

## CURRICULUM VITAE

First name: **Sylvie** Date of Birth: 1<sup>st</sup> June 1969, France  
 Family name: **ROBERT** Citizenship(s): French  
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### 6. Education

<i>Institution:</i>	<b>SORBONNE University - Political Sciences Department</b> (Paris - France)	1997-
<i>Diploma obtained:</i>	DESS Development and Cooperation (Diplôme d'Etudes Supérieures Spécialisées)	1998
<i>Institution:</i>	<b>BIOFORCE DEVELOPPEMENT Rhône-Alpes</b> (Lyon – France)	1991-
<i>Diploma obtained:</i>	Logistics and Administration	1994
<i>Institution:</i>	Lycée Jean Moulin (Thouars – France)	
<i>Diploma obtained:</i>	Scientific <i>Baccalauréat</i>	1987

### 7. Language skills: (1=basic to 5=excellent)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
<b>French</b> (mother tongue)	5	5	5
<b>English</b>	5	4	4
<b>Spanish</b>	5	4	4

### 8. Membership of professional bodies

- **ALNAP/ODI** (Active Learning Network on Accountability and Performance in Humanitarian Assistance / Overseas Development Institute), Observer member, **London**
- **F3E** (Fonds pour la promotion des études préalables, transversales et évaluations), **Paris**

### 9. Other skills: Computer literacy, MS Office (Word, Excel, Power Point)

### 10. Present Position: Independent Consultant

### 11. Professional experience: **20 years in the humanitarian/ development sector**

### 12. Key qualifications

<i>Evaluation and learning processes: Design of ToRs, conducting assessments and evaluations (incl. monitoring), drawing lessons learned, meta and joint approaches</i>	<b>Quality and Accountability Project Cycle Management</b> Monitoring and Evaluation Knowledge Management Organisational Learning Capitalisation of Experiences
<i>Support and coaching: Providing technical support and assistance (e.g. Focal point on Quality and Accountability; Support during emergencies and design stages, for data collection, survey and analysis)</i>	
<i>Training: Facilitating events; Training and Training of Trainers; Design of teaching materials; Evaluating training processes</i>	
<i>Research: Conducting studies; Methodological research; Designing guides</i>	

### 13. Specific experience in the beneficiary countries

<i>Country:</i>	<i>Date:</i>
Albania	1998
Bosnia & Herzegovina	1992 to 1994/1996
Bulgaria	1998
Burkina Faso	2003
Burundi	1996/2001/2003
Cape Verde	2011
Chad	2004
Congo (Brazzaville)	2001
DRC (Kinshasa & East)	2001/2002
Ethiopia	2007/2009/2010/2012
Gabon	2007/2008/2009/2010
The Gambia	2003
Ghana	2008/2009
Guatemala	2000
Guinea Conakry	2003
Honduras	1999/2000/2001
India	2010
Kenya	2011/2012

<i>Country:</i>	<i>Date:</i>
Macedonia	2002
Madagascar	2008
Mali	2004
Morocco	2001/2008
Nicaragua	1999/2000/2001
Niger	2008
Pakistan	2000/2005/2006/2007
Paraguay	2011
Peru	2006
Rwanda	1994 to 1996/2003
Senegal	2000/2002/2003/2007/2009
(incl. Casamance)	2010/2011
Tanzania	1996 to 1997/2003/2011
Thailand	2004
Tunisia	2012
Zambia	2003
Uganda	2002/2003/2005
Zimbabwe	2001

#### 14. Professional experience record (20 years)

12 years	Independent consultant in evaluation and organisational learning
2 years	Project manager within an International Organisation based in Geneva
1 year	Working within an educational project in Tanzania
4 years	Working in emergency settings with NGOs, in the Balkans, the Great Lakes of Africa, Central America and South East Asia

#### As an Independent Consultant, ongoing

<i>Date:</i>	2011/ 2012 (on-going)
<i>Location:</i>	<b>Rome, home-based and Tunisia</b>
<i>Company:</i>	<b>Food and Agriculture Organization of the United Nations, FAO</b>
<i>Description:</i>	Providing advisory services on training and adult learning throughout the development of a project aimed at facilitating interaction and a coordinated approach amongst all existing corporate initiatives which involve learning and/or training component within the FAO, for late 2011 and the current biennium, 2012/13. Specifically: designing an effective country programming set of training materials including four initiatives: e.g. Resource Mobilization, Country Programming Framework, Country Office Planning and Project Cycle, and cross-cutting themes.

<i>Date:</i>	May 2012 (preparation stage)
<i>Location:</i>	<b>Addis Abeba, Ethiopia</b>
<i>Company:</i>	<b>LEGS, The Livestock Emergency Guidelines and Standards</b>
<i>Description:</i>	Lead facilitator of a LEGS training of trainers course conducted in French

<i>Date:</i>	2012 (preparation stage)
<i>Location:</i>	<b>Home-based in Spain and delivery in Kenya</b>
<i>Company:</i>	<b>Self</b>
<i>Description:</i>	Designing a learning event for leaders in quality and accountability (QandA) with the aim of: 1/ providing participants with a refresher course on QandA, and 2/ exploring implementation and complementarities to contribute to enhanced QandA of humanitarian action.

