

## Curriculum Vitae

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<b>Nationality:</b>	Dutch
<b>Academic Qualifications:</b>	<ul style="list-style-type: none"> <li>□ Master International Business Management, Dutch University 1993-1994 - Thesis 1997</li> <li>□ Bachelor Engineering Architectural Construction 1980-1984</li> </ul>
<b>Country Experience:</b>	Albania, Angola, Australia, Azerbaijan, Bangladesh, Belgium, Bosnia, Botswana, China, Ethiopia, Fiji, Georgia, Guinea Bissau, India, Indonesia, Ireland, Iran, Kenya, Kosovo, Kyrgyzstan, Malawi, Macedonia, Malaysia, Montenegro, Mozambique, Netherlands, Nepal, Nigeria, Palestine, Pakistan, Romania, Senegal, Serbia, Sri Lanka, South Africa, Surinam, Switzerland, Tanzania, Tajikistan, Thailand, Timor-Leste, Uganda, Ukraine, Zambia.

**Hans is on a sabbatical and only available from January 2023 onwards.**

### Summary of Qualifications

- Thirty years of experience as resident manager (Southern Africa) and Trainer Consultant in Private Sector Development, especially in Business Development Services, Value Chain Development and Market Systems Development
- Specialist trainer and consultant in market assessments and results management.
- Extensive experience in the design and review of PSD programs and interventions
- Pioneering attitude towards programs, partnerships, products, services and interventions
- Strong analytical, facilitation and coaching skills.
- Fluency in Dutch, English and Portuguese, Basic knowledge of German.

Hans Posthumus has worked in private sector development since 1986 as a resident manager (1986-1998) and as a trainer-consultant (1999-current) and has built up a track record as a pioneer in program implementation and capacity building. Hans has developed and conducted courses in value chain and market systems development and in monitoring and results measurement in Asia, Africa, Europe and the Pacific. Hans has been actively involved in the development of the DCED Standard and is a certified auditor for the DCED. Hans supports donors and programs to apply effective results measurement systems. Hans has been involved as a consultant in the design, coaching and review of several private sector development programs. Hans has produced several publications on Private Sector Development and Results Measurement. Hans maintains several, long-term backstopping arrangements with market systems development programs in Africa, Asia and the Pacific.

### Employment History

- **Trainer Consultant**, Hans Posthumus Consultancy, 1999-current
- **Team leader PAPIR**, Danida and EU financed program targeting rural and urban enterprises in Sofala Province. Components included TVET, Market Development, Access to Financial Services and Research. Managing the project transition from supply to demand driven approaches for Ibis-Denmark in Mozambique 1995-1998
- **General Manager Muzama Crafts Ltd**, Managing a program to develop services and markets for rural craftsmen in four sub sectors by offering access to markets and services as a not-for-profit company for SNV-Netherlands in Zambia 1989-1992
- **Architect Manager**, Tswelopele, TVET institution that trains architectural draughtsmen and manages the architects' office. TVET activities were financed through the profits generated, no longer depending on subsidies (BRIDEC system) for SNV-Netherlands in Netherlands 1986-1989
- **Draughtsman and site supervisor** in The Netherlands, 1984 - 1986

## Selected Consultancies

### **Global: Member of the Back-Stopping Mission to the SDC Employment and Income Division, Swiss Agency for Development and Cooperation, 2013 - current**

Providing technical, research and advisory services to SDC Head office and Embassies on systems development and results measurement. Publications such as the good practice guide for program managers and the private sector partnerships lessons learned are examples of such support.

### **Kenya: Market Systems Development; Coach and Consultant, 2Scale, IFDC, 2020-2021**

Coach the Kenyan team to develop and manage interventions and partnerships in three sectors, focusing on gender responsive last mile input distribution and services. Combining hands-on technical expertise and coaching teams.

### **Kenya: Strategy Adviser, Habitat for Humanity International Terwilliger Center for Innovation in Shelter, August 2019-March 2020**

Supported the Kenya office to formulate its strategy by providing backstopping services. Contributed to a global learning initiative in construction labor.

### **Uganda & Tanzania: Monitoring and Results Measurement Trainer and Coach, Financial Sector Deepening, (FSD), DFID, Gates Foundation, March - December 2019 .**

Trained and coached (in country and remote) management and staff to develop an effective results measurement system that is practical and used for improving interventions, improve program management and report to stakeholders.

### **Indonesia: Lead Monitoring and Results Measurement Trainer and Coach, Promoting Rural Income through Support for Markets in Agriculture (PRISMA) and Applied Research and innovation in Agriculture (ARISA) Palladium, DFAT, 2015-2017.**

Developed an effective results measurement system that is practical and used for improving interventions, improve program management and to report to stakeholders; trained managers and staff of the donor and the programs; coached (in-country and remote) the results measurement and knowledge managers; Conducted a pre-audit review of the results measurement systems according to the DCED Standard for Results Measurement.

