



## Detailed Curriculum Vitae Diederik Prakke

### Personal Data

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Name:	Diederik Prakke
Sex:	Male
Year of birth:	1969
Nationality:	Dutch
Profession:	Trainer / coach / consultant global leadership and team development, executive and life coaching, strategic organisational capacity development, management skills and human resources development, professional and personal communication and facilitation, results-based management of projects and programmes

### Education

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1993	Wageningen Agricultural University and Research Center (WUR), Wageningen, the Netherlands. Masters in Tropical Engineering. Thesis's in: <ul style="list-style-type: none"><li>• Water Management and</li><li>• Non-Western Rural Sociology</li></ul>
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### Special Courses

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2014	"The Daring Way" certification course, Brené Brown, San Antonio, Texas, USA
2013 – ongoing	Professionele Begeleiding, Phoenix opleidingen TA/NLP, Utrecht
2013	Toastmaster International, Hanoi Speakers
2013	Six ways of ruling. Seven-week online leadership course [Governance as path working group, Shambhala, Halifax/London] + Weekend on the Six ways of ruling [Richard Reoch, Rotterdam].
2012	Corporate communications workshop [Reinanke Haagsma, Hanoi, Vietnam]
2012	Organisational Alignment with Bateson's Neurological Levels [Peter de Vries, Hanoi, Vietnam]
2011 – 2013	Hanoi Writer's Collective, Hanoi
2010	Capacity WORKS. Orientation on institutional development framework and tools [Reinhard Schweers, CIM/GTZ, Frankfurt, Germany]
2010	Family Constellations and Systemic Solutions Workshop [Dorothee Weber, Yogatara Institute, Kathmandu, Nepal]
2010	Online for credit course 'Root of the Middleway II', the Buddhist philosophy of Nagarjuna [Kathmandu University in collaboration with Rangjung Yeshe Institute, Kathmandu, Nepal]. Ongoing (3



	credit points)
2009	Online for credit course 'Root of the Middleway I', the Buddhist philosophy of Nagarjuna [Kathmandu University in collaboration with Rangjung Yeshe Institute, Kathmandu, Nepal]. Passed (3 credit points)
2009	6 Thinking Hats of de Bono training [Concepta, Kathmandu, Nepal]
2009	7 Habits of highly Effective People Signature Program [FranklinCovey, Kathmandu, Nepal]
2009	In-house courses on Conflict in Teams, Leadership, Teambuilding [Concepta Team Consulting, Kathmandu, Nepal]
2008	In-house courses on Leadership, Building Open Teams and Management by Objectives (MbO) at ICIMOD [Concepta Team Consulting, Kathmandu, Nepal]
2007	Shambhala Buddhist Teacher's Training [Shambhala International, Köln, Germany]
2006	Facilitation Skills Course (FAC) [MDF Training & Consultancy BV, Ede, the Netherlands]
2005	ReThinking Development. Second international conference on 'Gross National Happiness' (a development vision from Bhutan) [GPI Atlantic (Canada) / Center for Bhutan Studies / St. Francis Xavier University Antigonish, Canada]
2005	NLP Practitioner Certificate [Phoenix, Utrecht, the Netherlands]
2003	Training of Trainers (ToT) [MDF Training & Consultancy BV, Ede, the Netherlands]
2002-2005	Professional communication: Transactionele Analyse, NLP and family constellations [Phoenix, Utrecht, the Netherlands]
2002	Project Cycle Management (PCM) [MDF Training & Consultancy BV, Ede, the Netherlands]
2000	Meditation Instructor's Training [Shambhala International, Dechen Chöling, Mas Marvent, St. Yrieux, Aixe sur Vienne, Limousin, France]
2000	'Summer intensive' workshop on personal growth [ITIP, Rossum, the Netherlands]
2000	Project Management (PM) [MDF Training & Consultancy BV, Ede, the Netherlands]
1999	Organisational Development for Advisers and Consultants (ODAC) [MDF Training & Consultancy BV, Ede, the Netherlands]
1998	Project Cycle Management workshop [De Monchy, Amsterdam, Thimphu]
1998	Personal leadership training [Phoenix, Utrecht, the Netherlands]
1996	Vajradhatu Seminary (three months study and meditation practice program) [Shambhala International, Red Feather Lakes, Colorado, USA]
1996	Conference on drinking water and sanitation [WEDC, New Delhi]
1994	Conference on drinking water and sanitation [WEDC, Colombo]
1993	First 'Dathün' (one month retreat) [Shambhala International, Dorset, United Kingdom]
1992-1993	Tibetan Language, Buddhist Philosophy and Psychology [Karmapa International Buddhist Institute (KIBI), New Delhi, India]

### **Professional experience**

In September 2013 Diederik registered Ziji leadership & coaching. The aspiration is to help individuals and organisations make quantum leaps in effectiveness, by addressing the existential



issues that most need addressing, rather than only addressing their symptoms. Bottlenecks may be at different levels: In our technical knowledge, in how we understand others, in how we communicate our own understanding, in how we feel, or in how we perceive and interpret. When we make our steps at the right level, there is a palpable shift in power and joy. While not exclusively seeking increased productivity and effectiveness, this work translates back in lasting leaps in results.

As of January 2014 Diederik rejoined MDF Training & Consultancy Head Office in Ede on a part-time basis, focusing on leadership (personal effectiveness) and organisational development.