<i>Date:</i>	September 2011
<i>Location:</i>	<b>Nairobi, Kenya</b>
<i>Company:</i>	<b>Food and Agriculture Organization of the United Nations, FAO</b>
<i>Description:</i>	Support the preparation and facilitate the third FAO regional meeting on emergencies for Francophone and Anglophone Africa (up to 70 participants incl. HQ and counterparts).

<i>Date:</i>	April/August 2011
<i>Location:</i>	<b>Home-based and Switzerland</b>
<i>Company:</i>	<b>SDC (Swiss Development Cooperation) &amp; IDE (Institut International des Droits de l'Enfant)</b>
<i>Description:</i>	Jointly with the SDC, supporting the IDE to develop its strategy for the period 2012-2016. Organising a workshop with the board and drafting the strategy.

<i>Date:</i>	June 2011
<i>Location:</i>	<b>Medford, Boston, USA</b>
<i>Company:</i>	<b>Tufts University</b>
<i>Description:</i>	Leading and facilitating a panel entitled 'Enhancing Quality and Accountability in the Humanitarian Sector: Where are we at?' during the WCHS (World Conference on Humanitarian Studies).

<i>Date:</i>	February/March 2011
<i>Location:</i>	<b>Dakar, Senegal and Nairobi, Kenya</b>
<i>Company:</i>	<b>Food and Agriculture Organization of the United Nations, FAO</b>
<i>Description:</i>	Preparing and facilitating two regional lessons learning workshops to share experiences and lessons learned amongst projects funded by the EU Food Facility and implemented by TCE (Emergency Operations and Rehabilitation Division of the FAO).

<i>Date:</i>	October 2010 – February 2011
<i>Location:</i>	<b>Home-based in Spain and Tanzania</b>
<i>Company:</i>	<b>The Office of the United Nations High Commissioner for Refugees, UNHCR</b>
<i>Description:</i>	Revision of the Global Camp Coordination and Camp Management (CCCM) Training of Trainers (ToT) materials to a national ToT version; Facilitation of Global CCCM Training of Trainers in French

<i>Date:</i>	November 2010 to April 2011 and December 2011
<i>Location:</i>	<b>Delhi, India, Cape Verde and Paraguay</b>
<i>Company:</i>	<b>Food and Agriculture Organization of the United Nations, FAO</b>
<i>Description:</i>	In the newly introduced FAO corporate results-based planning framework (RBM), contribute to preparation, facilitation and further refining of the Country Office Work Planning (COWP) pilot and learning process in six country offices.
<i>Date:</i>	December 2010
<i>Location:</i>	<b>Leon, Castilla y Leon, Spain</b>
<i>Company:</i>	<b>University of Leon and Ponferrada</b>
<i>Description:</i>	Organising and facilitating a workshop on the Sphere Project within a Masters course on cooperation
<i>Date:</i>	November 2010
<i>Location:</i>	<b>Addis Abeba, Ethiopia</b>
<i>Company:</i>	<b>Trocaire, CAFOD, SCIAF and the Sphere Project</b>
<i>Description:</i>	Facilitating a Sphere Training of Trainers event in Ethiopia for the Horn and Eastern Africa
<i>Date:</i>	October 2010
<i>Location:</i>	<b>Madrid, Spain</b>
<i>Company:</i>	<b>El Instituto de Estudios sobre Conflictos y Acción Humanitaria, IECAH</b>
<i>Description:</i>	Contributing to a conference on evaluation of humanitarian action with the Spanish actors
<i>Date:</i>	September 2010
<i>Location:</i>	<b>Dakar, Senegal</b>
<i>Company:</i>	<b>LEGS, The Livestock Emergency Guidelines and Standards</b> <i>Steering Group made up of individuals from the African Union, the FAO, the ICRC, Vétérinaires sans Frontières Belgium and the Feinstein International Center of Tufts University</i>
<i>Description:</i>	Lead facilitator of the LEGS training of trainers course for Western Africa
<i>Date:</i>	September – October 2010
<i>Location:</i>	<b>Home-based, Spain</b>
<i>Company:</i>	<b>Inter-Mondes Belgique</b>
<i>Description:</i>	Contribute to a study on ‘quality processes and international solidarity’ through interviews of key actors in Spain and design of a concept note on ‘Anglo-Saxon and Latin visions of quality in the humanitarian sector and their practical applications’
<i>Date:</i>	September 2010
<i>Location:</i>	<b>Rome, Italia</b>
<i>Company:</i>	<b>Food and Agriculture Organization of the United Nations, FAO</b>
<i>Description:</i>	Facilitate a retreat of the Organisation’s Strategy Team ‘F’ on Natural Resources at the FAO HQ.
<i>Date:</i>	June 2010
<i>Location:</i>	<b>Dakar, Senegal</b>
<i>Company:</i>	<b>Food and Agriculture Organization of the United Nations, FAO</b>
<i>Description:</i>	Support the preparation and facilitate the second FAO sub regional meeting on emergencies for Western Africa (15 countries) and the Sahel (Mauritania and Chad)
<i>Date:</i>	June 2010
<i>Location:</i>	<b>Libreville, Gabon</b>
<i>Company:</i>	<b>Food and Agriculture Organization of the United Nations, FAO</b>
<i>Description:</i>	Facilitate a follow up workshop on the priorities of the sub-regional work plan for Central Africa and the implementation framework
<i>Date:</i>	January to April 2010
<i>Location:</i>	<b>Home-based, Spain</b>
<i>Company:</i>	<b>Save the Children UK</b>
<i>Description:</i>	Conduct a mid-point evaluation of the Child Protection Trainee Scheme (CPTS) 2005-2009
<i>Date:</i>	From December 2009 to 2011 (part time, on going)
<i>Location:</i>	<b>Addis Abeba, Ethiopia, the UK and Western Africa</b>
<i>Company:</i>	<b>LEGS, The Livestock Emergency Guidelines and Standards</b> <i>Steering Group made up of individuals from the African Union, the FAO, the ICRC, Vétérinaires sans Frontières Belgium and the Feinstein International Center of Tufts University</i>
<i>Description:</i>	Development of LEGS training materials, conducting the initial pilot training event (Ethiopia, February 2010), implementing some of the training of trainers courses (Western Africa, September 2010) and supporting the implementation of future workshops

