

Curriculum Vitae Mr F. R. Little

- 1. Name:** Frank Little
2. Profession: Facilitator and trainer
3. Date of birth: 25 January 1952
4. Nationality: British
5. Civil status: Married, three children

6. Education:

1970-1973	University of Oxford, Lincoln College, U.K. B.A., MA (1976)
1973-1974	University of Bristol, Institute of Education, U.K. Postgraduate Certificate of Education
1975	Institute of Cultural Affairs, Chicago, U.S.A. Community development, participative action planning and adult education
1978	Project Management methods training
1983-1984	BOSNO: In-company middle management training programme (research: the effects of the introduction of automation company-wide)
1987	Goal-Oriented Project Planning and Logical Framework Approach
1995-1996	COCD, Antwerp, Belgium. Advanced course in creativity techniques

7. Professional career:

Period	Employer	Country	Position	Projects, tasks
1971-1976	Institute of Cultural Affairs, Chicago	Italy, The Netherlands	Director of the Amsterdam office	Community development workshops, training courses
1976-1986	Heidemij, Arnhem	The Netherlands (for missions abroad see below)	Head of Project Acquisition support	Integral management responsibility for department
1986-1993	Management for development Foundation, Ede	The Netherlands (for missions abroad see below)	Head of HRM Unit, Company Personnel Advisor	Business Unit management, company-wide personnel affairs, course directorship, senior trainer and facilitator
Since 1993	Bureau Frank Little (formerly Little & van de Geer)	United Kingdom and the Netherlands (for missions abroad see below)	Director	Project Cycle Management, programme and project management, workshop and conference facilitation, facilitator training and transnational teamwork

8. Key qualifications:

- **Evaluation and planning missions** concerning a variety of projects in Europe, the Middle East, Africa and Asia
- **Facilitation of workshops** (Logical Framework and Goal-Oriented Project Planning, Programme management, Project Cycle Management, Strategic Planning –visioning and alignment workshops, foresight and future search)

- **Consultancy and advice** to (semi-)governmental organisations on the implementation of programme and project cycle management, results-based planning and monitoring, evaluation
- **Training of personnel** in (cross-cultural) teamwork, Human Resource management, participative planning techniques, facilitation skills, and international negotiation
- **Coaching** of individuals in management positions
- **Management activities** in a variety of consulting organisations: acquisition of projects, integral management responsibility for staff, budget, implementation.

9. Language skills: (1 - excellent; 5 - basic)

Language	Speaking	Writing	Reading	Years
English	1: Mother tongue			
Dutch	2	2	1	
French	4	4	2	
Spanish, Italian	4	4	3	

10. Overseas experience:

Assignments have been carried out in Europe in *Belgium; Denmark; Finland; Germany; Georgia; Greece; Italy; Ireland; Luxembourg; the Netherlands; Norway; Poland; Portugal; Rumania; Slovakia; Spain; Sweden and the United Kingdom.*

He has worked on short term missions in the following countries outside Europe: *Botswana, China, Egypt, Ethiopia, Ghana, Indonesia, Jordan, Kenya, Nepal, Palestine Authority, Pakistan, South Africa, Sri Lanka, Tanzania, Thailand.*

11. Membership of professional bodies: International Project Management Institute; Dutch Project Management Institute; GOPP Moderators Association; International Association of Facilitators

12. Other skills: Computer literate (Office: MS Word, Excel, PowerPoint, Access; HTML: FrontPage; DTP: Acrobat, Pagemaker, Photoshop, Illustrator, ABC Flowcharter, Knowledge Management: Greenstone; Project Management: MS Project)

Annex to the CV: Professional and project experience

1. General information:

Mr Little is a facilitator and trainer who has used and taught programme and project cycle techniques, tools like logical framework and other participative techniques and methods since 1986. He has worked in Western and Central Europe, the Middle East, Africa and Asia both as a trainer in programme and project cycle methods and as a facilitator/moderator of participative workshops and work conferences. He has provided consultancy and training in underlying tools such as logical framework and participatory planning techniques in a number of programmes of the European Commission (including DG Development, the Tacis programme, the Innovation programme, regional policy programmes), and in bilateral donors such as DANIDA, SIDA, and Italian development cooperation. He is regularly invited to lead workshops and work conferences for the Dutch Ministry of Foreign Affairs.