At MDF-Indochina, since early 2011, Diederik works as a senior Trainer – Consultant, on:

- Implementing consultancies and training courses in HRM, Organisational Development, RBM, leadership and personal effectiveness skills, Advocacy and Policy Influencing
- Reinventing and updating services on Organisational Development: Leadership and Motivation, Strategic Decision Making, Organisational Development, Advisory Skills and Change Management. He adds value by drawing on management literature, joining analytical and intuitive approaches to strategy development and increasing organisational performance
- Repositioning MDF Indochina itself, as a specialised Learning and Change facilitator also providing services to the Private Sector. At MDF itself, Diederik advises on the introduction of a Balanced Score Card as a support for learning

At ICIMOD, 2007-2010 as unit head Human and Institutional Development, Diederik:

- Coordinated and implemented over 40 internal capacity development events and designed and introduced supportive performance management systems, in the context of an organisational change process. He combined a love for encouraging personal and professional growth of individuals, with strategic insights in organisational objectives and dynamics. At the same time he helped devise and introduced pragmatic and vigorous ways to monitor the implementation of comprehensive and truly practical solutions.
- Supported ICIMOD programmes in making their trainings, workshops and other learning events more dynamic and effective, particularly by emphasising adult learning techniques. He advised or assisted events, but also gave guidance in the pre- and post-event stages (where outcomes and impact are to materialise).
- Facilitated the strengthening of (academic) networks and in particular the 'Himalayan University Consortium' (HUC), established in 2007. In 2008 and 2009 he coordinated a comprehensive Afghan capacity building (notably through scholarships) programme under HUC umbrella; from 2010 onwards he acts as a coach and advisor to this project.

At MDF (the Netherlands), 2002-2007, Diederik Prakke served as an expert in Human and Institutional Development (HID), and covered issues such as personal effectiveness skills, conflict and negotiations, communication and culture, HRM, advisory skills, training of trainers (ToT), facilitation, sector analysis, organisational assessment and capacity development (ID/OS), planning, monitoring and evaluation (PM&E), Project Management (PM), Management Skills for young professionals (MSC) and implementing change (ASC, IAT). He has made an ID/OS toolkit, including a CD-ROM, entitled 'The Tango for Organisations', and regularly drafts or updated MDF syllabi in his areas of expertise. 'The Tango' contains a over 40 tools which range from 'hard' and analytical (matrixes and calculations) to 'soft' and creative (envisioning, appreciate inquiry, competency profiling, core qualities and challenges analysis). Diederik Prakke also regularly drafted or updated MDF syllabi, e.g. on change and organisation constellations.

For SNV Diederik Prakke (Bhutan 1994-1999, Albania 1999-2001) worked on strengthening the community management of irrigation and drinking water systems. In his work with SNV Diederik learned how sustainable field level improvements require a comprehensive approach that is moreover fully shared and supported by the key stakeholders, requiring an informed understanding and agreement on who does what.



### **Employment Record**

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2013 - current	Ziji Global Leadership and Coaching, the Netherlands
2014 - current	MDF Training & Consultancy, Ede, the Netherlands
2011 – 2013	MDF Indochina, Hanoi, Vietnam
2008 – 2010	ICIMOD (International Centre for Integrated Mountain Development), Kathmandu, Nepal
2002 – 2007	MDF (Management for Development Foundation) Training & Consultancy BV, Ede, the Netherlands
1999 – 2001	SNV Albania, Peshkopi, Albania
1994 – 1999	SNV Bhutan, Kanglung/Thimphu, Bhutan

### **Languages**

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Dutch	mother tongue
English	excellent
German	fair
French	moderate
Sharshop, Dzongkha, Tibetan	basic (Sharshop and Dzongkha are Bhutanese languages)
Albanian	basic

### **Other skills**

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Proficient at the use of Word, Excel, Powerpoint, Outlook, Microsoft Graphics and the Internet.

### **Memberships**

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Director Study and Practice of the Arnhem Shambhala Center, Arnhem, the Netherlands.

### **Countries of work experience**

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Europe:	Netherlands, Belgium, United Kingdom, Ireland, Switzerland, Albania
Africa:	Kenya, Tanzania, Ethiopia, Zambia, Malawi, Uganda, Burkina Faso
Asia:	Bhutan, Nepal, India, Afghanistan, Pakistan, Bangladesh, China, Vietnam, Philippines, Indonesia, Thailand, Laos, Myanmar



## Publications

[“Gross National Happiness: The emperor’s new clothes and the child with the bathwater”](#), August 2013, Bhutanese newspaper, at the occasion of the newly elected Prime Minister of Bhutan.

[“When sanghas fall apart”](#). Comments on sexuality in unequal relationships. September 2013, Tricycle, the Buddhist Review.

[“Leadership – Targeting a change of hearts”](#), May 2013, blogged. [Short version](#): August 2013, Shambhala Times. Community News Magazine.

[“‘Doing good’ does not mean you can wait for donations to pour in”](#), an online contribution on support raising in modern times, November 2012.

With Jan de Vries: [“From poor looser to good player”](#) an online article (with discussion) on how the environmental lobby relates to the corporate lobby in Rio+20 context, August 2012

MDF Indochina syllabi on Human Capacity Development:

- Communication for staff development
- Staff motivation and performance
- Balanced Score Card
- Consultative decision making
- Analytical and intuitive decision making
- E-communication
- Good to Great and Great by Choice
- The Speed of Trust and Basic Goodness
- Advisory and Organisation constellations

(copyright not approved): The Buddha of Management. Buddhist reflections and Bhutanese applications to Stephen Covey’s *The 7 Habits of Highly Effective People*.

Crown of the Dragon, Enthronement and devotion: Pointless or Powerful? Cheery reflections on the heart and height of Vajrayana Buddhism. Bhutan Observer. Bhutan, 2010. ISBN 978 – 99936 – 31 – 08 - 8

Tulips for the Dragon, The Madman and the Dutchman. KMT Printing Press, Bhutan, 2006 (private publication).

[The ‘Buddhist’ Truth of Happiness](#). Spirituality and development — the case of governance in Bhutan. [GPI Atlantic](#) 2005.

MDF syllabi on Capacity Development, Advisory Skills, Communication, and others. MDF 2002 – 2007.

[Tango for Organisations](#). 40 Tools for Institutional Development and Organisational Strengthening. MDF, 2004.

[Development with Sparks, placing the Hamburger in the Mandala](#). In: Gross National Happiness, [Centre for Bhutan Studies](#), 1999.

Design of Rural Water Supply Schemes. Public Health Engineering Division, PWD, RGoB, 1999.

[Intakes from Small Streams](#). In Reaching the Unreached, challenges for the 21st Century WEDC, 1996.