<i>Date:</i>	March 2010
<i>Location:</i>	<b>El Escorial, Spain</b>
<i>Company:</i>	<b>IECAH, The Sphere Project</b>
<i>Description:</i>	Co-organising and co-facilitating a Sphere Training of Trainers event in Spain
<i>Date:</i>	2009
<i>Location:</i>	<b>France and Spain</b>
<i>Company:</i>	<b>MSc Humanitarian Programme Management course, with the University of Liverpool, School of Tropical Medicine and Mango - Bioforce</b>
<i>Description:</i>	As a referee Subject Matter Expert, provide continuous expertise to the Bioforce Programme Manager on the contents, organisation, facilitation and assessment of the module entitled 'Managing Programmes and Projects', coordinate the trainers' team (8 persons) and conduct courses on 'Project Cycle Management (PCM)'. Review and draw lessons learned from this course to design the next session and curriculum in 2010
<i>Date:</i>	September, October and December 2009
<i>Location:</i>	<b>Ethiopia, Gabon and Ghana</b>
<i>Company:</i>	<b>Food and Agriculture Organization of the United Nations, FAO</b>
<i>Description:</i>	Review the existing materials and design an appropriate training pack on the FAO decentralisation of the TCP (Technical Cooperation Programme). Facilitate subregional trainings in order to familiarise the decentralised offices with their new roles and responsibilities, as the management and approval process for the TCP is being decentralised to the regional and Subregional Offices and to the FAO Representatives as for beginning 2010
<i>Date:</i>	October 2009
<i>Location:</i>	<b>Libreville, Gabon</b>
<i>Company:</i>	<b>Food and Agriculture Organization of the United Nations, FAO</b>
<i>Description:</i>	Facilitate a follow up workshop on the priorities of the sub-regional work plan for Central Africa and the implementation framework, within the wider context of the FAO reform and its internal decentralisation process with the FAO representatives from the 7 countries of the sub-region
<i>Date:</i>	October 2009
<i>Location:</i>	<b>Dakar, Senegal</b>
<i>Company:</i>	<b>Food and Agriculture Organization of the United Nations, FAO</b>
<i>Description:</i>	Support the preparation and facilitate the first FAO sub regional meeting on emergencies for Western Africa (15 countries) and the Sahel (Mauritania and Chad)
<i>Date:</i>	May 2009
<i>Location:</i>	<b>Geneva, Switzerland</b>
<i>Company:</i>	<b>Swiss Solidarity Foundation (SWS)</b>
<i>Description:</i>	Resource person during an internal workshop on 'targeting the most vulnerable' as well as on 'quality and accountability in the humanitarian sector'
<i>Date:</i>	April 2009
<i>Location:</i>	<b>Paris, France</b>
<i>Company:</i>	<b>ActionAid International - Action for Global Health</b>
<i>Description:</i>	Facilitate the advocacy officers meeting: The meeting will bring together the advocacy officers of the network (Italy, France, Germany, Spain, UK and Brussels) to discuss about planning for the next year's activities, and some specific sessions on gender and right to health
<i>Date:</i>	April, 2009
<i>Location:</i>	<b>Toledo, Spain</b>
<i>Company:</i>	<b>The Government of 'Castilla la Mancha'</b>
<i>Description:</i>	Review and evaluate some NGOs' proposals submitted for funding purposes to the region's international cooperation department; Provide analysis and feedback to the regional Government
<i>Date:</i>	February and March 2009
<i>Location:</i>	<b>Ghana</b>
<i>Company:</i>	<b>Food and Agriculture Organization of the United Nations, FAO</b>
<i>Description:</i>	Facilitate a regional workshop for Africa and a sub regional workshop for Western Africa (15 countries) to design the priorities of their work plans, within the wider context of the FAO reform
<i>Date:</i>	December 2008 (May 2007 and April 2008 consultancies' follow up)
<i>Location:</i>	<b>Gabon</b>
<i>Company:</i>	<b>Food and Agriculture Organization of the United Nations, FAO</b>
<i>Description:</i>	Facilitate a follow up workshop on the priorities of the sub-regional work plan for Central Africa and the implementation framework, within the wider context of the FAO reform and its internal decentralisation process with the FAO representatives from the 7 countries of the sub-region

