

# CURRICULUM VITAE

1. **Proposed position in the project:** Team Leader
2. **Category:** Senior,
3. **Staff of:** <http://www.anafemenia.com>
4. **Family name:** GARCÍA FEMENÍA
5. **First names:** Ana Maria
6. **Date of birth:** 10/10/1965
7. **Nationality:** Spanish
8. **Residence:** Madrid, Spain
9. **Education:**

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:
Universidad Complutense de Madrid Madrid, Spain, 2010	<b>Magister in Evaluation of Public Policies and Programs</b>
Universidad Complutense de Madrid Madrid, Spain, 2009 Universidad de Harvard/Lima, 2005	<b>Diploma on Logical Framework Approach (LFA)</b> <b>Diploma on Negotiation skills and conflict solving</b>
Universidad Complutense de Madrid 1996-2000	<b>PhD Political Sciences and Sociology</b>
Universidad Politécnica de Madrid Madrid, Spain, 1989-1990	<b>Magister in European Communities</b>

10. **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
<b>Spanish</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>English</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>French</b>	<b>1</b>	<b>2</b>	<b>2</b>
Italian	1	3	5
Portuguese	1	3	5

11. **Membership of professional bodies:** European Evaluation Society, American Evaluation Association, Plataforma 2015, Redes, Spanish Network for Development Studies. Board Member of APROEVAL. REDLAME, Red de Monitoreo y Evaluación de América Latina y el Caribe. Interamerican Network of Social Protection (RIPSO) by the American Organization of States (OAS)

12. **Other skills:** Advanced user level for computer applications running under Windows (Word, Excel, Access, Outlook)

13. **Present position:** Free Lance Evaluator and IUDC associated researcher.

14. **Years within the firm:** NA

15. **Key qualifications:**

- **Relevant University Background:** PHD in Sociology and Political Sciences (**Doctoral thesis in Labor Relations: The role of Employer's Organizations**); Magister in Evaluation of Public policies and programs, Masters Degree in International Studies;
- **Academic Research** in the field of **employment, social dialogue, social protection, labor standards, social cohesion and cooperation for development**, including **South-South Cooperation** (Please see Publications for details);
- **20 years experience in the field of labour standards, social dialogue, employment/decent work, labour inspection, social cohesion, social protection and cooperation for development combined with field experience in more than 30 developing countries** (Southern Mediterranean and Middle East, Eastern Europe, Southern Caucasus, Central Asia, Asia, ACP-Countries, Latin America): very strong thematic competencies including **international labour standards, Rights at Work, VET& job creation/full employment, gender equality and employment policies, social cohesion, social protection & Decent Work agenda, youth employment plans, etc;** Well experienced with all phases of PCM and in depth experience in evaluation according to OECD/DAC criteria as well as EC evaluation tools and methodology; Knowledge of ILO and decent work; Applied social research (quantitative and qualitative); Joint evaluation, global and programme level evaluation experience; evaluation in Public- Private partnership and private foundations; Regional, sub-regional and country level experience; Experience in gender evaluation approaches.
- **Long standing experience in evaluating/assessing projects and programmes, including in the field of employment, labor standards, decent work and social issues:** besides the above mentioned EU programmes, she has **conducted several independent evaluations for the ILO, recently for Better Work Indonesia. Phase III;** the Evaluation of the Project **“Strengthening Social Dialogue and Labour Governance in Tunisia;** an Independent Evaluation of the EU funded Project **“Strengthening Fundamental Principles and Rights at work as tools for peace in Myanmar;** a Stock-Take of **ILO’s Global Programme on Measuring Decent Work;** a Swedish-Norwegian funded project on **Outcome 14 (freedom of association),** and a Norwegian funded project on **Outcome 11 (labour inspection).**

For ten years (1992-2003) she was director of the international department at the Economic and Social Council, designing, managing and evaluating development cooperation programmes that dealt with **employment and labour standards issues, in different economic sectors like industry, commerce and agriculture.** From 2004 to 2007 she worked for the **ILO** in Latin America. She has worked with **business associations** in several countries since her PhD was on “Employer’s business associations”.

**16. Specific field experience (short missions):**

Country	Date from - Date to
<b>EU MS and other European countries</b>	
EU MS (Italy, Spain, Belgium, UK, Malta, Greece, Ireland)	01-11/2014; 09-12/2013; 06/2013; 01-05/2013; 03-05/2011; 10-12/2010 and 01/2011; 01-12/2009; 01-03/2003; 01-03/2002; 03-04/1991;
Switzerland (Geneva)	03/2016; 03-05/2014; 10-12/2013 and 01/2014; 03/2012;
<b>ENPI Countries</b>	
Algeria	01-02/1997;
Armenia	06-07/2015
Egypt	09/2016; 01/2011; 04-10/2002;
Israel	11/2015
Lebanon	08/2016
Jordan	03-05/2014; 09-10/2007;
Morocco	01-04/2000; 09-12/1997;
Tunisia	05-2017; 06-10/2003; 01-05/1998;
Various Mediterranean Countries	01/2000 10/2003;
West Bank and Gaza Strip (Palestine)	07/2017; 01/2016; 06/2017;
<b>IPA (or accession) countries</b>	
Turkey	11/1999;
Cyprus	09/1992;
<b>African Countries</b>	
Mauritius	06-10/1999;
South Africa	03-05/2014;
<b>Latin American and Caribbean Countries</b>	
Argentina	08-12/2011 and 01-02/2012; 08-10/ 2006; 01-03/2005; 11-12/ 2004; 05-11/1995;
Bolivia	08/2012; 01-02/2007;
Brazil	10/2018-12/2011; 03-07/ 2010; 11-12/2006; 10-12/2005;
Chile	08-12/2011; 10-12/2010 and 01/2011; 03-04/2007;
Colombia	04-07/2012; 11-12/2003; 01-05/1999;
Costa Rica	08/2018; 09-12/2012; 08-12/2011;
Dominican Republic	09-12/2001;
Ecuador	05-06/2006; 05-06/2004;
Honduras	08-12/2011;
Guatemala	08-12/2011; 06-12/1998;
Jamaica	09-12/2012;
Mexico	08-09/2005; 07-08/ 2004; 04/2004;
Nicaragua	05-08/2000;
Paraguay	03-2016; 09-2011; 04-05/2005
Peru	10/2018; 08-12/2011 and 01-02/2012; 10-12/2010 and 01/2011; 01-07/2006; 06-07/2005; 09-10/2004; 04-05/2003; 11-12/2002; (Home based from 2004 to 2007)
Salvador	04/2018; 02/2018; 07/2017; 08-12/2011;
Uruguay	03-08/1997;
Venezuela	07-12/1996;
<b>Asian Countries</b>	
Indonesia	12/2017
Iran	04/2015
Myanmar	07/2016
Vietnam	03/2012
<b>Pacific Region</b>	
East Timor	11/2016
New Caledonia	11/2016
Fiji	12/2016
<b>Other countries</b>	
US	09-12/2012; 03-07/ 2010;