[Trial and error in het ontwerproces](#): lessen uit een irrigatie project in de Sahel van Burkina Faso.



## References

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- Mr. Dirk Deprez, Country Representative BTC in Congo, [dirk.deprez@btcctb.org](mailto:dirk.deprez@btcctb.org)
- Prof. Dr. Mokbul Morshed Ahmad, Head SERD, Asian Institute of Technology in Bangkok, [morshed@ait.asia](mailto:morshed@ait.asia)
- Ms. Miriam Lindwer, Human Resource Development Advisor, ICIMOD, Kathmandu, (+977) 1 5525313, [mlindwer@icimod.org](mailto:mlindwer@icimod.org) (successor of Diederik Prakke, but also interacted as consultant during the tenure of Diederik)
- Mr. Naveed Babrak, HR Officer at a UNDP supported project of over 1,000 staff in Afghanistan, (+93) 777 17 5555, [Naveed.babrak@mrrd.gov.af](mailto:Naveed.babrak@mrrd.gov.af)
- Ms. Nguyen Thanh Nga, HR manager, Hanoi Studio, Gameloft, (+84) 4 5430415 [nga.nguyenthanh@gameloft.com](mailto:nga.nguyenthanh@gameloft.com)
- Mr. Jan Papendieck, Regional Representative Brot fuer die Welt, Hanoi, (+84) 4 37 626 436, [j.papendieck@brot-fuer-die-welt.de](mailto:j.papendieck@brot-fuer-die-welt.de)
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- Mr. Nguyen Thang Institute of Financial Training, Ministry of Finance, Vietnam, [thangift@gmail.com](mailto:thangift@gmail.com)
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- Ms. Lan Thi Ngoc Dang, Vietnam Development Information Center, the World Bank in Vietnam, (+84) 4 39378703, [ldang@worldbank.org](mailto:ldang@worldbank.org)
- Ms. Elize Smal, Deputy Director MDF Indochina, 9B Ngo Yen The, Hanoi, Vietnam, [esm@mdf.nl](mailto:esm@mdf.nl), +84 1639202206
- Mr. Herman Snelder, Managing Director MDF Training & Consultancy, De Bosrand 28, Ede, The Netherlands, +31 318 650060, [hs@mdf.nl](mailto:hs@mdf.nl)



**Experience Record**

Date	Location	Company	Position	Description
2014	The Netherlands	TanESCO, Tanzania Berenschot	Trainer	Train senior TanESCO (Tanzanian National Electrification Company) in communication and HR for successful project management in a joint 10-year Tanzanian-Dutch electrification project
2013	The Netherlands	World Bank – LIPI/ICIAR Indonesia	Leader trainer	(Final) design of and conduct a two-week exposure visit for 20 staff of a national research network in Indonesia on environment and human safety. The exposure visit focused on management and leadership skills to invent and implement cutting-edge interdisciplinary research
2013 - 2014	Bhutan/The Netherlands	Nuffic – Ministry of Home and Cultural Affairs (Bhutan)	Leader trainer / consultant	Organise a learning and change trail for 20 Bhutanese officials aiming at better coordination and (project) planning practices by the Bhutanese government, contributing to a flourishing society. The initial request focused on an exposure study tour on planning, but we agreed to increase the impact by broadening the scope to changing the government role to that of a facilitator of private entrepreneurship, by adding communication and decision-making as a topic, and by linking to Bhutan's GNH-vision, and finally by making the exposure visit part of a learning and change trail supervised by MoHCA (rather than only the participating individuals). As a final step we supported the development of a decision-making manual, so that M&E data are not merely collected, but used for informed and effective decision-making.
2013	Cambodia	Wilde Ganzen	Advisor	Advise on a partner training in Cambodia: How can local implementing partners work with the spirit of volunteering, but in professional ways that yield sustainable results
2013	Outside Hanoi	UNFPA	Lead trainer	Facilitate UNFPA's annual team retreat, consolidating skills and culture we assisted UNFPA to develop, in a period that the Representative and Deputy are outgoing, thus introducing the incoming new Representative to his team
2013	Hanoi	Austraining	Trainer	Design a short course on facilitation skills for meetings, workshops and training (including the use of meta cards) as well as event preparation and design
2013	Hanoi	UNFPA	Coach	Coach UNFPA staff on inter-personal skills as agreed with both UNFPA management and the coachee (and subsequently carried out confidentiality with no reporting to UNFPA management unless agreed and in the presence of the coachee). First set of sessions included deep exploration of the causes of performance issues – the second set of sessions on practical cases and communications
2013	Manila	MDF-PI	Trainer	Conduct an open-entry "Management Skills" training in Manila
2013	Manila	Migrant Forum Asia/SDC	Consultant	Conduct an institutional assessment, provide OD recommendations and facilitate a workshop to brainstorm on actions to make this network/movement (of 200 members working with and for migrants throughout Asia) more effective, and helping it attract and transparently account for core funding
2013	Manila	NFFPI	Trainer	Offer a guest lecture on leadership at the annual general meeting of the Netherlands Fellow Foundation of the Philippines Inc, at the University of Manila
2013	Hanoi	Care Vietnam	Lead trainer	Design and conduct a five-day training on Capacity Strengthening and Organisational