<i>Date:</i>	November 2008
<i>Location:</i>	<b>Antananarivo, Madagascar</b>
<i>Company:</i>	<b>ICRA (International Centre for Development oriented Research in Agriculture) - Agropolis</b>
<i>Description:</i>	Coach the design of a lessons learnt event. Prepare and facilitate the event (50 participants including NGO's, donors and national authorities). Draft a report with the aim of providing inputs for a publication on lessons learnt and highlight recommendations for the next steps
<i>Date:</i>	June to November 2008
<i>Location:</i>	<b>Home-based</b>
<i>Company:</i>	<b>The Sphere Project together with eight Quality &amp; Accountability Initiatives</b>
<i>Description:</i>	Team leader to develop a background paper and training materials about "Understanding different Quality and Accountability (Q&A) initiatives for enhanced humanitarian assistance". Those initiatives are the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP), Humanitarian Accountability Partnership (HAP), People In Aid, the Sphere Project, Coordination SUD (Solidarité, Urgence, Développement), Groupe URD (Urgence Réhabilitation Développement), the Emergency Capacity Building Project (ECB) and the Inter-Agency Network for Education in Emergencies (INEE)
<i>Date:</i>	May 2008 to end 2008 (part time)
<i>Location:</i>	<b>France and Spain</b>
<i>Company:</i>	<b>MSc Humanitarian Programme Management course, with the University of Liverpool, School of Tropical Medicine and Mango - Bioforce</b>
<i>Description:</i>	As a Subject Matter Expert, provide continuous expertise to the Bioforce Programme Manager on the contents, organisation, facilitation and assessment of the module entitled 'Managing Programmes and Projects' and conduct courses on 'Project Cycle Management' and 'Monitoring and Evaluation'
<i>Date:</i>	April to September 2008 (part time)
<i>Location:</i>	<b>Senegal, West Africa and home-based</b>
<i>Company:</i>	<b>UNDP</b>
<i>Description:</i>	Designing a learning strategy for the regional development programme 'Multi functional platforms' and supervising its qualitative implementation (Burkina Faso, Ghana, Guinea, Mali, Senegal)
<i>Date:</i>	2 to 6 June 2008
<i>Location:</i>	<b>Casablanca, Morocco</b>
<i>Company:</i>	<b>United Nations Country Team (UNCT) operating in Equatorial Guinea / UNDP</b>
<i>Description:</i>	Prepare, facilitate the retreat and draft a report including a joint proposal for cooperation for the UNCT in Equatorial Guinea. UN agencies and other heads of partner's agencies covering Equatorial Guinea but operating in Cameroon or Gabon attended the retreat: CNUDHD, FAO, OMS, ONUDI, UNDP, UNECA, UNESCO, UNFPA, UNICEF and the AFDB as an observer
<i>Date:</i>	April 2008 (May 2007 consultancy's follow up)
<i>Location:</i>	<b>Gabon</b>
<i>Company:</i>	<b>Food and Agriculture Organisation of the United Nations, FAO</b>
<i>Description:</i>	Facilitate a follow up workshop on the priorities of the sub-regional work plan for Central Africa
<i>Date:</i>	March 2008
<i>Location:</i>	<b>Toledo, Spain</b>
<i>Company:</i>	<b>The Government of 'Castilla la Mancha'</b>
<i>Description:</i>	Review and evaluate some NGOs' proposals submitted for funding purposes to the region's international cooperation department; Provide analysis and feedback to the regional Government
<i>Date:</i>	February-March 2008
<i>Location:</i>	<b>Niger</b>
<i>Company:</i>	<b>The Sphere Project</b>
<i>Description:</i>	Lead facilitator for the Sphere Training of Trainers (ToT) course in French to be delivered in Niger at the end of February 2008 and hosted by WVI: Preparing materials, coordinating the team together with the Sphere office, delivering the ToT course and writing the report and lessons learned paper
<i>Date:</i>	November to December 2007 – January 2008 (part time)
<i>Location:</i>	<b>Ethiopia and home-based, Ghana</b>
<i>Company:</i>	<b>ActionAid International</b>
<i>Description:</i>	Overseeing and facilitating the overall training on improving emergency response in Africa (25 country programmes); Working with resources previously used in Asia, and improving them through training sessions for the purpose of training in Africa; Developing them into proper training materials afterwards to have a concrete resource that the country level trainings can use and adapt to their context; Replicating the training at country level in Ghana and testing the training materials