2. Relevant experience:

Mr Little has worked in development-related activities since 1974, at first for a non-governmental organisation, later for an international consulting company, and then for a management training organisation focusing on development assistance. He has extensive experience in planning, monitoring and evaluation for development efforts in government and semi-government institutions, and in the training of staff in Programme and Project Cycle planning and management tools and techniques. Experience includes:

- **Participative planning workshops** using Logical Framework, Goal-Oriented Project Planning (GOPP), Technology of Participation (ToP) Strategic Planning, Metaplan, Open Space, and other methods for clients in many countries in Africa, Asia, Europe and the Middle East; clients include the Dutch Ministries of Foreign Affairs, Economic Affairs, Justice, various directorates-general of the European Commission, NGO's, semi-governmental agencies.
- **Introduction of participative workshop methods and GOPP-based PCM techniques** into various programmes of the European Commission, including the Innovation Programme and RISI/RITTS programmes (DG Enterprise), the Project Cycle Management activities of DG Development, RECITE II programme (DG Region); Foresight programme (DG Research).
- **Introduction of Programme and Project Cycle methods and participative planning techniques for:** Nuffic, The Hague; Higher Education Council, The Hague; EuronAid, The Hague; European Centre for Development Policy ECDPM, Maastricht; Senter (agency of the Dutch Ministry of Economic Affairs: pre-accession and PSO programmes in Central and Eastern Europe and CIS countries); Novem (agency of the Dutch Ministry of Housing, Spatial Planning and the Environment; Tornio Polytechnic, Finland.
- **Training of PCM focal points and desk officers:** training within the framework of the Programme and Project Cycle Management activities of the European Commission in Belgium, South Africa; PCM training for SIDA, DANIDA, Italian development assistance; course design, quality assurance and internal training events.
- **Annual training events for facilitators and moderators** of participative planning workshops using Goal-Oriented Project Planning and Logical Framework since 1988.
- **Training in procurement and tendering procedures:** for the Dutch Ministry of Foreign Affairs; **work conferences and related support on sectoral approaches:** Annual Planning for the Social policy department of the Dutch Ministry of Foreign Affairs; **conference** for the Netherlands Fellowship Programme; **conference** for Embassy and DGIS staff, Rural and Economic Development Department; **donor coordination conference** Health and Population sector, Egypt; **training** in mid-term sectoral review DANIDA technical assistance unit; **training and coaching** of DGIS staff in the introduction of

the new monitoring and evaluation system, in the appraisal of thematic co-financing support to institutions and agencies.

- **Design and conduct of management training programmes and management development** (human resource development, team-building, cross-cultural management, coaching, leadership, negotiation, conflict management, diversity management, communicative and social skills).
- **Training needs analysis, training of trainers, and evaluation of training** (assignments in these areas were carried out in Belgium, China, Denmark, Ghana, the Netherlands, Pakistan, Poland, Thailand).

Mr Little has carried out assignments in Europe in *Belgium; Denmark; Finland; Germany; Georgia; Greece; Italy; Ireland; Luxembourg; the Netherlands; Poland; Portugal; Rumania; Slovakia; Spain; Sweden and the United Kingdom.*

3. Reference list of assignments in recent years

Date from – Date to	Location	Organisation	Position	Description
2003 – to date	Florence, Italy	In collaboration with the Scuola Superiore di Facilitazione	Lead Trainer	<i>Courses on participative planning, facilitation skills, project cycle management, logical framework</i>
2000 - to date	The Hague, Netherlands	Dutch Government Training Institute (ROI)	Lead trainer	<i>Courses in International (bilateral and multilateral) negotiation techniques</i>
1998 - to date	Ede, Netherlands	Joint activity with the Management for Development Foundation (MDF)	Lead trainer	<i>Courses on fundamentals of participative workshops and facilitation skills</i>
Autumn 1988 - to date	Wageningen, Netherlands	International Agricultural Centre (IAC)	Visiting lecturer	<i>Planning, monitoring and evaluation tools in adaptive natural resource management</i>
1993 - to date	Brussels, Belgium	Insight Partnership	Core trainer	<i>Intensive Training in Moderation skills, PCM, Goal-oriented Project Planning, Logical Framework</i>
2003 and 2004	The Hague, Netherlands and Brussels, Belgium	Dutch Government Training Institute (ROI)	Core trainer	<i>European introductions programmes for the Ministry of Justice: international negotiation techniques</i>
2003 and 2004	The Hague, Netherlands	Dutch Government Training Institute (ROI)	Core trainer	<i>Traineeship for young diplomats from the applicant countries: international negotiation techniques, meeting skills</i>
May and Sep 2004	Various locations, Netherlands	SenterNovem (agency of the Dutch Ministries of Economic Affairs and Housing, Spatial Planning and the Environment);	Trainer	<i>Seminars on introduction of result-based planning for programme leaders</i>
Sep 2004	Norway	International project group	Facilitator	<i>Workshop on learnings and new directions for an international project group for health promotion in schools in the Netherlands, Belgium, Scotland, Wales and Germany.</i>
May 2004	The Hague, Netherlands	Senter/EVD (Dutch Ministry of Economic Affairs)	Lead trainer	<i>Training in planning skills, PSO Capacity Building Programme team</i>
May 2004	Utrecht, Netherlands	NOVEM (agency of the Dutch Ministry of Housing, Spatial Planning and the Environment)	Lead-trainer	<i>Training in design of partnership workshops and facilitator skills</i>