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				Development, so that Care staff are better at strengthening their Vietnamese implementing partners, particularly in their policy influencing work
2013	Hanoi	World Bank	Consultant	Evaluate five projects introducing blended learning at higher education institutes in Vietnam, and developing a standard for reporting for similar future projects. Review revealed great variety in effectiveness, which could partly be recognised in project design and thus earlier detected and addressed, for which recommendations were given
2013	Nha Trang	Rosa Luxemburg Stiftung	Lead trainer	Prepare and conduct two days of Advocacy and Policy Influencing training to partners of RLS, covering better conception of interventions, (theory of change), strengthening one's voice (PI cycle and CLASP), and actual influencing (prusuation skills)
2013	Hanoi	Individual	Coach	Individual coaching upon contract termination of the coachee
2013 (proposed)	Hanoi	Good neighbours	Consultant / trainer	Support Good neighbours in designing its own monitoring and learning system and train 18 staffs from 10 project communes in data collection and its use (for learning and reporting)
2013	Hanoi	Gameloft	Lead trainer	Conduct short modules on leadership, communication and conflict management and project and time management for this young, dynamic and flat organisation
2013	Hanoi	Hanoi School of Public Health	Lead trainer	Conduct an orientation training on assessing the impact of capacity building efforts, with reference to Kirkpatrick and the logical framework
2013 (finalising)	Hanoi, Vientiane, Phnom Penh	Mekong River Commission (MRC)	Lead consultant	Update, test and hand-over a powerful leadership training package that the MRC can roll out and repeat to the commission leadership and key government officials in its member countries. Through two 3-day and one 2-day events enhance ledaership capacities and collect views and ideas for a 2 or 3-year leadership development strategy. In a challengingly politicised setting where staff also reported stress from inter-personal communication practices, our training aimed to address attitude issues, based on offering new views and experiences (rather than by trying to sell or impose certain ideas), meanwhile balancing internal (communications, factors of contention) and external (vision, mandate) orientation
2013	Pokhara, Nepal	UNICEF Nepal	Trainer	Co-facilitate a team building retreat with 130 staff
2012	Hanoi	CIM/GIZ Indonesia and Vietnam	Trainer	Conduct a tailor-made course on Domestic Support and Fundraising for CIM returning experts as the organisations they lead or work for, look for sustainability in a changing world. We introduced the concept that education institutions and NGOs are "social enterprises" responsible for the full chain from support raising to visible delivery and impact. Once we powerfully shared this mindset, participants identified their organisational identity (mission, unique selling points and values), and thus realised which capacities they had that are relevant to potential partners. After that they invented innovative options to match "their needs" (the needs of potential partners) with "ours" (the social service provider). Realising what they had on offer helped the participants to meet potential partners as equals: People with whom they would like to collaborate, but for whom they are also rather relevant. The course also included proposal writing skills, recognising that the ability to develop relevant and clear proposals remains key to both mobalising support and achieving results.
2012	Bali	MDF Pacific	Trainer	Conduct open-entry training on Organisational Assessment and Development.



Date	Location	Company	Position	Description
		Indonesia		
2012	Bandung	Prorep, USAid	Coach to trainers	Prepare and support an international and a national consultant to conduct tailor-made training on Organisational Assessment and Development to Prorep supported Indonesian NGOs advocating press freedom and anti-corruption
2012	Hanoi	MOET / Nuffic / Saxion consortium	Consultant / Coach	Support the management and coordination of the below mentioned project, as MDF Indochina houses the consortium secretariat, which coordinates with the PMU established at MOET.
2012 / 2013	Hanoi	MoET / Nuffic / Saxion consortium	Consultant	Design a monitoring system (with appropriate online forms) for a five-year, three million Euro project (Professional Oriented Higher Education; POHE) supporting the Ministry of Education and Training and 8 participating universities in Vietnam to attune their profession oriented education more to the world of work. The challenge was to comply with elaborate and detailed donor reporting requirements, yet make the system as user-friendly as possible, and also providing actual management information to users in Vietnam.
2012	Hue	GIZ / FGDC	Trainer/Coach	Two days management coaching of the staff of a NGO under Hue university focusing on early intervention and special education for children with disability. The first days focused on analysing the current situation, including providing my assessment that staff commitment issues may not be addressed through motivational measures (peptalk to make them more committed). The second day we focused on line management skills
2012	Hanoi	UNFPA	Lead trainer	Tailor-made leadership and management training. The 3-day programme focused first on managing one's self, then on leading teams, and then on working with others. Communication, meeting (convening and participating), advisory and advocacy skills were building blocks of the programme, and were applied in exercises arising from the group, or prepared in advanced, informed on real life cases. As lead trainer I felt that some major shifts happened as we challenged participants to: <ul style="list-style-type: none"> <li>• focus on their circle of influence rather than their concerns (acting as choice-makers rather than victims of circumstances)</li> <li>• let go of micro management (interfering in delegated results), yet use their intuition and concern to name and address potential faults as a servant leader (coaching staff to invent options, and help them to think the consequences of these options through)</li> <li>• in meetings with other parties (external or other UN agencies) clarify interests and needs, rather than fight over positions and strategies</li> </ul>
2012	Hanoi	Open Entry	Trainer	Advocacy and Policy Influencing (API). New in Vietnam, this training attracted 17 of its 19 participants from abroad, showing that the world-wide demand is large, as (I)NGOs increasingly do not just want to run projects (creating "islands of excellence"), but contribute to sustainable improvements, embedded in local structures. Many (I)NGOs and UN agencies realise that they are neither professional nor highly accountable in this new challenge.
2012	Vientiane	Open Entry	Lead trainer/backstopper	Open-entry M&E Courses – Leading in a 5 day M&E training and coaching/backstopping in a 4-day training for a smaller group. Issues of emphasis: <ul style="list-style-type: none"> <li>• RBM mindset: Focus on achieving results rather than doing activities</li> </ul>