*Date:* May 2007 to end 2007, May 2008 to end 2008  
*Location:* **France and Spain**  
*Company:* **MSc Humanitarian Programme Management course, with the University of Liverpool, School of Tropical Medicine and Mango - Bioforce**  
*Description:* As a Subject Matter Expert, provide continuous expertise to the Bioforce Programme Manager on the contents, organisation, facilitation and assessment of the module entitled 'Managing Programmes and Projects' and conduct courses on 'Monitoring and Evaluation'

*Date:* May 2007  
*Location:* **Gabon**  
*Company:* **Food and Agriculture Organization of the United Nations, FAO**  
*Description:* Design, prepare, facilitate and provide follow up to a 5-day workshop in Libreville, Gabon, with the objective of identifying the priorities of a sub-regional work plan for Central Africa together with an implementation framework, within the wider context of the FAO reform and its internal decentralisation process. Participants to the workshops were FAO representatives from the 7 countries of the sub-region, experts from the sub-regional office and resource persons from the headquarters (4)

*Date:* March 2007  
*Location:* **Pakistan**  
*Company:* **CWS P/A, with CARE International and World Vision**  
*Description:* Designing, facilitating and ensuring the dissemination and possible replications of an Inter-Agency Sphere Review of three NGOs' projects built in response to the South Asia earthquake

*Date:* December 2005, February and June 2006, including continuous follow up during 2006  
*Location:* **Pakistan**  
*Company:* **SPHERE Project**  
*Description:* Sphere Project "Focal Point" for response to South Asia earthquake  
Delivering training and technical support on quality and accountability to 14 contributing agencies

*Date:* April 2006  
*Location:* **Brussels, Belgium**  
*Company:* **VOICE**  
*Description:* Design and facilitation of a 3-day training on the Sphere Project organised by VOICE with the contribution of ECHO under the framework of the programme: "Enhancing the network: Improving management and network capacities for European humanitarian NGOs".

*Date:* March 2006  
*Location:* **Lima, Peru**  
*Company:* **Geneva City – Department for International Solidarity**  
*Description:* Evaluation of two projects carried out by NGOs funded by the Department for International Solidarity of Geneva City

*Date:* December 2005  
*Location:* **Belgium**  
*Company:* **Oxfam Solidarity**  
*Description:* Facilitating a workshop for Oxfam Solidarity project managers on "capitalisation of experiences"

### **As an Inter-Agency Project Manager**

*Date:* September 2004 to November 2005  
*Location:* **Geneva, Switzerland**  
*Company:* **The Reach Out Project – An inter-agency refugee protection training project Hosted at the IFRC – International Federation of the Red Cross and Red Crescent**  
*Position:* Project Manager  
*Description:* Operating together with a working group composed of 12 members: NGOs, RC/RC, UNHCR  
Being responsible for the management and supervision of the strategy design, work plan, human resources (team and consultants), budget and fundraising  
Producing and implementing a strategy to phase out the project by November 2005  
Ensuring the development and updating of the training materials; and ensuring the delivery of the training workshops and training of trainers (Thailand, Senegal, Chad, and Lebanon)  
Representing the project, consulting and liaising extensively with organisations interested in refugee protection, in particular UNHCR, NGOs, Red Cross and donor agencies