17. Professional experience: (selected)

Date from - Date to	Location	Company & reference person	Position	Description
09/2018 01/2019	Brazil and Peru	USDOL, Jarrett, Khalil - ILAB" <a href="mailto:Jarrett.Khalil.2@dol.gov">Jarrett.Khalil.2@dol.gov</a> ILO, EVAL: Burga, Cybele <a href="mailto:burga@ilo.org">burga@ilo.org</a>	<b>Evaluation Team Leader</b>	<b>Final Evaluation of the project Consolidating and Disseminating Efforts to Combat Forced Labor in Brazil and Peru.</b> This is a project funded by United States Department of Labor with 6 million \$ and implemented by the ILO with the intervention of the ACB (Brazilian Cooperation Agency). It has a South-South component between the two countries. Stakeholders workshops to present main findings took place in Belo Horizonte (Brazil) and Lima (Perú). The project included several components with migrants, from Haiti and Venezuela in Cuiabá and other regions in the NorthEast. <b>“Labour standards compliance”</b> was identified as a challenge element in the <b>agribusiness</b> in Brazil
01/2018 On going	Latin America	<b>DEVCO, European Commission</b> Meike Pollakowski Particip <a href="mailto:Meike.pollakowski@particip.de">Meike.pollakowski@particip.de</a>	<b>Evaluator, Public Policy Lead Expert</b>	<b>Evaluation of the European Union's cooperation with Latin America (2009-2017) Regional Level Evaluation</b> Different components of the evaluation under her responsibility are as follows: <i>Good governance, accountability and social equity</i> : reinforcing the accountability and capacity of institutions and public administrations to provide high quality public services [EUROSOCIAL II (2010-2014); EUROSOCIAL+; URB-AL III (2008-2013); Regional Facility for International Cooperation and Partnership].
01/2018- 12/2018	El Salvador	<b>DEVCO, European Commission</b> <b>Antonia Parera</b> <a href="mailto:Antonia.parera-nicolau@ec.europa.eu">Antonia.parera-nicolau@ec.europa.eu</a>	<b>Expert in social protection, inclusion and gender expert</b>	<b>Evaluation of the EU Budget Support in El Salvador (2009-2017)</b> The main objective for undertaking this independent evaluation is to assess the extent to which budget support provided by the EU in El Salvador during the period 2009-2017 contributed to the achievement of its expected results in the social, economic and fiscal sectors, identified as key areas for country intervention in the Multiannual Indicative Programme 2014- 2020. <b>Social Protection and Inclusion</b> has been a major topic in the BS to El Salvador in the period under evaluation.
12/2017	Indonesia	<b>ILO, Bangkok Regional Office. Evaluation Managers</b> Pringsulaka, Pamornrat <a href="mailto:pamornrat@ilo.org">pamornrat@ilo.org</a> ; <b>Donor: SECO</b> <b>Maria Joao Vasquez,</b> <a href="mailto:vasquez@ilo.org">vasquez@ilo.org</a>	<b>Evaluation Team Leader</b>	<b>Evaluation of the Project: “Better Work Indonesia. Phase III”.</b> Specific objectives of the independent midterm evaluation were as follows: Assess the continued relevance of the interventions of outcome 2: policy and influencing agenda in Indonesia; Assess the validity and logic of the project’s theory of change; specifically whether it is still valid within the current development circumstances in Indonesia; Assess the project implementation effectiveness (including intended and unintended, positive and negative results), the challenges affecting the achievement of the outcome, factors that hindered or facilitated achievement so far, and effectiveness of management arrangements; Assess efficiency of resource use, and the likelihood of sustainability of the interventions. Once this evaluation was finalized the client contracted the <b>design of the Terms of Reference</b> for a needs assessment in order to implement the recommendations of this evaluation.
May-June 2017	Tunisia	<b>ILO</b> <b>Rosa Benyounes, Evaluation Manager ILO Alger,</b> <a href="mailto:benyoune@ilo.org">benyoune@ilo.org</a> <b>Donor: Norway</b>	<b>Evaluation Team Leader</b>	<b>Evaluation of the Project: “Strengthening Social Dialogue and Labour Gouvernance in Tunisia”.</b> The overall objective of the evaluation is to analyze the progress made towards achieving the established results in order to identify the lessons learned and to propose recommendations to improve the achievement of results in phase II. This is a Project funded by Norway and implemented by the ILO. The evaluation provides an opportunity to take stock, reflect, learn and share knowledge about how the project could improve the effectiveness of its operations.
01/2016 12/2017	Home Based /Brussels, Palestine/ El Salvador	<b>European Commission DG NEAR. DG DEVCO. DG EMPL. AETS</b> <b>Ana- Sorina.CANEA@ec.europa. eu</b>  <b>Particip:</b> <a href="mailto:jana.bobokova@particip.de">jana.bobokova@particip.de</a>	<b>Evaluator</b>	<b>Evaluation of EU support to social protection in the external action.</b> The objective of the evaluation is to assess the EU support provided in external action for social protection launched in the period 2007-2013. The evaluation should provide an assessment on the attained results, their impact and sustainability, the good practices and pitfalls in IPA I, ENPI, DCI and EDF programming and implementation. The Evaluation will include a Public Consultation. During the Inception Phase Ms. Femenía has developed the intervention logic for the different regions in collaboration with the three EU DGs involved in the evaluation steering committee: <b>Employment</b> , DEVCO and NEAR. She is in charge of several country case studies for the Desk Phase. The evaluation includes eight evaluation questions as follows: Relevance, Basic social protection; European approaches, Social partners and policy dialogue; social protection systems; social exclusion; modalities, coherence added value.

		<a href="mailto:landismackellar@gmail.com">landismackellar@gmail.com</a>		China is among the countries covered by the evaluation. Among the topics evaluated, shared by some of the countries covered are the following: social security systems; strengthening the institutional capacity for developing policies to enhance social protection; Implementation of appropriate legal and regulatory frameworks for enhanced and sustainable financial management of social security system; Improvement of the legal framework and policy enforcement of social assistance systems, social protection floors, etc, etc.
01-08/2016 01-04/2017	East Timor, New Caledonie Fiji /Brussels	<b>European Commission DG DEVCO. GEO TEST Petra Novakova novakova @geotest.cz <a href="mailto:Genevieve-Anne.DEHOUX@ec.europa.eu">Genevieve-Anne.DEHOUX@ec.europa.eu</a></b>	<b>Evaluator</b>	<b>Evaluation of the 11<sup>th</sup> European Development Fund</b>  This is a "complex" and "strategic" evaluation, with unique features: Exceptional size of the evaluand: an instrument of 30 billion Euro, covering 79 ACP Countries and 22 OCTs, spanning over a period of 5 years. EDF evaluation being part of a broader process of EFIs evaluation (under the so called Chapeau contract). Several groups and subgroups of interventions: bilateral ACP (with specific analysis for Africa, Caribbean and Pacific), regional cooperation, intra-ACP and OCTs. Important political stakes and interests. The Evaluation will include a Public Consultation. It will focus on the instrument rather than on the programs and projects.  <a href="https://ec.europa.eu/europeaid/draft-evaluation-report-external-financing-instruments-11th-european-development-fund-edf_en">https://ec.europa.eu/europeaid/draft-evaluation-report-external-financing-instruments-11th-european-development-fund-edf_en</a>
09/2016	Egypt	<b>European Commission DG NEAR (ROM) PARTICIP <a href="mailto:Elena.caballero@particip.com">Elena.caballero@particip.com</a> <a href="mailto:Ahlam.farouk@eeas.europa.eu">Ahlam.farouk@eeas.europa.eu</a></b>	<b>Monitor /Expert in Employment</b>	<b>Enhancing access of children to education and fighting child labour</b>  The project is an EU contribution with the <b>World Food Program</b> of around 50 million euro. It also involves other UN agencies like ILO and UNICEF. The project supports micro-loans for women in remote areas of the country and includes social protection approaches towards vulnerable populations.  The Rom exercise intends to review the <b>relevance, efficiency, effectiveness and sustainability</b> of the project. A stakeholders workshop to present main findings took place at the premises of the <b>Ministry of International Cooperation in Cairo</b> .
08/2016	Lebanon	<b>European Commission DG NEAR Results Oriented Monitoring (ROM) PARTICIP <a href="mailto:Elena.caballero@particip.com">Elena.caballero@particip.com</a> <a href="mailto:Abel.piqueras@eeas.europa.eu">Abel.piqueras@eeas.europa.eu</a></b>	<b>Monitor/ Expert in Education, Vocational Training &amp; Employment</b>	<b>Education, Training &amp; Employment Support for Palestine Refugee Youth in Lebanon</b>  The principal objective of the action is to enhance the employment prospects of Palestine youth refugees in Lebanon by increasing the proportion that complete secondary education and have access to vocational or tertiary education. The specific objectives to benefit the Palestinian children and youth refugees are to: 1) Improve the quality of educational and supportive services in UNRWA schools; 2) Improve the quality of technical and vocational education and training available; 3) Extend and improve the provision of career guidance and employment services available. By improving the employability of these targeted populations the project intends to enhance their social protection. The Rom exercise intends to review the <b>relevance, efficiency, effectiveness and sustainability</b> of the project.
07/2016	Myanmar	<b>International Labour Organization (ILO, UN) Alexa Hough, EVAL ILO hough@ilo.org</b>	<b>Team Leader</b>	<b>Independent Evaluation of the EU funded Project “Strengthening Fundamental Principles and Rights at work as tools for peace in Myanmar</b> . The objective of this independent evaluation is to assess the relevance, effectiveness, efficiency, potential impact and sustainability of the ILO’s actions taken under this project.
02-04/2016	Paraguay/ Home based/ Geneva	<b>International Labour Organization (ILO, UN) Peter Wichmand, EVAL ILO wichmand@ilo.org</b>	<b>Team Leader</b>	<b>Independent Evaluation of the ILO/Norway Project on strengthening workplace compliance through labour inspection</b> . Outcome Based Evaluation  The objective of this independent evaluation is to assess the relevance, effectiveness, efficiency, coherence, potential impact and sustainability of the ILO’s actions taken under this project to strengthen the capacity of global and national labour administration strategies and actions to support member states and social partners to promote and realize policies and programmes that aim to strengthen workplace compliance through labour inspection. Social protection is one of the topics covered by the labour inspectorates at country level. Countries covered by the project are as follows: Bosnia-Herzegovina, Burkina Faso, China, Dominican Republic, Indonesia, Palestine, Paraguay, Philippines and Tunisia.

