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Hendrik Visser

- Personal Information**
- Full name: Hendrik Jelle Piet Visser
 - Marital status: Married
 - Nationality: Dutch
 - Date of Birth: 27 May 1965

- Key qualifications and experience of the position**
- Core Expertise areas**
- Sustainable Development, Climate Change and Environmental Management
 - Management of rural development, Public sector, NGO and Private Co. management
 - Local Governance and local service delivery strengthening.
 - Project design and MTR climate change, agricultural sector, adaptive governance and resilient planning.
 - Climate smart agriculture, resilient farming systems and commercial agriculture systems
 - CC vulnerability and risk mapping for water and rural infrastructure.
 - Climate resilient infrastructure design and integrated eco-system services.
 - Policy research and design, knowledge product development.
 - Seminar, workshop and retreat design and facilitation, story telling and communication
 - Systems view on capacity development programme
 - Multi-stakeholder process design/facilitation, building trusting relationships and commitment.

Core Experience

- Project design Lead UNDP Nepal on 'Strengthening Provinces for **Inclusive Federalism**' project and a Local Infrastructure Development project for inclusive community impact.
- Design **School Nutrition Strategy and Program** for WFP Bhutan.
- Team Leader Bhutan **NAPA-2** design Addressing the Risks of Climate-induced Disasters through Enhanced National and Local Capacity for Effective Actions.
- Team Leader UNDP design **NAPA-Timor** Leste Strengthening the Resilience of Small Scale Rural Infrastructure and Local Government Systems to Climate Risk, climate risk mapping, integrated ecosystem services development and resilient infrastructure design, water resource mapping and vulnerability assessment (rainfall and springs), community O&M.
- Team Leader UNDP design NAPA-Timor Leste Strengthening Community Resilience to Climate-induced disasters in the Dilli to Ainaro Road Development Corridor, climate vulnerability/risk mapping of extended road corridor, ecosystem services development, resilient infrastructure design, local adaptation for community resilience and road protection.
- Team Leader and CC specialist **design IFAD-Bhutan** Commercial Agriculture and Resilient Livelihoods Enhancement Program (CARLEP), climate and socio-economic vulnerability baseline development, investment costing and benefit generation, climate smart agriculture and farming systems interventions, marketing and values chain development, agriculture potential and risk mapping, resilient infrastructure development.
- **MTR of IFAD-Nepal** Agriculture for Small-holder in Hilly Areas Project (ASHA);
- Agriculture climate change specialist for **design of IFAD-Nepal** Agriculture for Small-holder in Hilly Areas Project (ASHA), CC impact projections mapping, climate vulnerability assessments, climate resilient production, local adaptation planning.
- **CC specialist** for local resilience/adaptation planning, climate finance and LG strengthening UNCDF Local Climate Adaptive Living facility. Bhutan, Nepal, Laos, Cambodia, Tuvalu.
- **Project Manager** on Environmental Friendly Road Construction Project Bhutan, risk mapping of potential alignment options, resilient design, O&M of (farm) roads and irrigation.
- Natural Resource Management portfolio manager for SNV Bhutan, agriculture and forestry.
- **Team retreats** design and facilitation for UNCT Bhutan, ODI Uganda, project teams.

**Formal
Education**

- **2005 – 2009 (long distance),**
- **MSc. Sustainable Development, Rural Agriculture Development Management**
- **Imperial College / University of London, London, UK**
 - Sustainable Development, Climate Change and Environmental Management
 - Management of rural development, Public sector, NGO and Private Co. management
 - Local Governance, Public service delivery, decentralisation and privatisation
 - Rural agriculture and farming systems, resilient production, sustainable food systems
 - Socio-economic development and ecological sustainability
 - Ecology, landscaping and ecosystem evolution
 - Sustainable program design and participatory development approaches
 - Organisational and Institutional development
 - Gender, behaviour change, human development, ethics
 - Research methods, action research, data collection and analysis methods
 - Knowledge development and learning
 - Systems Thinking for sustainable poverty impact
- **1988 – 1993**
- **MSc. Civil Engineering; Management & Organisation, Water Management**
- **Delft University of Technology, Delft, The Netherlands**
 - Civil Engineering, environmental management, rural infrastructure development
 - Project Management, Planning, Monitoring & Evaluation
 - Water Management, Hydrology, WaSH, Community managed Irrigation and Drainage
 - Process design and management, Organisational Management
 - Organisational Psychology and Gender studies

