the ecological and economical rehabilitation of the plain.
- Training and research support to the CEDC (Centre d'Etudes de l'Environnement et du Développement au Cameroun) in order to reinforce the decentralization and regional planning process. Development of training courses for newly installed mayors.

1996 – 1998

Technical project leader of the Waza Logone project, SNV Cameroon

Responsible for the SNV section of the project: the socio-economy and eco-development departments. The project's objective was: "sustainable management of the biodiversity and sustainable development of the concerned population of the Waza Logone area". Responsible for 18 collaborators, yearly budget of 220.000 US \$. Project financed by DGIS and

executed by IUCN, SNV and CML (Centrum voor Milieukunde in Leiden)

1993 – 1996

Head of the socio-economy department of the Waza Logone project, SNV Cameroon

Responsible for the socio-economy department of the Waza Logone Project: baseline studies (demography study, market study) and monitoring of the impact of the re-inundation on the population. Formulation of the institutional framework for the management plan of the Waza National Park. Preparation of the population to the co-management of the surrounding area of the park and the flood plain. Responsible for 12 collaborators and a yearly budget of 100.000 US \$.

1991–1993

Technical Advisor to the SNV field office, SNV Ghana

Institutional research in the Western Region. Identification of the target groups on district level. Inventory of their activities, the potentials and constraints with special attention for the gender aspect. Inventory and analysis of potential intermediary organizations on the departmental and regional level and with the NGO's. Definition of a strategy for eventual intervention by SNV in the Western Region. Publication of the research report.

1990 – 1991

Technical Advisor to the CREDESA project, SNV Benin

Advisor for the project department "inter-sectoral activities" of the regional centre for development and health care (CREDESA). Case studies in the field of gardening, small husbandry, fishery, transformation and commercialisation of local products. Training of the national staff in the method of "rapid rural appraisal". Project financing by CRDI Canada.

1988 – 1989

Field office, SNV Mali

Research on the different animal husbandry systems in Mali in order to define a national strategy for SNV. Inventory of the existing systems (sedentary, pastoral, nomadic, etc.). Critical analysis of the intervention strategies of the Malian Government and the development organizations. Definition of a strategy of approach for SNV. Publication of research report.

1986 –1988

Technical Advisor to the DAZA project, SNV Mali

Responsible for the agro-forestry program of the Daza Project (Développement Agricole des Zones Arides). Planning and financial management. Training of the national staff (11

technicians) in agro forestry techniques. Financed by the Norwegian Government.