### **East Africa: Quality Assurance Advisor, Centre for the Promotion of Imports from Developing Countries (CBI), The Netherlands, 2013-2014**

Coaching staff and consultants to apply a results measurement system that is effective for managing partnerships in 6 sectors in Ethiopia, Kenya, Tanzania and Tanzania, consisting of reviews and a series of workshops to draw lessons and build capacities.

### **Timor-Leste: Advisor, Market Development Facility (MDF), DFAT, 2014**

Analyzing the Water and Sanitation sector in East Timor and designing innovative interventions in partnership with private and public sector actors to improve the services provision of sanitary services to households

### **Italy: Lead Facilitator. Value Chain Development Learning Clinic, IFAD, 2012**

Organizing and facilitating a reflective workshop for country program managers and technical advisors from Asia and Africa to learn lessons to improve the design and management of the country programs.

### **Georgia; Advisor, Market Systems Development Program, CARE, SDC, 2011**

Led the participatory review of the previous phase and designed the next program phase in the dairy sector : sector strategy and interventions, organisational structure and processes

### **Uganda, Trainer Consultant, AgriBusiness Initiative (aBi), Danida, 2010-2012**

Advising, training and coaching the program how to develop an appropriate results measurement system that aids managers and staff to improve interventions, and reviewing the system to assess compliance with the DCED Results Measurement Standard

### **The Netherlands: Guest Lecturer, Wageningen University, 2010-2011**

Training students and practitioners from around the globe on value chain finance as part of their training on sustainable value chain and development training program

### **Kyrgyzstan and Tajikistan; Lead Advisor, Local Economic Development (LED), ICCO and Helvetas, MoFA and SDC, 2010**

Led the participatory review of the previous phase and designed the next program phase whereby the value chain facilitation project transformed into a market development system program in 2 agricultural sectors

### **South East Africa: Trainer Advisor, Business Linkages program, UNCTAD, 2009-2010**

Trained, coached and advised UNCTAD and its country programs in seven countries how to apply approaches and interventions that promote and support commercial and sustainable BDS provision in selected markets

**Uganda: Advisor, AgriBusiness Initiative, (aBi), Danida, 2009**

Appraisal of this value chain development proposal and shaping it into one program with several components to improve markets within the agricultural and the financial sector by aiming for market driven and sustainable interventions.

**China: Advisor, Write Shop, IFAD, 2009**

Facilitating a write shop for managers from Asian and Pacific value chain programs to reflect and develop good practices for value chain development programs, the resulting booklet was published by IFAD.

**Kenya: Trainer and Coach, Country Program, ICCO, The Netherlands, 2007-2008**

Identifying, screening, training and coaching resident consultants to support the implementors of various programs that ICCO funded in Kenya, to build their capacities and to improve program management

**Macedonia: Advisor, Agricultural Services Development, GRM, SIDA, 2008**

Reviewing the program, by reviewing the scoping exercise, the sector analyses and strategies, ongoing partnerships, facilitating strategic reviews with implementers and management.

**Mozambique: Quality Assurance Panelist, Value Chain Development program, ITAD, GoM, 2007**

Reviewing the design of new programs and recommend changes with respect to program design and sector strategies

**Ethiopia: Advisor, Tourism Sector Development, ODI, World bank, 2008**

Analyzing the tourism markets in Ethiopia, assessing pro-poor impact (including handicrafts, logistics, construction and agriculture) and advising the Government of Ethiopia and the World Bank on pro-poor strategies in tourism

**Guinea Bissau: Lead Consultant, Country Program, ICCO, 2006**

Scoping exercise, assessing a number of agricultural sectors in Guinea to identify a number of value chain programs and interventions maximizing inputs from engaged stakeholders

**Angola: Lead Consultant, Business Development Program, UNDP and Chevron, 2006**

Analyzing the markets for BDS provision and facilitating the development of a joint 3-year program to address the gaps in BSD markets at a national level by aiming to support the development of existing and emerging providers

**Albania: Advisor, Capacity Development Project, Cordaid, 2006**

Reviewed the project that offered capacity development for local stakeholders and suggested approaches to further develop these donor-funded activities into market-driven and sustainable services

**Macedonia: Advisor, Enterprise Development Project, Royal Netherlands Embassy, 2006**

Reviewed the project that focused on financial and non-financial service provision development in Macedonia.

**Iran: Advisor, Reconstruction Program, Cordaid, 2005**

Analyzing the dates sector and designing market driven interventions to strengthen the dates sector in Bam region

**Mozambique: Consultant, Agricultural Business Development Program (ADIPSA), Danida, 2002-2004-2005**

Reviewed the ongoing program and designed the value chain component of the Danida Agricultural Support Programme. The approach implied a change from supply-driven to needs driven based on sector analyses.

**Mozambique: Business Developer and Advisor, Dairy processing facility, Gouda Gold Ltd, PSOM, Dutch MoFA, 2003-2005**

Identified the business opportunity, facilitated the creation of a joint venture (Mozambican, Zimbabwean and Dutch partners), developed the business plan, secured funding and coached the enterprise for 3 years, including reporting to investors.