01/2016	West Bank and Gaza Strip	<p><b>European Commission DG NEAR. Support to End Results Reporting PARTICIP</b>  <a href="mailto:Elizabet.Carlsson@particip.com">Elizabet.Carlsson@particip.com</a></p>	<p><b>Expert in Monitoring &amp; Evaluation</b></p>	<p>The <b>European Union Results Framework</b> is part of a wider set of measures which the Commission is putting into place to strengthen monitoring and reporting on results of EU international cooperation and development assistance at the various levels, at the project and programme level, at country level and at the corporate level of the EU as a donor. With this mission Ms. Femenía gave support to the EU Delegation to report on indicators and Results for the following projects:</p> <ul style="list-style-type: none"> <li>• PEGASE: Support to Delivery of Community Services in East Jerusalem.</li> <li>• Support to the UNRWA Social Safety Net Programme (SSNP, in the framework of Social Protection) in the West Bank, Gaza Strip, Jordan, Syria and Lebanon.</li> <li>• Promoting freedom of thought, association and movement in Gaza through support to civil society</li> <li>• Ensuring a better future for small scale farmers and rural women in the olive sector</li> <li>• From grove to market -developing the value chain for subsistence and small farmers in the OPT</li> <li>• Palestine Green Gold from producers to consumers</li> <li>• Making olive oil competitive through the introduction of local value chain approach in the OPT</li> </ul>
11/2015	Israel	<p><b>European Commission DG NEAR Results Oriented Monitoring (ROM) PARTICIP</b>  <a href="mailto:Elena.caballero@particip.com">Elena.caballero@particip.com</a>  BISHARAT, Ghousoon  <a href="mailto:Ghousoon.BISHARAT@eeas.europa.eu">Ghousoon.BISHARAT@eeas.europa.eu</a>  OFFENBERGER Sharon  &lt;Sharon.OFFENBERGER@eeas.europa.eu&gt;</p>	<p><b>Monitor/Expert in Decent Work</b></p>	<p><b>“Her Right to Decent Work: Arab and Ethiopian women in secondary schemes of employment in Israel”:</b> Arab and Ethiopian women are two of the most vulnerable communities in Israel. Working women from these communities are often employed in secondary schemes of the labour market, mainly in subcontracted, temporary and hourly labour, resulting in low pay, poor working conditions, very weak social protection and vulnerability to exploitation and abuse. Labour inspection is almost absent in this regard. This intervention intends to improve the situation of the two groups, Arab and Ethiopian women, through the promotion of their right to decent work by the enforcement of the Israel Protective Legislation on labour rights. The Rom exercise intends to review the <b>relevance, efficiency, effectiveness and sustainability</b> of the project.</p> <p><b>“Enhancing Working Conditions of Palestinian Arab Culture in Israel- an Interdisciplinary Approach”:</b> This project –funded under <i>Investing in People</i>- intends to strengthen the capacities of Palestinian artists and cultural workers living in Israel supporting the development of a dynamic cultural sector and contribute to economic growth and sustainable development by improving the professionalization and technical capacities of Palestinian artists and cultural workers living in Israel; supporting the creation of jobs and business opportunities related to the development and promotion of Palestinian art and culture, improve the professional capacities of Arab cultural players in Israel and increasing job opportunities and income sources. The Rom exercise intends to review the <b>relevance, efficiency, effectiveness and sustainability</b> of the project.</p>
10/2015	Spain, Madrid	<p><b>FIIAPP, Unidad Técnica de Finanzas Publicas y Gobernanza Democrática</b>  Ignacio Soletó,  <a href="mailto:Ignacio.soletó@fiiapp.org">Ignacio.soletó@fiiapp.org</a></p>	<p><b>Researcher</b></p>	<p><b>Presentation of the EU Open Method of Coordination at the final Seminar of EUROSOCIAL program: “Trabajo en redes institucionales y la agenda de desarrollo”.</b> This work reviewed the development of the OMC in the European Union and its different stages, paying particular attention to the evolution of the OMC in the social protection area. The Social Protection Committee and its role in the OMC was analysed as well as the <b>PROGRESS</b> program.</p>
06-07/2015	Armenia	<p><b>European Commission Results Oriented Monitoring (ROM) PARTICIP</b>  <a href="mailto:Elena.caballero@particip.com">Elena.caballero@particip.com</a>  Irina.MOVSESYAN@eeas.europa.eu</p>	<p><b>Monitor/Expert in Social and Economic Empowerment of Women</b></p>	<p><b>Social and Economic Empowerment of Women in Armenia, Women’s equality organizations and institutions</b> sector N°: DCI-GENRE/2012/301-101</p> <p>The specific objective of the project is to develop an integrated strategy at local level aimed at promoting women’s economic independence and participation in economic growth in Armenia. The project tends to achieve the stated objective through development of gender-sensitive and specific Local Economic Development Models and their integration into Development Plans of the selected communities.</p>