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<i>Apr 2004</i>	The Hague, Netherlands	Privatised Dutch Development Agency	Facilitator	<i>Conference for financial officers from local offices of the organisation</i>
<i>Apr 2004</i>	The Hague, Netherlands	International Institute for Communication and Development (IICD), in association with MDF	Co-trainer	<i>Course on cross-cultural teamwork and communication skills development</i>
<i>Apr 2004</i>	Ede, Netherlands	Programme Secretariat, Provincial Council Gelderland, Netherlands	Facilitator	<i>Workshop on implications of mid-term review for the EDP-East programme (political representatives, civil servants, partners, programme management)</i>
<i>Apr 2004</i>	Arnhem, Netherlands	European Secretariat, Provincial Council Gelderland, Netherlands	Facilitator	<i>Workshop on strategic planning of the provincial secretariat for European projects.</i>
<i>Jan 2004</i>	Amsterdam, Netherlands	Educational Publisher	Facilitator	<i>International project group meeting to determine business strategies</i>
<i>Dec 2003</i>	The Hague, Netherlands	Ministry of Economic Affairs	Facilitator/trainer	<i>Application of Results-based planning in the annual planning cycle of the International Department</i>
<i>Nov 2003</i>	Brussels, Belgium	PCM Group and Council of Europe	Lead Trainer	<i>Planning techniques (GOPP/LFA) and PCM for Central and Eastern European delegates from local authorities</i>
<i>Nov 2003</i>	Cardiff, Wales, United Kingdom	University and private company	Lead Trainer	<i>Planning techniques including GOPP/LFA</i>
<i>Oct 2003</i>	Rovaniemi, Finland	Kemi-Tornio Polytechnic International Division	Lead Trainer	<i>Planning techniques including GOPP/LFA; facilitation training</i>
<i>2003 - 2004</i>	The Hague	UN Organisation	Coach	<i>Coaching of programme manager</i>
<i>Sep 2003</i>	Enschede, Netherlands	SAIL (Institutions of International Education)	Facilitator	<i>Workshop on future directions of the SAIL Institutions</i>
<i>Jul, Dec 2003</i>	Barcelona, Catalonia, Spain	European Research department, Governorate of Catalonia	Lead trainer	<i>Participative planning and facilitation skills (GOPP, LFA)</i>
<i>June 2003</i>	Delft, Netherlands	International Reference Centre for Water and Sanitation	Facilitator	<i>Internal workshop on establishment of networking and support to sister agencies worldwide</i>
<i>June 2003</i>	Naples/Amalfi, Italy	Agency for Regional Development	Lead Trainer	<i>Intensive GOPP, LFA and PCM training for local development officials</i>
<i>Apr 2003</i>	The Hague, Netherlands	Ministry of Foreign Affairs	Conference Moderator	<i>International donor conference on the Integrated Framework on Trade and Development</i>
<i>Mar, Apr 2003</i>	Ede, Netherlands	Management for Development Foundation	Lead Trainer	<i>Application of planning techniques for EU projects in Bosnia-Herzegovina</i>
<i>Jan/Sep 2003, 2004</i>	Wageningen, Netherlands	University of Wageningen (WIAS and Mansholt)	Visiting Lecturer	<i>Introductions course (planning techniques, personal skills) for PhD graduate students</i>
<i>Jan 2003</i>	Brussels, Belgium	TACIS programme of the European Commission, for the PCM-Group	Workshop facilitator	<i>Co-facilitator (design and delivery) for a 350-person kick-off conference CIS countries</i>
<i>Nov-Dec 2002</i>	The Hague, Netherlands	Privatised Dutch Development Agency	Committee	<i>Member of committee to oversee and advise on objections to staff placement in reorganisation</i>
<i>Nov 2002</i>	Ede, Netherlands	Advance Consulting	Trainer	<i>PCM, GOPP and Logical Framework methods for project staff, CIS and Eastern European projects</i>