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				<ul style="list-style-type: none"> <li>• Balance quantitative (OVI) and qualitative approaches (MSC and OM), meanwhile with attention for partner OD, next to results for target groups</li> <li>• Managers' Questions and criteria to guide the search for smart OVI</li> <li>• Follow-through: M&amp;E to decision-making to improvements</li> </ul>
2012	Hanoi	Hanoi School of Public Health	Backstopper	SWOT workshop with emphasise on sustainability to sustain/upscale benefits of 500 participants trained to manage HIV projects/interventions effectively
2012	Vientiane	Oxfam	Trainer	Three-day team training on selected personal effectiveness skills
2012	Hanoi	Open-Entry	Lead trainer	One week open-entry RBM course
2012	Hanoi	SDC Mongolia	Trainer/facilitator	Advocacy and Policy Influencing course for Board members of SDC-supported federation of artisan mining NGOs in Mongolia, aiming to help them see scope and have skills in citizen's dialogues on sustainable artisan mining
2012	Nha Trang	GCF	Trainer	Three-day team training with emphasise on removing some practical and relational bottlenecks to optimal team performance results
2012	Outside Hanoi	UNFPA	Lead trainer/facilitator	Three-day team retreat, integrating selected effectiveness skills and a successful emphasise on mutual appreciation and self-assessment further deepening effective working relationships in a strong team
2012	Internet/Laos	Room to Read	Online Coach	Provide three one-hour sessions of online coaching to an employee of Room to Read Laos
2012	Hanoi/Lao Cai	MDF/IFAD	Lead trainer	Conduct and coordinate a Value Chain Development course in collaboration with SNV Vietnam, with visits to cardamom and tea value chains, with Nepali participants from an IFAD supported project as main participants
2012	Vientiane	MDF	Trainer	Conduct open-entry Time and Email management and Strategic Planning and Decision making courses
2012	Hanoi/Laos	Giz/CLiPAD	Backstopper	Guided and backstopped a facilitator to lead a 3-day team retreat of giz Laos, aiming at buy in and improvement of the project plan of operations, besides communication and team building
2012	Buan Ma Thuot	Giz/WMP/ECUD	Facilitator	Helped to prepare and facilitate one-and-a-half day of giz/WMP's & ECUD's annual retreat. Besides personal reflection, fun and (formal and informal) team building, the event focussed on buying in to the new giz organisation, its mission, approach and the project's annual plan.
2011	Hanoi	Canadian Embassy/CIDA	Trainer	Conduct a two-day training on "Critical Thinking and Communication" for Vietnamese staff of the Canadian Embassy and CIDA, based on the observation that in meetings with the Canadians, the Vietnamese speak less and tend to implement rather than question instructions. What I believe made this two-day training a great joy and success was, besides the enthusiasm from the side of the 14 participants, that we combined analytical tools to sharpen analytical thinking, and more intuitive approaches to deepen the reflective side that underlies critical thinking.
2011	Ho Chi Minh City	UNAIDS	Facilitator	Helped to prepare and facilitate the indoors-day (the next day being a partner visit) of UNAIDS Vietnam's annual retreat. We realised the aim of being less heavy on contents than earlier years (by having annual team plans before rather than during the retreat), leaving more space



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				for deeper reflection, fun and (formal and informal) team building.
2011	Stuttgart and Hanoi	Brot für die Welt	Lead Consultant	Conduct a "Management audit", together with a Vietnamese MDF colleague, of the Bread for the World Vietnam and Laos office, physically located in Hanoi. The purpose was to evaluate and verify whether the regional office abides by the applicable project- and office management procedures and whether these ensure quality; coming up with recommendations where relevant. While most projects of BftW worldwide are managed from Stuttgart, the Hanoi office is one of four regional offices supervising projects implemented by partners from a regional location. Further special conditions to the audit were that BftW is merging with EED, resulting in insecurity but also making recommendations more pertinent and timely, and that a more elaborate mid-term evaluation of the modality of working with regional office had been carried out earlier this year, providing a stepping stone for our audit.
2011	Halong	Ministry of Finance of Vietnam	Lead Trainer	Conduct a one-week leadership training for 24 (future) Deputy Directors. What I perceived as key challenge and success was to give the participants fresh perspectives on leadership to consider which differed substantially from their practice (e.g. servant instead of control oriented leadership). This implied giving new views and hopes to the participants and working at attitude level, whereas this training was partly perceived as a fun trip (and the participants would have easily agreed with a non-challenging program).
2011	Manila	World Press Photo/ Ateneo University (Journalism Center)	Lead Consultant	Conduct a "5 Capacities Assessment" (ECDPM model of dimensions of organisational development), as baseline for collaboration and future monitoring of a project in which World Press Photo supports the strengthening of the Journalism Centre (with Dutch BUZA finance). This assessment was the baseline for the M&E system tentatively agreed with the donor.
2011	Hanoi and Vientiane	MDF-IC	Lead Trainer	Update and conduct regular MDF courses, notably a Human Resource Management (HRM. Innovations in staff motivation and communication for staff development), Training of Trainers (ToT. Innovation: Show linkage with Organisational Development and Performance), Personal Management Skills (PMS), Project and Programme Management (PM, adding non-violent communication and Most Significant Change), Advisory Tools and Skills (ATS, emphasising the different clients and expectations, and that you cannot work without focus and commitment), Institutional Development and Organisational Strengthening (IDOS, adding intuitive methods of diagnosis and decision making to our predominantly analytical/rational tools), and Result-Based Management (RBM, integrating Outcome Mapping next to the traditional OOPP and Logical Framework Approach).
2011	Hanoi	BTC (Belgian Technical Cooperation)	Lead trainer / consultant	Conduct a two-day workshop for government officials in three BTC projects (around 20 in total), to raise their awareness and commitment to capacity building and what this entails (institutional framework, organisational systems, and individual capacities and behaviour).
2011	Hanoi	ORBIS	Lead-trainer	Report writing course
2011	Hue, Vietnam (Cambodia and Laos)	WWF Mekong	Lead consultant	Design and lead a workshop to Assess the Capacity Development Needs of WWF partners in the rattan (bamboo) sector. In Vietnam (Hue) Diederik led the process (with around 12 participants), while in the other two locations he coordinated with an international and a