02-05/2015	Home Based	<b>European Commission HTSPE</b> nicolas_fichers@dai.com <b>Nicaragua Home based</b>	<b>Quality Controller Evaluation Specialist Final Evaluation</b>	<b>Final Evaluation of the PAIRCA II program, supporting the Central American integration process.</b> The Financing Agreement of the second program of the Central American Integration Support - PAIRCA II No: DCI- ALA / 2008/020 /018 came into force on 30 September 2009 with an implementation period of 66 months. The program has completed its implementation phase in September 2014 and the final evaluation is being performed during the closing phase of the program.
04/2015	Iran	<b>Khalid Emara, Ambassador of Egypt</b> Khalid.emara@bluewin.ch	<b>Researcher</b>	<b>Participation in a Diplomatic mission to discover the advancements of Iran in terms of economic and social development.</b> This was a personal invitation. The following diplomats were contacted during the mission: Ambassador of Spain, Pedro Villena; Claudine Remm, Consul of France; Sohrab Fotouhi, President of the Iran-France Friendship Association ( <a href="mailto:Sohrab.fotouhi@gmail.com">Sohrab.fotouhi@gmail.com</a> ). After the mission she has requested to <b>draft the Terms of Reference</b> for a study to support Spanish investment in Iran.
01-03/2015	Brussels	<b>European Commission AETS</b> <a href="mailto:Piergiorgio.graziotti@ec.europa.eu">Piergiorgio.graziotti@ec.europa.eu</a> <a href="mailto:Marc.litvine@ec.europa.eu">Marc.litvine@ec.europa.eu</a>  <b>ana.vilar@aets-consultants.com</b>	<b>Team Leader</b>	<b><u>Assessment study for the European Commission on South-South Cooperation (SSC).</u></b> South-south cooperation (although not a new phenomenon) has advanced as a reinvigorated instrument in the development cooperation system in the last fifteen years. Particularly since 2002, after the Monterrey Summit, it has predominantly involved medium income countries and has been essentially developed in the Latin American Region, something closely linked to the emergence of this region in the international context. The different regional integration processes that have taken place in the Latin American region in the last decade have tremendously contributed to the strengthening of the SSC. This study was the basis for the development of <b>the Terms of Reference</b> for the Facility for South-South Cooperation (DEVCO).
01-11/2014	Rome	<b>EIFL Public Library Innovation Programme (PLIP)</b> <a href="mailto:Ugne.lipeikaite@eifl.net">Ugne.lipeikaite@eifl.net</a>	<b>External evaluator</b>	<b><u>Evaluation of the take up of PLIP innovation by other public libraries.</u></b> This is a formative and developmental evaluation to understand why and how innovative services developed by PLIP projects were taken up by other libraries. The evaluation shall also provide advice and guidance to the program team on what works best in encouraging take-up of innovation among public libraries in developing countries. <b>PLIP programme is a grant of the Bill &amp; Melinda Gates Foundation.</b> The evaluation covers the following countries: Albania, Armenia, Azerbaijan, Belize, Belarus, Bosnia Herzegovina, Bulgaria, Burkina Faso, Chile, Cambodia, Cameroun, China, Colombia, Croatia, Ghana, Ethiopia, Egypt, Iran, Kazakhstan, Kenya, Kyrgyzstan, Latvia, Lithuania, Macedonia, Mexico, Moldova, Mongolia, Nepal, Peru, Romania, Russia, Serbia, South Africa, Tanzania, Uganda, Ukraine, Venezuela, Zambia. Please see the report: <a href="http://www.eifl.net/resources/what-sparks-innovation-public-library-sector">http://www.eifl.net/resources/what-sparks-innovation-public-library-sector</a>
03-05/2014	Geneva, Jordan, South Africa Indonesia and the Philippines	<b>International Labor Organization (ILO, UN),</b> <a href="mailto:guzman@ilo.org">guzman@ilo.org</a> <a href="mailto:wichmand@ilo.org">wichmand@ilo.org</a>	<b>Team Leader</b>	<b><u>Final Independent Evaluation Norwegian funded project "Promoting the Right to Freedom of Association and the Right to Collective Bargaining (FoACB)" and the Swedish funded project "Freedom of Association and Collective Bargaining in the Rural, Export Processing and Domestic Work Sectors".</u></b> Both projects are important contributions to ILO Outcome 14 under the Outcome-Based Partnerships with both donors. Both interventions included activities with labour inspectors and review of workplace compliance with labour standards. Strengthening labour inspection departments was an important outcome of the two interventions, particularly in the field of rural sector and domestic work. Social protection is one of the topics covered by the labour inspectorates at country level The projects also included activities for awareness-raising of social partners on the roles of labour administration and labour inspection
03/2014	Home Based	<b>European Commission / STEM-VCR</b> <a href="mailto:Kevin.Mccarthy@ec.europa.eu">Kevin.Mccarthy@ec.europa.eu</a> Irma Marchitelli <a href="mailto:info@stem-vcr.it">info@stem-vcr.it</a>	<b>Quality Controller Evaluation Specialist</b>	<b>Evaluation of the European Report on Development Initiative (2009-2013)</b> The ERD, which is now in its fifth edition, has been funded jointly by the European Commission (DG Development and Cooperation-EuropeAid) and several Member States. This evaluation started by developing a review of comparative experience and a concise critical mapping of main international initiatives in the area of research for development policymaking. The objective of this evaluation is to assess results achieved and gather lessons learned from the implementation of the ERD in order to increase its quality and impact.
10-12/2013-01/2014	Geneva	<b>International Labor Organization,</b> <a href="mailto:mottaz@ilo.org">mottaz@ilo.org</a>	<b>Evaluator</b>	<b>Internal Stock-Take of ILO's Global Programme on Measuring Decent Work (Decent work indicators and decent work country profiles).</b> Countries covered by the exercise: Azerbaijan, Kyrgyzstan, Jordan, Moldova, Senegal and South Africa. <b>This Stock-Take complemented the evaluation of the ILO-EC MAP project Monitoring and Assessing Progress on Decent Work, funded by the EC,</b> that had to assess how the