1984–1988 Higher Technical College; BSc. Civil Engineering Leeuwarden, The Netherlands

1981–1984 Middle Technical College; Civil Engineering Leeuwarden, The Netherlands

**Key areas of
expertise**

- Sustainable Development approaches, Climate Change
- Community empowerment and sustainable livelihood strengthening approaches
- Gender, social inclusion and equitable development
- Water, Sanitation and Hygiene behaviour (WaSH)
- Agricultural development, value chain development, innovation
- School Nutrition system design, linking local production to nutrition demand
- Community Rural Infrastructure Development and Water Management
- Local Governance strengthening and local planning processes
- Public sector, local governance and local service delivery strengthening
- Public Private Partnership modalities in local service delivery
- Environmental Friendly Road Construction and Adapted Technology approaches
- Performance-based Grant System design for Local Governments
- Project design and implementation management
- Quality Assurance and Monitoring System development
- Sector assessments, strategy development, strategy and project evaluations
- Capacity Development, Change Management, Organisational development
- Capacity assessments, action learning approaches and training development
- Multi-level change process design, multi-stakeholder process facilitation, systems thinking
- Leadership development, team strengthening and coaching

**Professional
qualifications**

- Project design agricultural sector, climate change and local government strengthening.
- Climate smart agriculture, resilient farming systems and commercial agriculture systems.
- CC vulnerability and risk mapping for water and rural infrastructure.
- Climate resilient infrastructure design and integrated eco-system services.
- Policy research and design, knowledge product development.
- Seminar, workshop and retreat design and facilitation, story telling and communication

- Integrating capacity development programmes into sector content expertise and technology, including climate change and environmental sustainability.
- Capacity assessments and capacity development approaches based on an understanding of Human organisation.
- Understanding dynamics of inclusive local service delivery for livelihoods strengthening
- Linking global issues to national policy development and creating enabling environments for inclusive local level service delivery for sustainable poverty reduction.
- Linking capacity-, change- and development theory with practitioners experience and the reality of implementing organisations.
- Facilitating multi-stakeholder processes, stimulating cross-organisational learning and bridging different realities between national, district and local levels.
- Stimulating personal learning and inter-cultural communication, workshop design and facilitation.

Publications

- University course syllabus on 'Environmental ethics, social change and animal welfare' for Jigme Singye Wangchuck School of Law in 2019.
- Capacity Development Strategy for Gross National Happiness, a Strategy for Local Governance in Bhutan, Department of Local Governance Bhutan, March 2011.
- Capacities at multiple levels and the need for connection, Chapter three of 'Capacity Development in Practice, A resource for professionals', Earthscan Publications, 2010.
- Bridging the micro-macro gap – gaining capacity by connecting levels of development action, Chapter 12 in 'Capacity Development in Practice – A resource for professionals', Jan Ubels, Rinus van Klinken, Hendrik Visser, 2010.
- Human development for happiness in Bhutan - Capacitating human systems through compassionate relationships, Thesis MSc Sustainable Development, September 2009.
- Multi-stakeholder sector development and complex change facilitation; the case of Environmental Friendly Roads in Bhutan. Hendrik Visser, Ingrid Richter, 2009.
- Micro-macro divide, a case study of SNV Bhutan's programme in engineering. Directorate General International Cooperation (DGIS), Ministry of Foreign Affairs, Volume 'Rich Menu for the Poor', The Netherlands, 2008.
- Importance of cultural drivers and obstacles in change management; the environmental roads experience in Bhutan. SNV Network article, December 2007.
- Learning to build the road to sustainability, Environmental Road Construction and SNV Bhutan, SNV, Peter Strobosch, Ingrid Richter and Hendrik Visser, 2006
- SNV advisory practice approach to Environmental Friendly Road Construction (EFRC) in Bhutan. Article in capacity.org, 2005.
- Promotion brochure and movie on EFRC and promotion movie on SNV Bhutan, 2004
- Drainage Executive Management Project / Egyptian Public Authority for Drainage Projects: (Results Operational Research, 1996; Comparison gravel filter and synthetic cover for drain pipes, 1996; Trenchless drainage experiment, 1996).
- Adopted Technology for development countries, reader for civil engineering students, Delft University of Technology, 1993.
- Manual for project management software package "Super Project", including case study, Delft University of Technology, 1993.
- Polder 43/2C, Water management in Bangladesh, Delft University of Technology, 1993, Delft, The Netherlands.
- Delft University of Technology; reader on civil engineering in developing countries and an education and software manual on civil construction planning and cost-calculation, 1990.