Date	Location	Company	Position	Description
				national consultant each
2010	Godavari, Nepal	Practical Action Nepal	Trainer / facilitator	Design and conduct a two-day Management Retreat, in the process further enhancing the team spirit among the 20-or-so participants
2010	Hanoi, Delhi	APMAS / AIT	Lead trainer	Design and conduct twice a one week training on “Community Driven Development and Gender” for a mixed audience of senior project managers and field staff. APMAS is an AIT (Asian Institute of Technology, Bangkok) managed project to strengthen the management of IFAD projects in 4 countries in Asia (Vietnam, Laos, Cambodia, India). The course in Hanoi had around 10 participants; the course in Delhi around 20
2008 - 2010	Nepal	ICIMOD	Human and Institutional Development (HID), Unit head	<ol style="list-style-type: none"> <li>Internal Capacity Building of ICIMOD related to: <ul style="list-style-type: none"> <li>Change Management (Leadership, Building Open Teams, Management by Objectives, Conflict Management, Thinking hats, Culture), to establish the capacity to implement ICIMOD’s new strategy (coordinating the inputs of international and regional consultants)</li> <li>Communication, Training, Facilitation and Academic reporting skills (with own input and assistance from Nepal-based consultants)</li> <li>Modular approach to learning events and supportive systems: Event registration and evaluation database, external trainings attended database integrated in staff assessment system, all used for learning and informed decision-making</li> </ul> </li> <li>Assist ICIMOD in establishing effective assessment and reward and staff guidance systems, alongside the (above mentioned) competence and motivation to use them</li> <li>Assistance to ICIMOD units to prepare and conduct capacity building events (trainings and workshops). Support was provided e.g. in events regarding Watershed Management, Disaster Vulnerability, Community Livelihood Forestry, Satellite Rainfall Estimation, Nepal Planning Commission Change Management</li> <li>Facilitate the development of the ‘Himalayan University Consortium’ (HUC), a strategic collaborative network of about twenty universities/institutes in eight Himalayan countries</li> <li>Coordinate the ‘Human Capacity Development of Afghan Universities’ (HCD/AU) project under HUC umbrella, to strengthen Afghan Universities and affiliated institutes through Masters and Professional courses in the region, as well as exposure visits in the region and in-country training and consultancy</li> <li>Establish and develop the HID unit at ICIMOD</li> </ol>
2007	Bhutan	Deer Park Bhutan	Advisor	Advise a lay-Buddhist organisation on its mission, approach and activities and on internal organisation procedures (formalised in statutes)
2007	Laos	Concern Worldwide, Laos	Trainer	Conduct a five day training for Concern staff on advising and facilitation skills, to improve the focus and acceptance of their support to partners
2007	Indonesia	Hivos, Regional Office South East Asia	Trainer	Orient the staff in ODID issues as they fund 4-10 NGO partners per person and intend to support the development of these partners. Thus the course dealt with institutional and organisational analysis as well as with advisory and facilitation skills from the particular



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				perspective of portfolio managers (who are both donors and advisors to their partners).
2007	Laos	LNP+ steering committee and staff, contract with Concern Worldwide	workshop facilitator	Facilitate the last three of a five days workshop of LNP+ (Lao Network of Positive People, which is a network of people living with HIV) to check and operationalise its strategic intentions, and help this plan to become an appropriate and LNP+-owned reference point o focus the activities of the network.
2007	Ireland	D-Talk	Trainer	Through training improved the skills of the participants in the respective courses to: - think strategically, which combined comprehensively and (semi-) systematically analysing your target group and who is already delivering what, with creative and innovative dreaming what you really want and how you could possibly get there. It was a course on the mindset of doing the right things - lead better and strengthen teams and teamspirit and performance in organisations and collaborations
2007	China	TB programme, Damian Foundation	Trainer	Training on programme monitoring and personal skills for regional focal persons in China's national TB programme.
2007	Vietnam	Care Vietnam	Trainer	Training on financial management in service of programme and organisational development to financial and general managers of Vietnamese NGO's. Purpose of the training was to upgrade the financial management skills (emphasis on project management and learning, as opposed to bookkeeping and accounting). Key issues were: - How to 'survive' under strict laws and donor conditions on overhead, - How to convince donors of sound financial management, and - How to link and make financial management subservant to project/organisational management.
2007	Bhutan	Bhutan Observer	consultant/facilitator	Advise on the Terms of References for people in the one-year-old newspaper, and facilitate a workshop to delineate who is involved in which way (information, advise, decision-making, or supervision) in various areas. Focussing on past frictions the minimal levels of involvement were critically reviewed and agreed upon.
2007	Vietnam	MDF Indochina	Trainer	Direct and co-conduct two training courses (two weeks Institutional Development, one week Organisational Strengthening), and coach and train one Dutch and two Vietnamese co-trainers to conduct the same training courses independently in the future.
2006	The Netherlands	Liliane Fonds (Liliane Foundation)	Consultant	Assisted to formulate a (MFS) grant application for 8,000,000 Euro. Given the format and priorities of the donor (Dutch Ministry of Foreign Affairs) the challenge was to develop a good proposal, discuss the changes this would require within the Foundation and its partners, and to ensure that the Foundation would not compromise its identity and (management and monitoring) methodology.
2006	Kenya	NAO-Kenya, Delegation of the European Commission, Nairobi	Trainer	Conduct a two-week training on EDF procedures to 27 project implementers, and another two-week training to two groups (morning and afternoon group) of each some fifteen Delegation staff.