				project had contributed to the EC strategy on employment in development cooperation (including the <i>Investing in People</i> programme). The stock taking exercise involved ILO social protection indicators.
09-12/2013	Madrid	<b>International Labor Organization, (ILO, UN)</b> <a href="mailto:nieto@ilo.org">nieto@ilo.org</a>	<b>Researcher</b>	<b>Preparation of a study on the possible areas of bipartite and tripartite social dialogue</b> and considering proposals that are doing both unions and employers' organizations and the government in order to support <b>employment creation strategy</b> and strengthening social protection systems in Spain. The study is inserted in the project "Supporting job-rich recovery in Spain." The project has recently been published under the title: " <i>Studies about growth with equity: The Spanish case, Growth with Employment</i> ". It includes several chapters related to social protection approaches. This was study was the basis for further <b>Terms of Reference</b> to design a project's support on social dialogue and employment.
06/2013	Brussels	<b>European Commission / HTSPE</b> <a href="mailto:Vittorio.tonutti@ec.europa.eu">Vittorio.tonutti@ec.europa.eu</a> <a href="mailto:francesca.varasano@htspe.com">francesca.varasano@htspe.com</a>	<b>Quality Controller Evaluation Specialist and Social Cohesion Specialist</b>	<b>Mid-Term evaluation of EUROSOCIAL II.</b> EUROsociAL is a <b>regional technical cooperation programme of the EC for the promotion of social cohesion in Latin America, as one of the priorities of the strategic EU-LAC relationship.</b> It aims at increasing social cohesion in Latin America and, specifically, at supporting national public policies aimed at improving levels of social cohesion while also strengthening the institutions that implement them. Among programme thematic areas, <b>EUROSociAL supported two relevant themes in government agendas, which involved the integration of employment policies and educational policies</b> (i. the creation of new models and tools for more efficient management of active employment policies in general and of systems of employment services in particular.; ii) <b>the implementation/consolidation of national systems of professional qualifications</b> to improve vocational training of young people, to enhance its social protection, and the validation of learning acquired in non-formal spaces).
01-05/2013	Madrid London	IUDC, Complutense <a href="mailto:jmtoleda@yahoo.com">jmtoleda@yahoo.com</a> DFID: Mehdi Hussain <a href="mailto:m-hussain@dfid.gov.uk">m-hussain@dfid.gov.uk</a>	<b>Researcher and Evaluation Specialist</b>	Conduct a research among different donors on the issue of <b>Results Based Management.</b> The research has been commissioned by the <b>Spanish Agency for International Cooperation.</b> Other countries to be studied, besides Great Britain, were Norway, Sweden, The Netherlands, and France. As a member of the team of researchers, in charge of the case of United Kingdom and conducted interviews at DFID.
09-12/2012	Seattle/ Costa Rica, Jamaica	<b>Bill &amp; Melinda Gates Foundation</b> <a href="mailto:Sandra.fried@gatesfoundation.org">Sandra.fried@gatesfoundation.org</a>	<b>Evaluation Specialist</b>	<b>Technical assistance in evaluation capacity building for the Global Libraries (GL) Program.</b> Strategic Planning, monitoring and evaluation of the program. Training for civil servants, project team. Development of instruments: Qualitative and quantitative methodologies, interviews, focus groups, surveys, etc. Development of indicators, Outcome Mapping, Logical Framework approach and Results Based Framework. Expert in the GL Impact Planning and Assessment Road Map
08/2012	Bolivia	<b>European Commission / Particip</b> <a href="mailto:Esther.amado@particip.eu">Esther.amado@particip.eu</a>	<b>Monitoring Specialist and Decent Work Specialist</b>	<b>External On Going Monitoring Mission (ROM) of the EU project in Bolivia "Support to the Sector Plan Productive Development with Decent Work".</b> A sector plan for "Productive Development with Decent Work" was developed in Bolivia jointly by the Ministry for Productive Development and Plural Economy and the Ministry for Labour, Employment and Social Provision. Its main goal is to <b>develop a plural economy with public, mixed and private-communitarian components. It foresees a strong state presence orienting the development of all productive units conditioned on the promotion of decent work with social protection components.</b>
04-07/2012	Colombia	<b>Bill &amp; Melinda Gates Foundation</b> <a href="mailto:Sandra.fried@gatesfoundation.org">Sandra.fried@gatesfoundation.org</a>	<b>Evaluation Specialist</b>	<b>Technical assistance in evaluation capacity building for the Global Libraries Program.</b> Strategic Planning, monitoring and evaluation of the program. Training for civil servants, project team. Development of instruments: Qualitative and quantitative methodologies, interviews, focus groups, surveys, etc. Logical Framework approach and Results Based Framework. Expert in the GL Impact Planning and Assessment Road Map.
03/2012	Geneva/ Vietnam	<b>International Labor Organization, UN / IFC - World Bank / Australian AID</b> Arianna Rossi <a href="mailto:rossi@ilo.org">rossi@ilo.org</a>	<b>External Evaluator</b>	<b>Better Work Vietnam (BWV) mid-term evaluative review.</b> BWV is part of the Better Work Global Program whose objective is to improve working conditions and promote competitiveness in global supply chains. It does so by providing three core services: <b>assessments to identify areas of non-compliance with international labour standards and national labour law; advisory services to facilitate worker-management dialogue aimed at tackling non-compliance; and training services to build capacity of workers, supervisors and managers.</b> Better Work focuses on <b>labour intensive industries having large numbers of vulnerable workers in developing countries, such as agribusiness, apparel, construction, and light manufacturing.</b> It also addressed awareness-raising of social partners on the roles of labour administration and labour inspection. <b>The project includes components related to social protection.</b>

08-12/2011 01-02/2012	Honduras Salvador, Costa Rica, Peru, Chile, Argentina and Brazil	<b>European Commission / IBF</b> <a href="mailto:Vittorio.tonutti@ec.europa.eu">Vittorio.tonutti@ec.europa.eu</a>  <a href="mailto:Piergiorgio.GRAZIOTTI@ec.europa.eu">Piergiorgio.GRAZIOTTI@ec.europa.eu</a>	<b>Evaluator and Social Cohesion Expert</b>	<b>URBAL III Mid-term Evaluation.</b> URBAL III, is a EC funded regional development program that promotes <b>social and territorial cohesion in Latin American countries</b> with a budget of nearly 50 million euro. The program <b>promotes decentralized cooperation among subnational governments in LA as well as supports sharing of experiences between EU and AL local governments concerning possible solutions to social cohesion challenges.</b> This activity implies different measures (technical assistance, seminars, studies, short and long term appointments of officials etc.), specific for each thematic area and for the problems to be tackled. Among <b>public policies promoted or strengthened by the URB-AL III projects</b> , some related to <b>employment policies and social protection (ie. generating opportunities for employment among the population, principally among young people and women; improving public policies on training and empowerment for employment; developing youth employment plans, etc.)</b>
03-05/2011	Madrid and various European capitals	<b>EC (Education and Culture DG) / National University of Distance Learning (UNED),</b> Spain, Tiberio Feliz, <a href="mailto:tfeliz@edu.uned.es">tfeliz@edu.uned.es</a>	External Evaluator and Education Expert	<b>Evaluation of the AVATAR project, Added Value of teaching in a virtual world.</b> AVATAR is a project funded by the European Commission in the framework of COMENIUS, Life Long Learning Program, Education and Culture DG. The project develops its activities in Austria, Italy, United Kingdom, Bulgaria, Denmark and Spain. This evaluation was methodologically based on an on line questionnaire, designed through a participatory process among different stakeholders in the European Member States institutions participating in the project.
10-12/2010 01/2011	Madrid, Brussels, Rome, Paris, Peru and Chile	<b>European Commission</b> <b>AIDCO/ HTSPE</b> <a href="mailto:Vittorio.tonutti@ec.europa.eu">Vittorio.tonutti@ec.europa.eu</a>	<b>Evaluator and Social Cohesion Expert</b>	<a href="#">Final Evaluation of the EUROsocial I Program.</a> The programme focused its activities in five areas: <b>Education, Employment, Taxation, Justice and Health.</b> 2354 public institutions participated in the 475 different activities carried out in the five years the Programme was in operation. The achievements of EUROsocial I include contributing to <b>establishing the issue of social cohesion and social protection in national political agendas for development and creating a space for debate and reflection about policies that contribute to social cohesion.</b> Through conferences, study visits, exchanges of experiences, technical assistance actions and pilot projects, political decision-makers and public servants in LA and Europe have had the opportunity to share exchanges of experiences between PAs.
01/2011	Cairo (Egypt)	Min. of Foreign Affairs <a href="mailto:khalid.emara@bluewin.ch">khalid.emara@bluewin.ch</a>	Consultancy	Consultancy conducted for the Foreign Affairs Ministry on the relationship between Trade Agreements and Economic Sectors Development and urban development considering the Spanish previous experience on some of those sectors.
03-07/ 2010	Washingto n/ Brazilia (Brazil)	<b>Organization of American States: Interamerican Social Protection Network</b> Francisco Pilotti <a href="mailto:fpilotti@oas.org">fpilotti@oas.org</a>	<b>Researcher Consultant</b>	<b>Study for the Organization of American States (OAS) and Ministries of Social Development of Brazil, Chile, Colombia (Acción Social), Uruguay and Mexico (SEDESOL): Social Policy and International Cooperation, Challenges for the Ministries of Social Development and the Interamerican Social Protection Network:</b> "Evaluation and Peer review in social policies among Latin-American governments". The aim of this study was to <b>explore different modalities of North -South and South-South cooperation in the field of social protection as an important part of the global decent work agenda.</b>
01-12/2009	Spain	<b>Instituto Universitario de Desarrollo y Cooperación (IUDC),</b> Universidad Complutense José Ángel Sotillo Lorenzo, Director +34 91 3946409 <a href="mailto:sotillo@pdi.ucm.es">sotillo@pdi.ucm.es</a>	<b>Researcher Consultant Evaluator</b>	<a href="#">"Study on peer review among governments. How to design public policies for social cohesion in Latin America"</a> . This research was developed in the context of the VI EU-LAC Heads of State and Government Summit that was held in Madrid on 18th May 2010. The objective of this research was to <b>analyze the possibilities of establishing a mechanism of peer review among Latin American (middle and lower rents countries) and European countries as part of the evaluation of social policies, particularly public policies for social cohesion.</b> The three main international peer reviews mechanisms were analyzed: peer review in Organization for Cooperation and Economic Development, peer learning in the European Open Methods of Coordination, and African Peer Review Mechanism. Several evaluations, particularly in the case of the Open Methods of Coordination in different EU policies –among them <b>social protection-</b> well as the <b>PROGRESS programm</b> were taken in consideration in the research.
09-10/2007	Jordan	Economic and Social Council Pablo Gil, Head of International Department <a href="mailto:pablo.gil@ces.es">pablo.gil@ces.es</a>	Consultant	<b>Consultancy on the advancements by the ILO and the Spanish ESC on the support to the creation of a civil society institution in Jordan to represent different socioeconomic interests,</b> with the involvement of public administrations and social partners. The <b>main objective of the ILO was to ensure that the Jordanian Economic and Social Council could be the institutional body to promote a Decent Work Agenda –including social protection- in the country.</b>
03-04/2007	Santiago de Chile (Chile)	<b>International Labor Organization (ILO, UN)</b>	<b>Social Dialogue Specialist</b>	Technical assistance to the Ministry of Labour in Chile: <a href="#">"Social dialogue as a mean to strengthen democracy"</a> . It <b>contributed to draw an agenda for social dialogue.</b> It included conclusions of researches carried out and technical advice and a <b>tool system for monitoring and further implementation of international labour laws.</b> The Chilean