## As an Independent Consultant

<i>Date:</i>	September 2003 to July 2004
<i>Location:</i>	<b>France, Burkina Faso</b>
<i>Company:</i>	<b>FPH - Fondation Charles Leopold Mayer &amp; Coordination SUD</b>
<i>Description:</i>	Writing methodological guidelines on organisational learning and knowledge management Co-animating a regional workshop (10 country offices represented) on organisational learning and knowledge management with INADES-Formation in Burkina Faso (November 2003)
<i>Date:</i>	September 2003 to July 2004
<i>Location:</i>	<b>France</b>
<i>Company:</i>	<b>F3E – Fonds pour la promotion des Etudes préalables, des Etudes transversales et des Evaluations</b>
<i>Description:</i>	Conducting a study on “the effectiveness of evaluation”
<i>Date:</i>	March 2004
<i>Location:</i>	<b>France</b>
<i>Company:</i>	<b>Universities and Training centres</b>
<i>Description:</i>	Facilitating courses : Master of International and European Public Action in Lille, DESS Development and Cooperation Sorbonne-Paris 1, Bioforce Développement
<i>Date:</i>	March 2004
<i>Location:</i>	<b>Belgium</b>
<i>Company:</i>	<b>Oxfam Solidarity</b>
<i>Description:</i>	Facilitating a workshop for Oxfam Solidarity project managers
<i>Date:</i>	June 2003
<i>Location:</i>	<b>Zambia</b>
<i>Company:</i>	<b>Care UK</b>
<i>Description:</i>	Facilitating a “lessons learned” workshop for 5 Care country programmes in Southern Africa
<i>Date:</i>	June 2003
<i>Location:</i>	<b>Switzerland</b>
<i>Company:</i>	<b>Fondation Terre des homes-Lausanne</b>
<i>Description:</i>	Coaching the self evaluation of the internal organisational learning system
<i>Date:</i>	May 2003
<i>Location:</i>	<b>The Gambia &amp; Casamance, Senegal</b>
<i>Company:</i>	<b>Concern Universal &amp; RedR - Engineers for Disaster Relief</b>
<i>Description:</i>	Preparing workshops on “Project management and coordination” to be conducted in Casamance
<i>Date:</i>	April 2003
<i>Location:</i>	<b>France</b>
<i>Company:</i>	<b>DAC-OECD, Working Party on Aid Evaluation</b>
<i>Description:</i>	Writing the conference pre-publication report on “Partners in Development Evaluation – Learning and Accountability” (300 participants from 40 countries)
<i>Date:</i>	March 2003
<i>Location:</i>	<b>Rwanda</b>
<i>Company:</i>	<b>Save The Children UK</b>
<i>Description:</i>	Facilitating a regional workshop on “Disaster preparedness”
<i>Date:</i>	February 2003
<i>Location:</i>	<b>Burundi</b>
<i>Company:</i>	<b>CORDAID</b>
<i>Description:</i>	Facilitating a regional workshop on “The Sphere Project and the Project Cycle Management in Emergencies”
<i>Date:</i>	February 2003
<i>Location:</i>	<b>Guinea Conakry (N’Zérékoré)</b>
<i>Company:</i>	<b>Concern Universal &amp; RedR - Engineers for Disaster Relief</b>
<i>Description:</i>	Co-facilitating 2 workshops on “Project management in emergencies and coordination”
<i>Date:</i>	December 2002
<i>Location:</i>	<b>France</b>
<i>Company:</i>	<b>ALNAP Active Learning Network for Accountability and Performance in Humanitarian Action</b>
<i>Description:</i>	Contributing to the writing of the 2003 Annual Review

*Date:* November - December 2002  
*Location:* **Uganda**  
*Company:* **Concern Worldwide, Oxfam GB & Save The Children**  
*Description:* Co-facilitating 3 workshops on “Disaster Preparedness and the Sphere Project” aimed at the senior staff of the 3 NGOs, the Ministry of Disaster Management and Refugees (MoDMR) - Office of the Prime Minister (OPM), and senior civil servants within the key Ministries of Health, Finance and Agriculture

*Date:* October 2002  
*Location:* **Democratic Republic of Congo (Kinshasa & East)**  
*Company:* **SPHERE Project**  
*Description:* Sphere “Country Pilot Programme” assessment

*Date:* September 2002  
*Location:* **Great Britain**  
*Company:* **RedR - Engineers for Disaster Relief**  
*Description:* Co-facilitating a workshop on “How to Evaluate Humanitarian Action” (ALNAP training materials)

*Date:* September 2002  
*Location:* **France**  
*Company:* **Reach Out Project, International Federation of the Red Cross and Red Crescent**  
*Description:* Co-facilitating a Training of Trainers workshop (5 days) on “Refugee Protection” in Nice

*Date:* June - July 2002  
*Location:* **Macedonia**  
*Company:* **American Red Cross & Macedonian Red Cross**  
*Description:* Organising and facilitating 2 Training of Trainers workshops, 3 workshops & 8 one day regional sessions in Macedonia, based on Sphere materials: The Project Cycle Management & Disaster Preparedness

*Date:* May 2002  
*Location:* **Geneva**  
*Company:* **SPHERE Project**  
*Description:* Participating in and co-facilitating the “Sphere lessons learned meeting” in Geneva (May 2002)

*Date:* April 2002  
*Location:* **Senegal**  
*Company:* **Reach Out Project, International Federation of the Red Cross, Amnesty International**  
*Description:* Co-facilitating a workshop on “Refugee Protection” in Dakar in collaboration with Amnesty International and OFADEC (Office Africain pour le Développement et la Coopération)

*Date:* December 2001 - January 2002  
*Location:* **Morocco (Marrakech), Great Britain (London)**  
*Company:* **SPHERE Project**  
*Description:* Sphere Team leader: coordinating a Sphere Training of Trainers workshop in Marrakech; Revising the training module on “The Project Cycle Management”

*Date:* October - November 2001  
*Location:* **Honduras, Nicaragua, France, Belgium**  
*Company:* **Fondation de France & Haut Conseil de la Coopération Internationale**  
*Description:* “Post-Mitch” political and financial study

*Date:* August - September 2001  
*Location:* **Democratic Republic of Congo (Kinshasa & East), Burundi**  
*Company:* **WFP - World Food Programme**  
*Description:* Strengthening the Monitoring & Evaluation systems within WFP programmes