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2006-2007	Bhutan	IFAD , SNV (Netherlands Development Organisation) – Bhutan	consultant	Advise the Project Facilitation Officer (PFO) in Planning, Monitoring and Evaluation of the IFAD-funded Agriculture, Marketing and Enterprise Promotion Programme (AMEPP), East-Bhutan. The AMEPP covers 6 of Bhutan's 20 districts with a five year budget of 19 Million US\$. - Design the integrated progress and financial planning and monitoring system (taking into account government M&E practices). This system included three excel-based software packages for planning and progress (costs and activities), results (outputs, outcomes and impact), and household poverty categorisation; - Establish skills and motivation among its 200 users; - Support result-orientation (poverty and gender targeting) in planning and implementation.
2005	The Netherlands	Sonneheerdt, blind institute	coach/consultant	Advised an employee of Sonneheerdt about the formulation of a possible international project, including its risks and the suitability of the person to lead this project, in view of his competencies and aspirations
2005	Afghanistan	Institute of Public Health (IPH) under IbnSina	trainer/consultant/ coach	Give the trainers of IPH a basis in experiential training and kick-off their continuous learning process, which will receive MDF assistance for three years. Through: - Conducting a ToT (Diederik alone, 6 days) - Launching the trainers' trail (similar to MDF's IAT, but then for trainers): Making personal and Departmental development plans, motivating personal professional development, and improving feedback and coaching skills
2005	The Netherlands	War Child Netherlands	trainer/consultant	Conduct a three day course on organisational assessment and capacity development support, to support the development of War Child's partner policy. Facilitate War Child to draw strategic conclusions in specific cases and for their general partner policy.
2005	The Netherlands	Ministry of Foreign Affairs, DGIS DSI/MY	Consultant	Evaluate the award procedure (system) and practice of the Dutch Ministry of Foreign Affairs of the 150 Million €/year 'Theme Based Co-Financing' fund over the (application) years 2003 and 2004. To this end the core team of three consultants conducted interviews (mainly within the Ministry), worked with a questionnaire to applicants, and studied dossiers of winning and rejected proposals. Draft report discussed with all stakeholders. Final report accepted.
2005	Vietnam	MDF Indochina	Trainer	Direct a one-week Management Skills Course (open subscription), coach MDF Indochina's new international trainer as well as two OCD trainers (partner organisation who co-organises these open subscription trainings in Vietnam). At the same time I involved MDF Indochina's translator and secretary, who has excellent qualifications to become a trainer as well.
2005	Afghanistan	Novib, Co-ordination of Humanitarian Assistance (CHA), Afghan Development Association (ADA)	Trainer	- Improve the training/facilitation skills of 40 staffs, so that they can play a role (next to their regular work) as trainer/facilitator in the ongoing capacity development process of both NGO's – starting as co-trainers next to an MDF trainer - Make relevant recommendations to the management of both organisations on which participants to involve or not to involve as trainers/facilitators in the mentioned capacity building process
2005	Belgium	Dameen Foundation,	Trainer	Conduct a two-days HRM course for the staff of Damiaan Stichting, gathered from all over the



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		Belgium		world (communication, team building, meetings, review meetings).
2005	Ireland	Members of Irish NGOs	Trainer	Enable seven participants (invited by Dtalk, Kimmage Development Training Center) to diagnose and respond to bottlenecks in organisational capacity, in their own organisation or in those of local NGO's they support (and fund). To this end we discussed both 'big deal change' (spending several days and using various diagnostic tools building up towards strategic orientation), and 'low level capacity building' through meetings or personal coaching. We also discussed the basic dynamics of change.
2005	Zambia, Kenya	European Commission, AIDCO	Trainer	Conduct a 5-day Basic Seminar, a 2-day Programme Estimates and a 2-day Payment Procedures training to officials of the European Delegation and/or staffs of or related to the National Authorising Offices (NAO) of the regarding the procedures ruling the European Development Fund (EDF).
2005	The Netherlands	Institut d'Enseignement Supérieur (INES) – Ruhengeri	Trainer	Prepared two managers of the new INES University for partnership visits with European Universities and donors in the days to come. Striking a balance between very practical preparations (contents and order of presentations to be made) and more fundamental issues (diagnosing mental models and aligning partners for mutual gain).
2005	The Netherlands	Agro Eco	consultant/ coordinator	Co-ordinated practical support to the management of Agro Eco and Agro Eco the Netherlands. Supported the development of the first Business Plan of AE/NL through a series of personal and team meetings.
2005	United Republic of Tanzania	MDF East and Southern Africa (MDF ESA)	trainer/coach	Conduct part of an ID/OS course, meanwhile training a new expatriate MDF colleague.
2005	Vietnam	MDF Indochina	trainer/coach	Conduct a Management Skills Course, meanwhile training two Vietnamese assistant trainers and a new expatriate MDF colleague.
2005	The Netherlands	ISS, Institute of Social Studies	Trainer	Conduct a three-days training of trainers and facilitation for lecturers of the Catholic University of Central Java, Indonesia, to find ways how they can convey anti-corruption messages to different audiences.
2005	Thailand	Dark & Light	trainer/consultant	Help conduct a regional Seminar for partner organisations. The seminar consisted of workshops and thematic discussions (25%) and training (75%) on management issues. Central training theme was capacity building, but other themes were project planning (including activity-based budgeting), running effective meetings and optimising Board-management collaboration in NGO's.
2004	Pakistan	Grant recipients of the Pakistan Poverty Alleviation Fund	Trainer	Conduct a two-week Project Management course for 20 participants, mainly from NGO's supported by PPAF (Pakistan Poverty Alleviation Fund, a World Bank project), but also of two other organisations (Save the Children Pakistan and Ibn Sina Afghanistan) and PPAF itself.
2004	Philippines	Dark & Light	Trainer	Conduct a six-day Project Management course for managers of Blind Institutes in several Asian countries, who receive funding from the Dutch organisation 'Dark & Light'.
2004	The Netherlands	NCDO (Netherlands Commission for	Editor	Gather and develop Best Practices and Tools for a web-based 'Sports and Development' toolkit for the Netherlands Committee voor Duurzame Ontwikkeling (NCDO).