		Guillermo Miranda, Chilean Office Director <a href="mailto:mirandag@oit Chile.cl">mirandag@oit Chile.cl</a>		Government wanted to <b>prepare a social dialogue framework to deal with the need for job/employment creation and social protection and to work with the different components of the Decent Work Agenda for the country.</b>
01-02/2007	La Paz (Bolivia)	Viceministerio de Inversión Pública y Financiamiento Externo, Guillermo Campero, Consultant. <a href="mailto:daza@ilo.org">daza@ilo.org</a>	<b>Social Dialogue Specialist</b>	<b>Consultancy about the state of art of social dialogue in Bolivia. Identification of social partners, organizations representing diverse interests, existing structures for dialogue, etc.</b> Feasibility for the creation of a peak council to discuss social matters in the country. Main organizations consulted: Confederación de Empresarios Privados de Bolivia (CEPB) and Central Obrera Boliviana (COB). This consultancy was part of the ILO effort to approach the Bolivian government with the intention to continue supporting in the country the creation of employment, enhancing social protection and the development of the Decent Work Agenda.
11-12/2006	Brazilia (Brazil)	ILO, UN Lais Abramo, Brazilian Office Director <a href="mailto:abramo@ilo.org">abramo@ilo.org</a>	<b>Social Dialogue Specialist</b>	<b>Follow up of National Working Plans by <i>Foro Nacional del Trabajo</i> and the Social and Economic Development Council (CDES), as part of the Decent Work Country Programm –that includes social protection-.</b>
08-10/ 2006	Buenos Aires Argentina	ILO, UN Javier González Olaechea, Argentinian Office Director <a href="mailto:gonzalez-olaechea@ilo.org">gonzalez-olaechea@ilo.org</a>	<b>Social Dialogue Specialist</b>	<b>Consultancy for the development of the capacity building for the <i>Comisión Nacional de Trabajo Agrario</i>. The consultancy ended with a plan of action to strengthen the institutionalization of this Commission not only at the national level but at the regional level, considering the different status of the agricultural sector in the Argentinean economy. This consultancy was part of the ILO Decent Work Agenda (2004-2007) for Argentina and had as a main objective the support of employment and improve social protection in the agricultural sector.</b>
01-07/2006	Lima (Peru)	Ministry of Labor, CNTPE, Silvia Cáceres <a href="mailto:caceres.se@pucp.edu.pe">caceres.se@pucp.edu.pe</a>	<b>Social Dialogue Specialist</b>	<b>Consultancy to support <i>the Consejo Nacional de Trabajo y Promoción del Empleo</i> on its Plan of Action. In this period it included capacity building, training on labor standards, social protection and Decent Work concepts as well as in bargaining skills for unions, employers and civil servants members of CNTPE.</b>
10-12/2005	Sao Paolo (Brazil)	<b>International Labor Organization</b> , UN, Lais Abramo, Brazilian Office Director <a href="mailto:abramo@ilo.org">abramo@ilo.org</a>	<b>Social Dialogue Specialist</b>	<b>Consultancy on managing tools for the members of the social dialogue bodies' technical secretariats; Main achievement: Results Oriented Monitoring system for six tripartite councils in the region, particularly in Brazil the <i>Foro Nacional del Trabajo</i>. The FNT has been, together with the Social and Economic Development Council (CDES), the major social dialogue process undertaken by the social partners in Brazil. It has contributed to the development of the Decent Work Agenda in the country and the improvements of the social protection mainly through the cash transfer programme <i>Borsa Familia</i>.</b>
08-09/2005	México	Productive Sectors Development Council (CDSP), Gerardo Mosqueda, Technical Secretary <a href="mailto:mexico@ilo.org">mexico@ilo.org</a>	<b>Social Dialogue Specialist</b>	<b>Consultancy to design a plan of action for the CDSP both at federal and 32 states level. The consultants' team undertook regional workshops with the participation of different stakeholders to elaborate a diagnosis about the situation of the social dialogue and the competitiveness of the Mexican economy in order to define the social partners' common objectives to improve them. The Plan was part of the Decent Work Country Programme where social protection issues were addressed. One of the objectives of the CDSP was to ensure that the employment created in the country would follow the international labor core standards.</b>
06-07/2005	Pucallpa, Ucayali (Perú)	<b>International Labor Organization</b> , UN José Luis Daza, Andean Office Director <a href="mailto:daza@ilo.org">daza@ilo.org</a>	<b>Social Dialogue Specialist</b>	<b>"Elimination of bonded labour in the wood sector: social dialogue tools to promote human rights in the region of Ucayali". As a result of the Consultancy the <i>Consejo Nacional del Trabajo y Promoción del Empleo</i> Regional Commission in Ucayali approved a Strategic Plan to fight against bonded labour in the wood sector involving all stakeholders in the region. The indigenous communities were highly involved in the project.</b>
01-03/2005	Buenos Aires Argentina	<b>International Labor Organization</b> , UN/CTIO, Olga Hammar, President ILO Director: Marcelo Castro-Fox <a href="mailto:buenosaires@ilo.org">buenosaires@ilo.org</a>	<b>Consultant Evaluator</b>	<b>Consultancy on Results Oriented Monitoring system for the <i>Comisión Tripartita para la Igualdad de Oportunidades y de Trato para Hombres y Mujeres (CTIO)</i> de Argentina. This was the result of a Participatory Evaluation where stakeholders tried to adapt the objectives of the Commission to the political context. Gender equity is one of the main objectives of the ILO. The CTIO in Argentina is a participatory institution that assesses the government to promote policies that focus on equality of opportunities. This assignment was part of the Argentina Decent Work Agenda (2004-2007) under the objectives: Employment, Social Protection and Quality of Training and Gender Equality.</b>
04-05/2005	Asunción (Paraguay)	Ministry of Labour, Guillermo Pérez Vega, <a href="mailto:vega@ilo.org">vega@ilo.org</a>	<b>Evaluator</b>	<b>Ex-ante Evaluation of the project "Strengthening Institutional mechanisms for social dialogue" in Paraguay. The ILO expected to strengthen tripartite capabilities in order to reinforce employment creation and social protection in the country and the development of the new Decent Work Agenda.</b>