## Selected Training Courses Delivered

- **Market Systems Development**, Trainer, Market Systems Development in practice, Jan-March 2021, *On-line workshops*, Strengthening Host and Refugee Populations (SHARPE), DAI, Ethiopia,
- **Market Systems Development**, Facilitator, introduction to Market Systems Development – principles and practices, April-June 2020, *On-line workshops*, MDF, The Netherlands.
- **Market Systems Development**, lead trainer, training managers and staff from FAO and the Agriculture Value Chain Collaborative Research program (AVCCR), February 2018, Pakistan

- **Market Systems Development**, lead trainer, training staff from the Ministry of Agriculture in Fiji, for MDF, August 2017, Fiji
- **Market Systems Development**, training consultants from Fair and Sustainable Consulting, 2015, The Netherlands
- **Market Systems Development**, lead trainer, training program managers and staff from 6 country offices (India, Philippines, Indonesia, Kyrgyzstan, Nepal, Tajikistan) on Market Systems Development, ICCO Asia, Nepal 2014
- **Market Systems Development**, training managers and staff from DFID and the World bank and their implementers (GEMS), Nigeria, 2011
- **Market Systems Development and Results Measurement**, training all staff from the Market Development Facility in Fiji, Pakistan, Papua new Guinea, Sri Lanka and Timor-Leste in 2013, 2014, 2015, 2016 and 2018 **Results Measurement for Sustainable Private Sector Development**, Lead trainer, training program and results measurement staff, consultants and staff from head-offices and donors on the DCED Standard for Measuring Results, More than 500 participants benefited from this course that is offered 2-3 times per year as an open-entry course in The Netherlands, Nairobi, Kenya and Bangkok, Thailand, 2010-current
- **Value Chain Development**, lead trainer, developing courses (value chain development, value chain facilitation and value chain finance) and VCD workshops; training staff and managers of donor organisations and implementing agencies, More than 1000 participants benefited from these courses that were offered 2-3 times per year as an open-entry course in The Netherlands and were also conducted upon request on location such as in Belgium (EU, VECO), Italy (IFAD), Ireland, Angola (SNV), Guinea Bissau, (ICCO), Kenya (ICCO), Mozambique (Danida), Kyrgyzstan (Helvetas), India (ICCO) Bangladesh, 2002-2010
- **Results Measurement for Sustainable Private Sector Development**, lead trainer, developing tailor-made training workshops and courses to managers and staff; Germany (GIZ), Switzerland (SDC, Helvetas, Swisscontact) Bosnia (Helvetas), Macedonia (SDC), Georgia (Heks-Eper), Tanzania (Gatsby UK, FSD), Nigeria (Propcom, Enable, GIZ), Uganda (FSD, UNCTAD) and South Africa (Treasury), 2009-2020. *Courses in 2020/2021 are offered on-line.*
- **Advanced Training Workshop in Results Measurement for Private Sector Development**, develop and train experienced results measurement managers to solve common and emerging problems and exchange practical approaches to address identified challenges. November 2017 Bangkok, Thailand, November 2019 Bangkok, Thailand, November 2021, on-line.
- **Results Measurement for Program Managers**, training managers and senior staff from PSD programs how to effectively lead results measurement and how to use the information for managing the program, improving interventions and reporting credible results to stakeholders. March 2015, March & November 2018, Bangkok, Thailand
- **Donor Committee for Enterprise Development Standard for Results Measurement**, develop and deliver basic course & introduction to auditing, 2009, Chiang Mai, Thailand; advanced course, 2010, Kuala Lumpur, Malaysia; advanced workshop for resource people, 2012, Bangkok, Thailand; introduction to the Standard, 2018, Nairobi Kenya **Market Systems Development in Fragile States**, training managers and staff from selected projects (Afghanistan, Ethiopia, Myanmar, Sierra Leone, South Sudan) and Cordaid Head office, May 2019, The Netherlands

#### Selected Publications – more publications available from [www.hposthumus.nl](http://www.hposthumus.nl)

- [A Pragmatic Approach to Assessing System Change](#) with Aly Miehlbradt, Rachel Shah and Adam Kessler. HPC, MCL, Springfield Centre, DCED, SDC, DFAT, MoFA, 2020.
- [Skills for Jobs: Developing an apprenticeship system in Albania](#), Developing an appropriate monitoring system, SwissContact, 2020
- [Forming partnerships with the Private Sector](#), A summary of lessons learned by Market Systems Development Practitioners, SDC, 2019
- [Building and managing an appropriate results measurement system](#), Lessons learned by a smaller Market Systems Development Program applying the DCED Standard, Swisscontact, 2019
- [Good practices for SDC program managers](#), Monitoring and Measuring Results in Private Sector Development, SDC, 2016
- [Five Practitioners' Notes](#) on Monitoring and Results Measurement with Aly Miehlbradt. DCED, 2018.
- [Measuring Attribution](#): a practical framework to select appropriate attribution methods, with cases from ALCP in Georgia, MDF in East Timor, Propcom Mai-Karfi in Nigeria and Samarth-NMDP in Nepal, DCED, 2015
- [Can value chain development create rural employment and alleviate poverty?](#), Small Enterprise Development Journal, 2007