Additional courses and certificates

- Re-socialization and Re-integration of rescued Primates, Foundation AAP – European Primate and Exotic Animals Rescue Centre, The Netherlands, August 2013.
- Trainer of Trainers on Capacity Assessment tool UNDP, UNDP Regional Centre Bangkok, November 2009.
- Trainer of Trainers course in conflict management and safety and security, UNDP Nepal, December 2006.
- Advisory Practice Learning Program / Leadership Program, SNV Netherlands Development Organisation / Inwent. One year leadership development program, 2005.
- Institutional Development / Organisational Strengthening and gender training, part facilitator, SNV Bhutan 2004.
- Institutional Development and Organisational Strengthening course, Management Development Foundation, Sri Lanka, 1999.

- Advisory Practice learning program, SNV Asia region, Bhutan, 1999.
- Gender in water & sanitation; International Water & Sanitation Centre (IRC), The Hague, The Netherlands, 1997.
- Participatory Rural Appraisal, Royal Institute of the Tropics, The Netherlands, 1994.
- Quality and quality control in organisations; Netherlands Society of Road building contractors, Zeist, The Netherlands, 1992.
- Professional Competence Certificate as Contractor for Civil Works, 1992.
- University courses on Economics, law, psychology of organisations, social science; Delft University of Technology, The Netherlands, 1990.
- Gender studies; Delft University of Technology, The Netherlands, 1990.
- Logistic management course, international transport; RSA, England, 1989.
- Certificate of professional competence for International Road Transport, 1989.

Languages Dutch: mother tongue; English: excellent; German: good; French: fair; Arabic: notions.

Interests Trekking, reading, travelling, evolution of human consciousness.

Present position > **January 2020 – Ongoing / Visiting Professor at Jigme Singye Wangchuck School of Law in Bhutan, on 'Environmental Ethics and Animal Welfare Law and Policy'**

Partnership between Jigme Singye Wangchuck School of Law (JSWLaw) and Bhutan Animal Rescue and Care (BARC) / Bhutan. Developed and lectured a course for upper-level students of the School of Law on Environmental ethics and Animal welfare Law and Policy; and further courses once identified.

Present position > **October 2008 – Ongoing / Founding Board Member, Executive Director Bhutan Animal Rescue and Care (NGO)**

- Management of the BARC, running the animal rescue and care facilities and setting up a nation-wide community-based animal welfare and dog control programme;
- Establishing animal welfare curriculum for primary education and veterinary skill training for BSc Animal Sciences;
- Animal welfare awareness and promotion, including advocacy for an Animal Welfare Act in Bhutan;
- Strengthening the BARC capacity, networking and building partnerships with government agencies and civil society actors;

Member of the CSO Core Committee, contributing to strengthening the civil society sector and creating an enabling environment for CSOs' contribution to a just, harmonious and caring society.

Present position **January 2010 – ongoing - Independent Consultant**

> **UNRCO Bhutan – UNCT and UNRCO Retreats and support to the development of the Common Country Analysis** (April 2020 – Ongoing)

- Design and facilitation of the UNRCO and UNCT retreats for team strengthening and visioning towards the CCA and Country Framework development;
- Facilitation of the development of the CCA and synthesis UN Agency work towards an integrated understanding of Bhutan's development context.

> **United Nations Development Project (UNDP) Nepal – Project design for support to Federalisation reform process** (March 2021 / December 2021) **and implementation support** ongoing

- EU Project design strengthening Provincial & Local Government (PLG) level federal institutions and basic service delivery, within context of new Nepal constitution;
- Capturing, packaging, embedding and scaling existing good practice from multiple past, present and pipeline programs to enrich the PLG institutional capacity;
- Start-up support, implementation strategy development and team building.

> **United Nations Development Project (UNDP) Nepal – Design project for sustainable local infrastructure development.** February 2021 / March 2021.

- Project design to strengthen Local Government infrastructure development systems and procedures, as well as technical capacity, to ensure increased and sustainable community benefits from infrastructure investments.