11-12/ 2004	Buenos Aires Argentina	<b>ILO, UN, Javier González</b> Olaechea, Argentinian Office Director <a href="mailto:buenosaires@ilo.org">buenosaires@ilo.org</a>	<b>Evaluator</b>	<b>Preliminary assessment of the social dialogue project:</b> Based on interviews with the social partners, government and related stakeholders. This assignment was part of the <b>Argentina Decent Work Agenda (2004-2007) under the objective: Strengthening national capacities to design and implement employment policies and to monitor their impact.</b>
09-10/2004	Lima (Peru)	Ministry of Labor, CNTPE, Silvia Cáceres <a href="mailto:caceres.se@pucp.edu.pe">caceres.se@pucp.edu.pe</a>	<b>Evaluator</b>	<b>Needs Assessment, Diagnosis and Plan of Action to strengthen the Consejo Nacional de Trabajo y Promoción del Empleo. As a result of this evaluation the CNTPE established its institutional strategy for the five years period 2005/2010 that included a social protection basic floor proposal</b>
07-08/ 2004	México	Productive Sectors Development Council (CDSP), Gerardo Mosqueda <a href="mailto:mexico@ilo.org">mexico@ilo.org</a>	Project Manager	Consultancy to define the <b>Plan of Action for the Productive Sectors Development Sectors at federal and state level for two years in order to improve employment and competitiveness in Mexico.</b> The Plan was part of the Decent Work Country Program under the strategic objective: Full and productive employment.
05-06/2004	Quito (Ecuador)	Ministry of Labor, Walter Tapia, CNT General Secretary, Jose Luis Daza, <a href="mailto:daza@ilo.org">daza@ilo.org</a>	<b>Evaluator</b>	<b>Ex-ante Evaluation of the consultative role of social partners and its potential contribution to the Consejo Nacional del Trabajo de Ecuador.</b> In collaboration with AECID, the ILO supported <b>this tripartite Institution in Ecuador as the main institutional body to assess on employment policies, social protection and issues related to the Decent Work Agenda.</b>
04/2004	Mexico DF	European Economic and Social Committee Roger Briesch, President <a href="mailto:r.briesch@orange.fr">r.briesch@orange.fr</a>	Consultant	Mission for a report about the <b>participation of civil society organizations in the framework of the Euro-Latin-American Strategic Association and previous to the Guadalajara Summit 2004 where social cohesion was chosen as a strategic element for the Association.</b> Social partners from Europe and Latin America participated in this summit where the issue of Social Cohesion, Employment and Decent Work was discussed as part of a <b>Development Agenda in the EU-LA strategic relationship.</b>
01/2000 10/2003	Several Mediterranean Countries	<b>European Economic and Social Committee</b> Roger Briesch, President <a href="mailto:r.briesch@orange.fr">r.briesch@orange.fr</a>	Project Manager	The TRESMED project, financed by the European Commission consists on providing support for <b>strengthening the role of the economic and social agents in decision-making processes, as a way towards good governance</b> , achieving fuller involvement of the former in the Euro-Mediterranean partnership so as to <b>facilitate the creation of a representative model for integration</b> within the framework of the European Neighbourhood Policy. Among other activities took part performing following training and workshops, as well as <b>developing Terms of Reference</b> for the different interventions developed.: <ul style="list-style-type: none"> <li>• “Preliminary evaluation of the consultative role of social partners and its potential contribution to the Euro-Mediterranean association”, Tunisia;</li> <li>• “Course on design and implementation of projects in the social economy sector”, Morocco;</li> </ul>
11-12/2003	Bogotá, Colombia	Asociación Internacional de Consejos Económicos y Sociales (AICESIS) Bertrand Duruflé <a href="mailto:aicesis@aicesis.fr">aicesis@aicesis.fr</a>	External Consultant	<b>Study on the similarities of the Colombian "Consejo Nacional de Política Económica y Social" and other Economic and Social Councils in the international framework.</b> The main aim of the AICESIS is to contribute to the prosperity and economic development and employment creation with social protection in accordance with the principles of the United Nations and the Universal Declaration of Human Rights, as well as the Fundamental Principles and Rights at Work endorsed by all members of the ILO.
06-10/2003	Hamme t Tunisia	Economic and Social Council, Mr. Ammar Aloui Sec.gen.es.org.tn <a href="mailto:sec.gen@ces.org.tn">sec.gen@ces.org.tn</a>	<b>Consultant</b>	<b>Report on Vocational Training as a way to increase competitiveness, increased social protection and job creation</b>
04-05/2003	Arequipa (Peru)	<b>Andean Community (CAN),</b> Guido Mendoza, Social Department Coordinator <a href="mailto:ghmf01@gmail.com">ghmf01@gmail.com</a>	<b>Main Consultant</b>	<b>“Technical assistance for the labour and employers consultative councils in the Andean Community: labour standards and statistics in a regional integration process”</b> project in cooperation with the Andean Community (CAN). Thanks to the implementation of different courses and <b>training activities institutional and public awareness raising on the importance of common labour standards was achieved and as a result an Andean Labour Observatory was launched</b> with the support of the Andean Community General Secretariat.
01-03/2003	Malta	<b>European Economic and Social Committee</b> Roger Briesch, President <a href="mailto:r.briesch@orange.fr">r.briesch@orange.fr</a>	<b>Employment Expert</b>	<b>Mission for a Report about new knowledge, new employments, the impact of new technologies in employment creation within the Euromediterranean Agreement.</b>

11-12/2002	Lima (Peru)	<b>Andean General Secretary</b> , José Antonio García Bealúnde, Director <a href="mailto:jgarciab@reee.gob.pe">jgarciab@reee.gob.pe</a>	<b>Evaluator</b>	Mission to monitor and evaluate the project " <b>Andean Observatory for Labor issues</b> " developed by the Economic and Social Council of Spain with <b>the Andean Community in cooperation with the ESC of the European Union and the European Commission.</b>
04-10/2002	Cairo (Egypt)	<b>European Economic and Social Committee</b> Roger Briesch, President <a href="mailto:r.briesch@orange.fr">r.briesch@orange.fr</a>	<b>Social Dialogue Expert</b>	<b>Mission in the framework of the TRESMED project</b> , financed by EuropeAid (European Commission), to <b>analyze the consultative role of the social partners and other representations of economic and social interests in the perspective of the Euromediterranean Association. Employment and Decent Work were among the issues tackled with Egyptian social partners in the framework of this mission.</b>
01-03/2002	Greece	European Economic and Social Committee <a href="mailto:sec@oke-esc.eu">sec@oke-esc.eu</a>	<b>Social Inclusion Expert</b>	<b>Reporter of a study on international commerce and social development</b> , related to the external depth of the Southern Mediterranean Countries. <b>Employment creation, social protection and decent work were among the issues included in the study.</b>
09-12/2001	Dominican Republic	Ministry of Labor, Rafael Alburquerque, Minister	<b>Evaluator</b>	Design of a results oriented monitoring system for several projects in the social economy sector. Social Economy Sector was one of the main sources of employment creation in the country, and therefore a priority for the government.
05-08/2000	Managua Nicaragua	Consejo Nacional para la Planificación Económica y Social (CONPES) <a href="mailto:info@conpes.org.ni">info@conpes.org.ni</a>	<b>Evaluator</b>	Assessment needs, Diagnosis of the representativeness of the social partners throughout the country. Nicaragua was one of the Latin American Countries with higher international cooperation aid. Employment creation and social protection were among the main objectives for the government to involve social partners into a national cooperation process.
01-04/2000	Morocco	Conseil National de la Jeunesse et de l'Àvenir M.El Malki <a href="mailto:contact@ces.ma">contact@ces.ma</a>	<b>Employment Expert</b>	<b>Technical Assistance for the implementation of a system of follow up and monitoring of employment indicators related to recognized qualifications in the educational system.</b>
1992-2000	Madrid, Spain	Economic and Social Council of Spain Federico Durán López 34 609013788	Cabinet Director	The ESC is a consultative body of the government. Spain joined the European Union in 1986, so it had to manage the transition to become a full member of the EU. As Director of Cabinet Preparation of the <b>ESC researches and further projects in economic, sectoral, social protection and employment issues</b> , and follow up and monitoring of the reforms undertaken by the government. During this period and in the framework of organisation was also in charge of conducting following <b>trainings, workshops and seminars addressed to capacity building of governmental bodies and social partners. From the International department she dealt with projects in the area of migration and labour standards issues, in different economic sectors like industry, commerce and agriculture, developing the correspondent Terms of Reference.</b>
1989-1992	Madrid, Spain	Employment Promotion Fund Francisco Pons 607383696	Technical Advisor	From this position she coordinated three European Union technical assistance programs related to employment promotion: FORCE-Continuous vocational Training, PETRA-Training for the transition to adult life-, and EUROTECNET - training on new technologies.