*Date:* July 2001  
*Location:* **France**  
*Company:* **BIOFORCE Développement**  
*Description:* Facilitating a training on “Evaluation and The Project Cycle Management”

*Date:* May 2001  
*Location:* **Congo Brazzaville**  
*Company:* **CRS – Catholic Relief Service**  
*Description:* Coordinating and co-facilitating a Training of Trainers workshop on “The Project Cycle Management and Disaster Preparedness”

<i>Date:</i>	March 2000 – Avril 2001
<i>Location:</i>	<b>London, Paris, Geneva, Senegal, Zimbabwe</b>
<i>Company:</i>	<b>SPHERE Project</b>
<i>Description:</i>	Designing the Sphere training module “ The Project Cycle Management ” Co-facilitating: A Sphere Training of Trainers workshop in Geneva; A Sphere workshop in Zimbabwe hosted by <b>Save the Children UK</b> ; A regional workshop on “ The Project Cycle Management ” with <b>Oxfam UK</b> ; A Sphere Training of Trainers workshop in Geneva (May 2000). Drafting Terms of Reference for the Sphere Project external Evaluation

<i>Date:</i>	October - November 2000
<i>Location:</i>	<b>Geneva, Honduras, Nicaragua, Guatemala</b>
<i>Company:</i>	<b>MSF Switzerland</b>
<i>Description:</i>	Evaluating the AIDS programme & MSF Switzerland regional strategy in Central America

<i>Date:</i>	April 2000 - September 2000
<i>Location:</i>	<b>Pakistan</b>
<i>Company:</i>	<b>BIOFORCE Développement</b>
<i>Description:</i>	Supporting the design and the implementation of a “logistics and administration module” in the Franco-Afghan college, Peshawar (Sept. 2000); Facilitating a training on “ Evaluation and The Project Cycle Management “ in Lyon, France; Conducting an evaluation of the “logistics and administration module” in the Franco-Afghan college (April 2000)

### **Part Time Assignments on Organisational Learning**

<i>Date:</i>	May 1999 – July 2000
<i>Location:</i>	<b>France</b>
<i>Company:</i>	<b>FPH - Fondation Charles Leopold Mayer</b>
<i>Position:</i>	Consultant
<i>Description:</i>	Interviewing 60 persons involved in learning processes; Developing a conceptual framework for learning processes; Organising a conference on “Learning Processes and the Link between Research and Action” (see publications)

<i>Date:</i>	March 1999 – November 1999
<i>Location:</i>	<b>Europe, Honduras, Nicaragua</b>
<i>Company:</i>	<b>Groupe URD – Urgence-Réhabilitation-Développement</b>
<i>Position:</i>	Researcher
<i>Description:</i>	Coordinating a task force with French authorities and NGOs on the “post-Mitch” experience in Central America & lessons learned in the field of natural disasters; Evaluating the French NGO activities in Nicaragua and Honduras.

<i>Date:</i>	December 1998 - February 1999
<i>Location:</i>	<b>Albania, Bulgaria, France</b>
<i>Company:</i>	<b>Handicap International</b>
<i>Position:</i>	Consultant
<i>Description:</i>	Supporting the team in a critical period for the project implementation in Albania (July – Aug. 98); Conducting an initial assessment on disability & Evaluating the organisation’s capacity in order to set up a project in Bulgaria (July-August 1998); Writing an analysis of the demining and mine awareness programmes conducted in Mozambique, Cambodia, Bosnia and Ethiopia in order to prepare the first report of the International Campaign to Ban Landmines, ICBL

<i>Date:</i>	November 1997 - June 1998 (part-time)
<i>Location:</i>	<b>France</b>
<i>Company:</i>	<b>BIOFORCE Développement</b>
<i>Position:</i>	Representative
<i>Description:</i>	Attending the most important events in the sector of international solidarity on behalf of the Institute

### **Within an Educational Project**

<i>Date:</i>	October 1996 - October 1997
<i>Location:</i>	<b>Tanzania</b>
<i>Company:</i>	<b>Aide et Action</b>
<i>Position:</i>	Assistant to the Program Director in Tanzania
<i>Description:</i>	Setting up the educational projects and implementation of the sponsorship department; Recruiting and training the team