- **BARC - Member of Sustainable Food Systems Taskforce of Bhutan.** June / October 2021. Support development of Pathways for Bhutan for achieving sustainable food systems by 2030. Promoting a nutrition focussed approach with more plant-based diets, to achieve health objectives as well as resilience to climate crisis and sustainable resource use.
- **World Food Programme Bhutan - Community agriculture and nutrition systems specialist.** May 2019 / April 2020 (part-time).
 - Assessment of WFP involvement in Bhutan's food security goals and the WFP school feeding program; provide recommendations for moving towards a more nutrition-sufficiency focussed WFP country program.
 - Development of a strategy and models for the Bhutan School Nutrition Program, which links local (vegetable) production to nutritious meals in schools, as well as promotes behavioural change for healthy diets and lifestyles;
 - Development of a strategy and collaboration agreement of UN Agencies for development of Bhutan's 2045 vision for the agriculture sector;
 - Research for Bhutan Country Strategy Review on Food and Nutrition Security, 2018.
- **International Fund for Agricultural Development programme (IFAD)**
 - **Team Leader and project design consultant** for rural agricultural development, marketing and value chain development and livelihoods climate resilience:
 - Mid Term review and Project Design Adjustment of the **Nepal** Adaptation for Small Holder Agriculture Project – December 2018 /April 2019
 - Team Leader on the project design of the market-led small holder agriculture project (CARLEP) in **Bhutan** - July/December 2014;
 - Project design consultant for Adaptation for Small Holder Agriculture in **Nepal** – May/June 2014;
 - Project Implementation Support consultant for Adaptation for Small Holder Agriculture in **Nepal** – Aug 2016
 - Project design consultant Rural Growth Programme in **Yemen** - November 2013.
 - **Team Leader MTR and project adjustment** of the Adaptation for Small Holder Agriculture in **Nepal** – December 2018 – April 2019;
 - Member of **Project Quality Enhancement Panel** with specialization Climate Change integration in IFAD rural development programmes (home-based):
 - Agricultural & Agroforestry Technological Innovation Program, **Haiti** – Dec 2017;
 - Resilient Land and Resources Management Project, **Palestine** Nov 2017;
 - Smallholder Agricultural Competitiveness Project, **Bangladesh** – June 2017;
 - Tonga Rural Innovation Project II, **Kingdom of Tonga**, December 2016;
 - Rural Clustering and Transformation Project, **Montenegro**, November 2016;
 - Andhra Pradesh: Drought Mitigation Project, **India**, July 2016;
 - Adaptation for Resilient Agriculture project in the **Pacific** – June 2016.
 - Northern Smallholder Livestock Commercialization Project **Laos PDR** – May 2016;
 - Eastern States Agribusiness Project in **Myanmar** – November 2014;
 - Adaptation for Small Holder Agriculture in **Nepal** – December 2013;
 - Rural Growth Programme in **Yemen** – May 2013;
 - Rural Growth Programme in **Ghana** – June 2013;
- **UNCDF Asia Pacific Regional Centre Bangkok** – Retainer Consultant for the Local Climate Adaptive Living Facility (LoCAL) on design of **Performance-based Climate Resilience Grant System (PBCRGS) for Local Governments:** expert on PBGS design, sub-national planning processes, Sustainable Service Delivery, Local Governance strengthening, Climate Change Adaptation, Water, Sanitation and Hygiene, Rural Infrastructure development, Gender and Capacity Development.

Key responsibilities for the LoCAL PBCRGS design:

- Mainstreaming climate resilient development and CC adaptation activities in Sub-National planning systems;
- Community Climate vulnerability studies and Climate Change Adaptation activity planning and costing in key Local Government sectors as water, sanitation and Hygiene, disaster risk reduction, agriculture, rural infrastructure, health and education sector development activities;
- Addressing gender and vulnerable groups as part of LG participatory planning and budgeting processes and performance measurement;

- Development of Minimum Conditions and Performance Measures for local governments for the Performance-based Climate Resilience Grant Systems;
- Development of LG capacity development strategies and action plans;
- Implementation support and monitoring of pilot districts;
- Design and facilitation of regional workshops and learning events on UNCDF LoCAL approach to Climate Change Adaptation and –Finance;

Africa Region:

- Design and start-up and of LoCAL mechanism in **Mozambique** – December 2014;
- Design and implementation support to the LoCAL mechanism in **Ghana** – July 2015;
- Scoping and multi-sector planning and CC design support to the LoCAL mechanism in **Uganda** (home-based) – November 2015/January 2016;
- Scoping mission, including Quality Enhancement review, for the LoCAL pilot mechanism in **Tanzania** (home-based) – January/March 2016;

Pacific region:

- Fundraising proposal to New Zealand Aid for scaling the **Tuvalu** Performance Based Climate Resilient Grant System December 2019;
- Partnership proposal for scaling-up the **Tuvalu** Performance Based Climate Resilient Grant System for Local Governments – August 2019;
- Scaling-up design nation-wide **Tuvalu** – June 2018;
- Scaling-up design strategy development **Tuvalu** – May 2017;
- Scoping, design, implementation LoCAL mechanism in **Tuvalu** – 2015 to 2020.

Asia-Region:

- Scaling-up design of the LoCAL into the Environmental Friendly Local Governance Program in **Nepal** – May/August 2017 and June 2018;
- Design and review LoCAL mechanism **Laos PDR** – April/July 2014 and August 2016;
- Scoping, design, implementation LoCAL mechanism **Nepal** – 2013 to 2020
- Scoping, design and implementation LoCAL mechanism **Bhutan** – 2011 to 2020;
- Scoping and design LoCAL mechanism **Cambodia** – November/December 2011;

➤ **Overseas Development Institute (ODI) – Budget Strengthening Initiative Uganda – 2016/2020 (on-going)**

- Support development of Performance Measures for Performance-based Local Government Grant System and Annual Performance Assessment system, 2016/20;
- Developing indicators for effective and efficient local government public sector service delivery in Education, Health, and Environment/Water sector, 2016/20;
- Design and facilitation of the Team Retreat on progress and priorities, April 2019;
- Design and facilitate Conference for presentation of results of the 2018 performance assessments of local governments, under Office of Prime Minister, June 2018;
- Design and facilitate Team Retreat for next DFID program phase, January 2018;

➤ **United Nations Development Group Office Bhutan**

- **UNCT** design and facilitation of a **Media training** on Climate Action (August 2019)
- **UNCT retreat** design and facilitation (August 2019)
- **UNCT retreat** design and facilitation for new UN-Bhutan Sustainable Partnership Development Framework 2018-2023 (March 2018);
- **Capacity Analysis and Assessment of Bhutan's development context** for strategic choices UN-Bhutan Partnership Agreement 2018-2023 (Oct-Dec 2017);
- Development of **case studies and knowledge documents** for Thimphu Municipality of solid waste management and public private partnerships - UNDP;
- Capacity Assessment and Capacity Development plan for **Thimphu City** Corporation for Public Private Partnerships in **municipal service delivery and Integrated Sustainable Solid Waste Management** – UNDP (May – Dec 2010);
- UN Country Management Team of Bhutan, **team strengthening** (Belbin methodology), **UNCT-retreat** design and facilitation (July 2010);
- UN Country Management Team of Bhutan, **UNCT Planning Workshop and Retreat**, UNCT-retreat design and facilitation (Dec 2010).

➤ **Bhutan Media and Democracy (Civil Society Organisation)**

- Design and facilitation of Team-building retreat May, 2020;
- Design and facilitation of retreat for Five Year Strategy and team building, Dec 2017.