## 18. PUBLICATIONS:

### ➤ Co-Author:

"Studies about growth with equity: The Spanish case, Growth with Employment". ILO, Geneva, 2014, GARCIA-FEMENIA contribution: "Study on proposals by unions and employers in order to support the employment creation strategy in Spain".

### ➤ Author:

**Endless institutions networking in a program: How can evaluators focus on how the network functions?** Independent Consulting TIG Newsletter by the American Evaluation Association (AEA), October 2012.

**Learning to be peers? Peer review or evaluation among governments, increasing learning and appropriation in public policy making**, Evaluation Connections, Newsletter by the European Evaluation Society (EES), June 2011.

**"Estudio sobre el aprendizaje entre pares para la formulación de políticas públicas. Contribuyendo a la conformación de políticas de cohesión social en América Latina"**, con Natalia Sagrario. Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP), Madrid, abril 2010.

"Institutionalized Social Dialogue in Latin America. A comparative study of Argentina, Brazil, Ecuador, Mexico and Peru", with Rueda-Catry, Marleen and Morgado, Emilio. Delhi, Subregional Office, ILO, 2008. (also published in Spanish).

"La participación de las organizaciones sindicales y de empleadores en el seguimiento y aplicación de los convenios relacionados con el tripartismo y el diálogo social", en *@cumplir*, Oficina de Actividades de los Trabajadores ACTRAV de la OIT, Volumen I, número 6, abril 2005.

*“El asociacionismo empresarial en España”*, Ed. Instituto de Estudios Económicos, Madrid, 2002. (Tesis doctoral, Premio del IEE, 2001).

“El Proyecto TRESMED, profundizando en las relaciones transmediterráneas”, en *2010 Mediterranean Free Trade Zone*, nº 21, julio 2001.

“Consolidación democrática y desarrollo económico. Los Consejos Económicos y sociales”, en *2010 Mediterranean Free Trade Zone*, nº18, octubre 2000.

➤ **Coordinator/Editor:**

*Diálogo social en el sector agrario. La experiencia de la Comisión Nacional de Trabajo Agrario de Argentina*, OIT, 2007.

*Diálogo social y Género. Experiencia de la Comisión Tripartita de Igualdad de Oportunidades y de Trato de Argentina (CTIO)*, OIT, 2007.

*Logros y desafíos de un proceso de diálogo social. Reflexión de los actores para el futuro. Memoria del Foro Nacional del Trabajo de Brasil*, OIT, 2007.

*Diálogo social en Ecuador. La conformación del Consejo Nacional del Trabajo*, OIT, 2007.

*Diálogo social en México. El Consejo para el Diálogo con los Sectores Productivos*, OIT, 2007.

*Consejo Nacional del Trabajo y Promoción del Empleo de Perú, Memoria de Actividades OIT, 2005 y 2006.*

*Diagnóstico y propuesta de fortalecimiento del Consejo Nacional de Trabajo y Promoción del Empleo del Perú*. Lima, OIT, Oficina Regional para América Latina y el Caribe, 2005,

➤ **Awards:**

**European Evaluation Society**, Conference in Prague: Evaluation in the public interest: Participation, Politics and Policy, October 2010: **Best Honour Paper**: “Peer Review among governments: increasing appropriation and rationality in public policy design”.

Visiting professor in the United States in 2001 for the **Woodrow Wilson Foundation**

Fellow of the **German Marshall Fund** in the United States in 1996

➤ **Recent trainings:**

➤ October 2018: **European Evaluation Society**, Conference in Thessaloniki: Evaluation for resilience societies

➤ 2015: **EU Development and Cooperation Results Framework**, Brussels, DEVCO

July 2015. Webinar on Participation in Evaluation by Irene GUIJY and Leslie Groves

May 2015: International Financing Institutions Opportunities Training Week, ICEX, Madrid

October 2014: **Outcome Harvesting**, with Ricardo Wilson-Grau, EES, Dublin.

July 2014: Webinar with Sara Baughan: **Online Focus Groups, AEA**

November 2012: **Needs Assessment in Humanitarian Aid**, IECAH, Madrid.

October 2012: European Evaluation Society Helsinki Conference: **Evaluation in the networked society**

Outcome Mapping: October 10th 2012, Jenny Aulin & Goele Scheers, GPPAC

February 26th 2012: Webinar with Michael Patton: **Developmental Evaluation, AEA**

February 15th 2012: Webinar with Jennifer Green: **Values Engaged Evaluations, AEA**

February 26th 2012: Diálogos sobre el desarrollo en un tiempo de cambios, **Plataforma 2015, Madrid**.

November 2011: Anaheim, California. **American Evaluation Association (AEA)** Annual Meeting: Workshops attended:

- **Gender Responsive Evaluation** (UN Women, Kathryn Bowen, Michael Bamberger, Tessie Catsambas and Belen Sanz Luque),
- **Theory-Driven Evaluation for Assessing and improving program planning, implementation and effectiveness** (Huey Chen),
- **Purposeful program theory** (Patricia Rogers).

June 2011, Berlin: European Academy for Taxes, Economics and Law, “**Measuring tools and evaluation techniques for EU Funds**”

April 2011, Madrid: **The future of the European Union, European Commission**,

March 2011, Vilnius, Lithuania: International Evaluation Conference: **What’s new and what works in the EU Cohesion Policy 2007-2013: Discoveries and Lessons for 2014-2020**

March 2011, Madrid: **Gender in research as a mark of excellence**. Quing Programm by the European Commission

October 2010, Prague: **Involving stakeholders in formulating conclusions and recommendations** by Eric Monnier

October 2010, Prague: **Fun and Games with Logframes** by Scott Chaplowe, International Federation of Red Cross.

April 2010 XV, Madrid: **Jornadas Internacionales sobre metodologías participativas**.

July 2009, Madrid: **La medición de la calidad de las instituciones: Un nuevo reto en Economía** Complutense University

2006 United Nations “Security on the field”.

**Recent Academic Activities:**

2016: Tutor for the Final Thesis by Miguel Massigogue “Meta-analysis and proposal for the redesign of the annual plan for the evaluation of the quality, impact, effectiveness and efficiency of the whole vocational training subsystem for employment”. Magister in Evaluation of Public Policies and Programmes, Complutense University of Madrid

2015: Member of the Thesis Tribunal “Impact assessment for the improvement of rural development programs. Application of the systems approach in communities of maize producers in Puebla (Mexico)”, by Pablo Vidueira, University Politechnique of Madrid