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		Sustainable Development)		
2004	Malawi, United Republic of Tanzania, Uganda	European Commission	trainer	Conduct a 5-day Basic Seminar, a 2-day Programme Estimates and a 2-day Payment Procedures (at each location) seminar to government officials regarding the procedures ruling the European Development Fund (EDF).
2004	The Netherlands	MDF Training & Consultancy BV	Editor	Compile and edit 'The Tango for Organisations', an MDF booklet and CD-Rom with over 40 practical tools for Institutional Development and Organisational Strengthening.
2004	Vietnam	Can Tho University	trainer/consultant	Facilitate a one-week Strategic Planning workshop for 20 employees of several Departments, to align the Departmental strategies to fit and together cover the overall strategic plan of Can Tho University, which was already adopted.
2004	Malawi	Samaritan Trust	consultant/trainer	Consultancy and workshops (two weeks in the field) with the Samaritan Trust, a Malawian NGO working with street children. With a Tanzanian counterpart I clarified and improved the roles and relation between the Board and the Acting Director, and paved the road for recruiting a full Director. We also helped review the positioning and strategy of the Samaritan, involving partners. The assignment was paid for by the Dutch COV, who posted an Advisor at the Samaritan. The mission reviewed the current and future mode of COV assistance.
2004	Ethiopia	Alemaya University, Ethiopia	Trainer	Conduct a one-week advanced Project Management Training Course for 20 lecturers of Alemaya University.
2004	Belgium	Belgium Foreign Affairs, Diplobel	Trainer	Conduct a two-day module on (sectoral applications of) the Integrated Organisation Model for four diplomats-in-training of the Belgium Ministry of Foreign Affairs.
2004	The Netherlands	SNV, Netherlands Development Organisation	Trainer	Conduct a three-day training on Institutional Development and Organisation Development for the three person Shared Services Unit, that serves SNV-advisors world-wide (Netherlands development organisation).
2003	The Netherlands	Cordaid	Trainer	Tailor-made short (twice two days) IDOS course to familiarise Cordaid (MOMOE) desk officers of this funding agency with tools and mindset to analyse and support organisational development of their partners.
2003	United Kingdom	Oxfam Novib	Trainer	Logical Framework Planning training for employees of Oxfam, to increase their success rate in obtaining EU funding and their efforts to strengthen field offices and partners.
2003	United Republic of Tanzania	MDF East and Southern Africa (MDF ESA)	Trainer	The first open-subscription course organised by the new MDF Tanzania East and Southern Africa (MDF-ESA) office. A two week IDOS course.
2003	Vietnam	Can Tho University	Trainer	Tailor-made Project Management course for employees of C�n Th� University, to assist the University as a learning organisation.
2003	United Republic of Tanzania	MDF East and Southern Africa (MDF ESA)	Trainer	Conduct the two-week ID/OS course in Tanzania and train MDF's newly opened field office in Tanzania to run this course in future with local trainers.
2003	Albania	PLAN Albania	Trainer	Four-day ID/OS workshop for Plan Albania and partners, to assist Plan become more comprehensive and systematic in its sector analysis, and more creative (less predictable) in



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				identifying activities to reach objectives. Meanwhile the exercises endeavored Plan and its partners co-ordinate their efforts better.
2003	Albania	PLAN Albania	Trainer	One-week Logical Framework Planning training for employees of Plan Albania, to support the shift from child focussed interventions, to projects with more institutional aspects.
2002	The Netherlands	MDF Training & Consultancy BV	trainer/consultant	Development, directing and conducting of MDF's renewed one week Advisory Skills Course, for senior advisors in development co-operation.
2002	The Netherlands	Ministry of Foreign Affairs, DGIS, the Netherlands	Consultant	Curriculum development for a three-day joint donor training on Partnership Skills in development co-operation, organised in Dar es Salaam, Tanzania.
2002	The Netherlands	MDF Training & Consultancy BV	Consultant	Writing of proposals in response to EC and WB tender invitations for various training and facilitation activities.
2002	The Netherlands	Ministry of Foreign Affairs, DGIS, the Netherlands	trainer/facilitator	One-week introductory training course on Dutch Development co-operation policy to employees of the Dutch Ministry of Foreign Affairs.
2002	The Netherlands	Ministry of Foreign Affairs, DGIS, the Netherlands	Trainer	Twice a one-day training course on Institutional Sector and Organisation Analysis (ISOA) to senior development staff of the Dutch Ministry of Foreign Affairs.
2002	The Netherlands	Agriterra	Trainer	One-week training course on Organisational Development, and Advisory Practice to an internal team of Chief Technical Advisors of Agriterra, Arnhem. These CTA's were ten local contact persons in the third world who work part-time for Agriterra particularly to strengthen Producer's Organisations / Co-operations.
2002	Switzerland, The Netherlands	Terre des Hommes, Lausanne	Consultant	Evaluation of an internal quality project of Terre des Hommes, Lausanne.
2002	The Netherlands	MOFED, Ethiopia	Trainer	Institutional Sector Analysis and Sector-Wide Approach issues in a SWAp and M&E training course for senior Ethiopian government officials.
2002	United Republic of Tanzania	SNV (Netherlands Development Organisation) – Tanzania	Trainer	Two-week training course on Organisational Development and Institutional Development for a regional team of SNV (Netherlands development organisation) advisors. This training supported the SNV change process from project implementation to advice.
2002	The Netherlands	Individual course participants	trainer/coach	Twice a one-week training on Management Skills (once for a mixed group and once for a Syrian individual), followed by individual coaching of one of the participants.
2002-2007	The Netherlands / Various	MDF Training & Consultancy B.V.	trainer/consultant	Employee (see assignments above)
1999-2001	Albania	SSIRP - Small Scale Irrigation and Rehabilitation Project	adviser, leader of task force	As adviser irrigation management responsible for a seven-member task force that developed clear criteria for the selection and prioritisation of (irrigation rehabilitation) project requests. Developing effective strategies to strengthen Water Users Associations (WUA's). Advising on the co-operation between initiative groups and government agencies and on the internal organisation of SSIRP. I chaired the 'Country Council' ('workers participation') of SNV-Albania.



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1997-1999	Bhutan	Public Health Engineering Section, Royal Government of Bhutan	technical officer	As adviser drinking water responsible for training and coaching of counterparts in organisational and technical fields. Testing the options to establish sustainable management and developing a number of technical improvements. Advising PHES on management issues, besides writing a design manual, aimed at more critically designed user-friendly systems. Client: Rural Water Supply and Sanitation Program.
1994-1997	Bhutan	Public Health Engineering Section, Royal Government of Bhutan	technical officer (East)	As adviser drinking water responsible for improving the construction quality and maintenance of drinking water systems, constructed by the District authorities in the six most eastern districts of Bhutan.
1992	Burkina Faso	SNV (Netherlands Development Organisation) - Burkina Faso	research student	Thesis Irrigation and Sociology. Studied the design of process of an irrigation system in North Burkina Faso.
1990	Bhutan	SNV (Netherlands Development Organisation) – Bhutan	research student	Research on the organisation of traditional irrigation systems, aimed at arriving at a well-suited government support strategy to modern farmer managed irrigation systems. Assisting to prepare a national irrigation policy and dissemination training plan.