- **SNV Kenya – Netherlands Development Organisation – May/August 2016**
 - Development of **Sustainable Service Delivery Models (SSDM)** through Public Private Partnership modalities in the **Water, Sanitation and Hygiene sector** of Kenya. Documenting experiences and lessons learned on SSDM in Africa with a focus on service delivery models through Local Governments.
- **UNDP Regional Centre Bangkok – Lead Consultant for Asia Pacific Region for the development of Climate Change Adaptation / NAPA projects under GEF funding.**
 - Design support to Dili-Ainaro Road Development Corridor project in **Timor Leste** to strengthen resilience of communities to climate-induced natural disasters (2014);
 - Inception process consultant for validation, adaptation and start-up support of the Climate Resilient Rural Infrastructure and Local Governance strengthening project in **Timor Leste** (2013-2014);
 - Design of Climate Change Adaptation project with climate risk data management, hydro-met network expansion, landslide stabilisation and flood protection measures, water resource management and local level water harvesting, **Bhutan** (2013).
 - Project design for Climate Resilient Rural Infrastructure and Local Governance strengthening project in **Timor Leste** (2012).
- **UNDP Knowledge, Innovation and Capacity Development Group and UNDP - Public Private Partnerships in Service Delivery – Regional Centre Bangkok, Asia Pacific Region**
 - Support to the development of a new strategic framework for **innovation and learning as a service model** from UNDP KICG Asia-Pacific;
 - Concept Document and website design for Knowledge, Innovation and Capacity Development Groups on new strategy and approach.
 - Development UNDP Public Private Partnership approach/partnership seminar.
 - Design and facilitation of a **Capacity Development Training of Trainers** and learning event for UNDP Retainer consultants.
 - Support to **monitoring, learning and development of knowledge products** for Thimphu City Corporation on Public Private Partnerships in Integrated Sustainable Solid Waste Management (July – December 2011).
 - Design **Capacity Assessment Manual for Public Private Partnerships in local service delivery for Municipalities and Local Governments** (March/April 2010).
 - Design and facilitation of UNDP Capacity Development Learning Week on “Co-Creation of Value: The Role of Partnerships in Local Sustainable Development” 2012.
 - Support the development of the Annual Narrative 2012 of UNDP APRC CDG.
- **UNCDF Asia Pacific Regional Centre Bangkok - Local Development and Capacity Strengthening Specialist** for support to Local Governance strengthening in Bhutan:
 - Comprehensive **Capacity Development Strategy for Local Governance** in Bhutan, based on Gross National Happiness, Good Governance, improved service delivery and sustainable rural infrastructure development. Local Governance Support Project (April – July 2010).
 - **Community Contracting Protocol for infrastructure development** local government in Bhutan (May 2010).
 - Development of **design-templates and implementation procedures for rural infrastructure works**, for **local government** in Bhutan (March 2010).
- **UNDP Nepal**

Design of the Nationwide up-scaling (phase IV) of the **Micro Enterprise Development Programme**, and the development of a Capacity Development Strategy for the MEDEP project organisation and involved national- and local government agencies, service providers (NGOs and private sector) and entrepreneur representative bodies. The design was based on the successful pro-poor, inclusive and gender sensitive model for micro-entrepreneur development and analysed key institutional requirements and capacities critical for sustainability and successful nation-wide up-scaling.
- **UNDP Thailand**

Assessment of existing UNDP programmes in Thailand on **local service delivery and public private partnerships**, exploring opportunities and developing a UNDP country strategy on PPPs for improved and sustainable service delivery.
- **UNDP Nepal / UNEP Regional Centre Bangkok**

Socio-economic analysis of environmental friendly, labour based and livelihoods strengthening approaches and technologies for **rural road construction** in Nepal, Local Governance and Community Development Programme, (July-Nov 2010)

- **National Environment Commission Bhutan**
Design and provision of a training on environmental friendly road construction for environment officers of selected central agencies and districts
- **SNV Bhutan – Netherlands development Organisation**
 - Development of Public Relations documents, factsheets and Track-records for SNV Bhutan, all sectors and past projects (2013);
 - Develop the Annual Progress Report for 2011 for external publication and donor submission.
- **ORIO-Project, Netherlands Ministry of Economic Affairs**
Team Leader and Chief Technical Advisor for the design and development team for the **Secondary National Highway** project "Poverty alleviation through road access in rural Bhutan", Advance Consulting The Netherlands, Gaserling-Lamoizhingka National Highway, Bhutan, (January - September 2011).

January 2009 – December 2009: Sabbatical year, Study and Authoring

Professional
experience

- **January 2008 – December 2008**
- **SNV Netherlands Development Organisation - Nepal**
Senior Advisor and Sector Leader for Water, Sanitation and Hygiene
 - Development of the SNV Water, Sanitation and Hygiene (WaSH) country strategy, public sector system assessment, assessment of structural/systemic sector capacity constraints for as well national/local government as non-state actors, assessment of potential public-private partnership modalities in local service delivery, collaboration opportunities, client selection and engagement.
 - Analysis of sustainability of local services and empowerment effect of prevalent community approaches, development of strategy for improved local service delivery, gender sensitivity, community ownership and community capacity for self-development.
 - Support to Policy development for improved local service delivery modalities to increase sustainability and a sector wide approach, especially geared to local governments.
 - Programme design for Community Led Total Sanitation approach. District level multi-stakeholder capacity building approach, leadership strengthening of local government, action research on community-led gender sensitive sanitation approaches/technology.
 - Good governance, gender and social inclusion strategy (G4E) integrated in WaSH sector strategy. Structural hierarchies and power imbalances in the service delivery system assessed; systemic change process designed to facilitate community empowerment, through community-led approach, strengthened capacity of claim-making organisations and transparency and accountability mechanisms.
 - Research on water and sanitation situation in Karnali zone, with focus on community self-management capacity and sustainability of services. Support to survey design, data analysis and reporting findings.
 - Partnership development with Water Aid Nepal and IRC The Netherlands.
 - Support to start-up and development of SNV Asia WaSH strategy and sector team.