## In Emergencies

<i>Date:</i>	March – May 1996
<i>Location:</i>	<b>Bosnia and Herzegovina</b>
<i>Company:</i>	<b>Solidarités</b>
<i>Position:</i>	Program Officer: Evaluation
<i>Description:</i>	Evaluating the needs during the rehabilitation phase and making recommendations to adapt the projects during the junction between emergency and rehabilitation
<i>Date:</i>	February 1996
<i>Location:</i>	<b>Burundi</b>
<i>Position:</i>	Program Officer: Evaluation
<i>Description:</i>	Assessing the general situation and needs; Writing the projects proposals and fund raising
<i>Date:</i>	August 1994 – January 1996
<i>Location:</i>	<b>Rwanda</b>
<i>Position:</i>	Head of mission
<i>Description:</i>	Fund raising (ECHO, USAID, UN agencies); In charge of human resources management (20 expatriates and 200 local staff); Coordinating with other agencies and local authorities
<i>Date:</i>	September 1993 - June 1994
<i>Location:</i>	<b>Bosnia and Herzegovina</b>
<i>Position:</i>	Project coordinator
<i>Description:</i>	Monitoring of UNHCR assistance, food and shelter; Initiating and coordinating a supplementary feeding program with UNICEF and WHO
<i>Date:</i>	September 1992 - June 1993
<i>Location:</i>	<b>Bosnia and Herzegovina</b>
<i>Company:</i>	<b>Equilibre</b>
<i>Position:</i>	Project coordinator
<i>Description:</i>	Implementing emergency activities

## 15. Publications

- ✓ **Conducted the initial research: “Taking the initiative, Exploring quality and accountability in the humanitarian sector: an introduction to eight initiatives”**, The Sphere Project, [www.sphereproject.org](http://www.sphereproject.org), July 2009.
- ✓ **“Exploring ways to understand different Quality and Accountability initiatives for enhanced humanitarian assistance”**, Robert Sylvie, Urgoiti Ana, February 2009; Presented at Groningen University, **World Conference of Humanitarian Studies 2009**, The Netherlands, February 2009; **The VI Conference of the Spanish Evaluation Society** on Public Policies, Spanish Evaluation Society, ‘Políticas Locales, Políticas Sectoriales, Institucionalización y Metodología’, Instituto de Políticas Públicas, Universitat Autònoma de Barcelona, Barcelone, May 2009; **Swiss Solidarity** internal workshop on ‘Quality and Accountability initiatives in the humanitarian sector: How can a donor prioritise requirements?’, Geneva, May 2009.
- ✓ **“Understanding different Quality and Accountability initiatives for enhanced humanitarian assistance”**, The Sphere Project together with seven Quality & Accountability Initiatives (ALNAP, HAP-I, INEE, People In Aid, the Sphere Project, Coordination SUD, Groupe URD, the ECB Project), end 2008.
- ✓ **« Le capital mémoire »**, ECLM (Editions Charles Leopold Mayer) and Coordination SUD, <http://www.eclm.fr>, Sylvie Robert, November 2005.
- ✓ **Co-author of the reach Out training materials on refugee protection**, (available in Arabic, English, French and Spanish), [www.unhcr.org/reachout](http://www.unhcr.org/reachout), [www.icva.ch/reachout](http://www.icva.ch/reachout), 2005.
- ✓ **« Améliorer l’efficacité des évaluations »**, Capitalisation-valorisation F3E, Fonds pour la promotion des études préalables, transversales et évaluations), Paris, <http://f3e.asso.fr>, sous la direction de Daniel Neu (GRET), avec la collaboration d’Annette Corrèze (Présidente IRAM), Christophe Mestre (CIEDEL) et Sylvie Robert (consultante indépendante).
- ✓ **Workshop publication « Partners in Development Evaluation – Learning and Accountability »**, [www.minefi.gouv.fr/TRESOR/cicid/atelier](http://www.minefi.gouv.fr/TRESOR/cicid/atelier), Working Party on Aid Evaluation, DAC-OECD, April 2003.
- ✓ **« Après Mitch, une reconstruction bâclée »**, *Volcans*, N°50, [volcans@voilà.fr](mailto:volcans@voilà.fr), Annick Jeantet & Sylvie Robert, Winter 2003.
- ✓ **« ALNAP Annual Review 2003 »**, **Active Learning Network for Accountability and Performance in Humanitarian action**, Contributing to the analysis process for the final publication.
- ✓ **« Codes of Conduct & The Sphere Project – Adherence and Resistance »**, Working document for the International Expert Conference, « Security and humanitarian action: who is winning ? A US-Europe dialogue in the wake of September 11, 2001 », Columbia University, Barbara Bessier & Sylvie Robert, 24-25 May 2002.
- ✓ **« Annonces, Engagements et Conditionnalités dans le cadre de la reconstruction post-Mitch au Nicaragua et au Honduras »**, Annick Jeantet & Sylvie Robert, May 2002 (available in French, Spanish and English).
- ✓ **Co-author of the SPHERE Project Training Module « The Project Cycle »**, (available in English, French and Spanish), [www.sphereproject.org](http://www.sphereproject.org), 2000 – 2002.
- ✓ **« Analyser et valoriser un capital d’expérience, Repères pour une méthode de capitalisation »**, FCLM (Fondation Charles Leopold Mayer), Editions Charles Leopold Mayer, [aob@fph.fr](mailto:aob@fph.fr), DF N°125, Annik Ollitrault-Bernard, Sylvie Robert & Pierre de Zutter, February 2001.
- ✓ **« Réflexion sur l’évaluation autour de quelques expériences au sein d’ASI françaises »**, Mémoire, DESS Développement et Coopération, Sylvie Robert, December 1998.

## 16. References upon request