Professional
experience

- **January 2006 – December 2007**
- **SNV Netherlands Development Organisation - Nepal**
Senior Advisor Basic Services and Community Rural Infrastructure
 - Strategic prioritisation assessment and selection process in basic service delivery areas (Renewable Energy, Health, Education, Water and Sanitation, HIV/AIDS). Thematic sector analysis, identification of specific sector constraints and potentials, identification and capacity assessment of lead government agencies and of pivotal clients/client groups, networks and potential (strategic) partners.
 - Framework design for community infrastructure development and sustainability, based on a livelihood approach. The framework addresses specific context issues, as post-conflict transition, role and mandate of local government, social inclusion, gender, and community empowerment. Overall aim is to optimise the impact of community based infrastructure and local services, from planning till the operation & maintenance phase, for poverty reduction and good governance. It especially considers how

community/individual capacities can be strengthened and can increase the entitlements of disadvantaged groups, through a participatory approach.

- Participatory organisational self-assessments with local government and district based NGOs and Community based organisations, development of organisational strengthening plans for community empowerment and infrastructure quality.
- Research on adapted (low-cost) technology for rural roads and small community infrastructure to enhance community participation, ownership and sustainability.
- SNV Asia product leader for Basic Service Delivery in the Local Governance knowledge network (RALG). Member of regional Task Force on Resource Mobilisation, training provided to SNV employees on SNV's primary process (AAA), capacity building approaches, conflict-sensitivity analysis, gender and team building.
- Participated in year-long world-wide SNV Advisory Practice Learning Program, for developing leadership and learning approaches. Facilitated action learning design on behavioural change, team learning approaches, coaching.

Professional > **2004 - 2005**

experience

> **SNV Netherlands Development Organisation - Bhutan**

Portfolio Coordinator Natural Resource Management (NRM)

- Portfolio Coordinator NRM of SNV Bhutan, team comprising 12 advisors and 4 support staff. Developed NRM country strategy in participation with government agencies, clarification of policy and legal framework, role and mandate of local government entities and of non-state actors. Heavily involved in setting up the Asia knowledge network on Collaborative Forest Management. SNV Bhutan Acting Country Director, involved in overall SNV country strategic positioning, country program management.
- Team Leader Environmental Friendly Road Construction Support Project (see below).
- Practice leader for Rural Infrastructure Development and Basic Service Delivery, leading development of a regional (Himalaya) practice area, conducting country strategic positioning processes and laying the foundation for effective future rural infrastructure programs in Bhutan and Nepal.

Professional > **2000 - 2004**

experience

> **SNV Netherlands Development Organisation - Bhutan**

**Team Leader Environmental Friendly Road Construction Support Project
Department of Roads**

- Project Manager, overall financial and HR accountability, made the project design and responsible for participatory project implementation. The project successfully supported the Department of Roads with the nationwide development and introduction of the Environmental Friendly Road Construction concept and techniques. Through complex change and multi-stakeholder facilitation the project developed from a technical innovation within a project setting into a sector wide structural capacity strengthening project for the whole construction sector. Included new policy and legal frameworks and bridging micro (community), meso (district), macro (national) levels.
- During the second project phase responsible for the overall vision, capacity development strategy, institutional change facilitation, networking, building public-private partnerships, strengthening training and education institutes, training of staff and developing guidelines, manuals and a field handbook.
- Create and promote support for the EFRC concept at higher policy levels and within other road agencies. This has been achieved by networking, stakeholder platforms, policy workshops, trainings, PR materials and an EFRC promotion movie.
- Overall lead of a team of 10 advisors, providing technical expertise, project management support to World Bank financed roads (122 km) and training of DoR, contractors.
- Designed and provided technical and managerial road engineering support for the EFRC development, for construction management, quality assurance, supervision and for community road maintenance approaches.
- Technology research, low-cost and adapted to context. Community road maintenance pilots, developed approaches and modalities for decentralised maintenance to communities for improved quality and sustainable community income.
- First three years (as Project Manager) responsible for a total project budget of about Euro 1,000,000, for financial and physical progress monitoring, quality assurance, resource mobilisation, progress reporting, organising and providing/facilitating trainings & workshops, facilitating organisational change, capacity strengthening of the advisory team and facilitating the development and design of follow-up projects.

- Professional experience** > **1999 – 2004**
Chairperson SNV Global Works Council, representative body employees
 Ensured strategic engagement and negotiation with SNV Corporate management, assessing HR consequences and representing employees' interests during the organisational design and change process of SNV as part of the disentanglement from the Ministry of Foreign Affairs.
- Professional experience** > **1997 – 1999 SNV Netherlands Development Organisation – Bhutan, Integrated Sustainable Development Programme, Zhemgang District, Bhutan**
Civil Engineer and ad-interim Project Manager. Strengthened technical and functional capacity of the Public Works Division (PWD) of the District Administration for local services, especially the physical construction of rural infrastructure as water supply, sanitation facilities, hospitals, schools, mule tracks, and bridges. Development of **Operation & Maintenance procedures for different types of local services and rural infrastructure in the district.**, especially for "community owned" infrastructure, like rural water supply and sanitation; including revitalising traditional approaches to self-management. For "public owned" infrastructure responsible functions for maintenance were identified and manuals and training courses were developed to successfully enable sectors to take responsibility.
- Professional experience** > **1996 – 1997**
Operational Research Specialist; Free-lance Consultant
 > **Department of Drainage, Cairo, Egypt**
 Generated operational research and data collection strategies, data processing and analysing, planning data, innovative construction methods, improved construction equipment use, monitoring systems, capacity and efficiency norms.
- Professional experience** **1996 – 1997 Logistical manager / Project manager; Free-lance Consultant**
 > **HVL BV, Civil Building Contractor, Lemmer, The Netherlands**
 International transport manager and general management support on financial, legal and technical matters related to acquisition, contract management, construction projects in water and sewerage systems, embankment protection works and road construction.
- Professional experience** **1994 – 1996 Associate expert Land & Water Development Directorate General International Co-operation (DGIS), The Hague, The Netherlands**
Drainage Executive Management Project / Department of Drainage; Cairo, Egypt
 Established and managed an operational research unit within the Egyptian Authority for Drainage Projects, to produce production norms for different construction methods and -equipment in the drainage sector, develop and support implementation of research plans, training in research methods, collection & processing of field data, analyzing data, producing planning figures, technical reporting and development of software and manuals.
- Professional experience** **1993 – 1994 Consultant , Lemmer, The Netherlands, Different Civil Contractors**
 Management support on financial, legal and technical matters. Project acquisition and preparation, cost estimating, project planning and project implementation, contract management and progress reporting. Civil projects: road implementation, shore protection, buildings, water and sewerage systems, waterway constructions, embankments.
- Professional experience** **1992 – 1993 and 1990 – 1991 Project/design supervisor Project Education Delft University of Technology, Faculty of Civil Engineering, Netherlands**
 Project- and technical design supervisor for student groups who had to solve civil problems by project cycle approach. Curriculum development for classes and project cases of 'Project Education'. Development of manuals and software case studies for construction project work planning. Development of a reader for civil engineering in development countries.
- Professional experience** **1991 – 1992 Research Fellow; Euroconsult, Arnhem, The Netherlands**
Early Implementation Projects/Bangladesh Ministry of Water Resources, Dhaka
 Independent field research and computer simulation to determine hydrological conditions and multiple water use management possibilities and constrains (technical, social, environmental) for a polder in the delta of Bangladesh. Focus on strengthening community capacity and finding adapted technical solutions for good resource management by communities in the context of diverse power relationships and different water uses, like drinking water and agriculture.
- Professional experience** **1980 – 1992 Project Manager, HVL BV, Building contractor, The Netherlands**
 Project calculation, -preparation and -implementation of civil projects (road construction, waterworks, shore protection, etc.). Logistic manager of international transport.