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Nov 2002	Netherlands	Higher Education Council	Trainer	<i>Logical framework and PCM techniques for Higher Education Institutions</i>
Sep-Nov 2002	The Hague, Netherlands	HRM Department, Dutch Ministry of Foreign Affairs	Facilitator/ coach	<i>Alignment and performance workshop for the Training and Development Unit</i>
Oct 2002	Arnhem, Netherlands	Provincial Council Gelderland, Netherlands	Workshop facilitator	<i>Consensus and alignment workshop for annual planning of the Department Environmental Quality</i>
Sep 2002	Ede, Netherlands	In collaboration with the Management for Development Foundation	Lead trainer	<i>Cross-cultural teamwork and leadership (personal development course)</i>
Sep 2002	The Hague, Netherlands	DGIS, Dutch Ministry of Foreign Affairs	Conference facilitator	<i>Alignment conference on the Netherlands Fellowship programme for Embassy staff, Nuffic, DGIS officials</i>
Sep 2002	Noordwijk, Netherlands	International Reference Centre for Water and Sanitation	Trainer	<i>Training of trainers programme for Health Education and Population</i>
Jan-Sep 2002	The Hague, Netherlands	SNV Development Organisation	Coach	<i>Management coach for Regional Manager</i>
Aug-Sep 2002	The Hague, Netherlands	DGIS, Dutch Ministry of Foreign Affairs	Facilitator, trainer	<i>Consensus meetings for staff learning to appraise for the new system of thematic institutional co-financing</i>
Jul 2002	Naples, Italy	SME Incubator, Città della Scienza	Trainer	<i>Logical framework and PCM techniques for European projects</i>
Jun 2002	Noordwijk, Netherlands	SNV Development Organisation	Workshop Facilitator	<i>Workshop for financial officers of the organisation (head office and country offices)</i>
June 2002	Noordwijk, Netherlands	DDE, DGIS, Dutch Ministry of Foreign Affairs	Conference facilitator, sustainable economic development	<i>Development, supervision and moderation of work conference for embassy and DGIS staff</i>
Feb, Jun 2002	Addis Abeba, Kathmandu	SNV Development Organisation, for MDF	Lead Trainer	<i>Introduction to SNV competency management systems in country offices</i>
Apr 2002	The Hague, Netherlands	CordAid, co-financing agency	Coach	<i>Coaching and training for country manager (pre-assignment to new station)</i>
Apr 2002	The Hague, Netherlands	Senter, agency of the Dutch Ministry of Economic Affairs	Training	<i>Logical framework and PCM methods</i>
Mar 2002	Amsterdam, Netherlands	Private Publishing House	Workshop facilitation	<i>Visioning, team alignment and strategic planning</i>
Mar 2002	The Hague, Netherlands	Pre-accession unit, Senter, agency of the Dutch Ministry of Economic Affairs	Training	<i>Use of logical framework and other PCM methods to improve results-based management of projects</i>
Mar 2002	Ede, Netherlands	FION, Association for International Education	Workshop facilitator	<i>Alignment workshop for the board of FION to prepare for members meeting on new system of international education</i>
Feb Mar 2002	The Hague Netherlands	Office of DG Int. development, Dutch Ministry Foreign Affairs	Trainer/ facilitator/ coach	<i>Preparation of DGIS team to roll-out the new monitoring system for Foreign Affairs</i>
Feb 2002	Geneva, Switzerland	IBFAN	Trainer	<i>Use of logical framework and other PCM methods to improve results-based management of projects</i>
Feb 2002	Frankfurt, Germany	Private Company	Trainer	<i>Training of trainers for country managers</i>

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Date from – Date to	Location	Organisation	Position	Description
<i>Jan 2002</i>	Bangkok, Thailand	World Population Foundation, for MDF	Workshop Facilitator	<i>Visioining, alignment and planning workshop for the international division of WPF</i>
<i>1999-2002</i>	Arnhem, Netherlands	European Secretariat, Provincial Council Gelderland, Netherlands	Workshop facilitator and advisor	<i>Workshops and advice on the establishment of a coordinating secretariat for European project funding.</i>
<i>1999-2002</i>	The Hague, Netherlands	DGIS, Dutch Ministry Foreign Affairs	Facilitator	<i>Annual planning workshop of the Social Policy Department</i>
<i>1991-1994</i>	Luxembourg, Greece, UK, Belgium, Italy,	European Commission, Directorate General XIII/Enterprise	Consultant Workshop facilitator	<i>Support for the Innovation programme trans-national project teams in technology transfer and innovation projects</i>
<i>1996-1998</i>	Brussels, UK, Italy	European Commission, DG XVI/Social Policy	Advisor	<i>Support for the Recite programme, involving trans-European projects for public-private collaboration</i>
<i>1998-1999</i>	Egypt, Pakistan	Ministry of Foreign Affairs of The Netherlands for MDF	Trainer Facilitator Work conferences	<i>Training and workshops for the Ministry and Embassy personnel in the implementation of sectoral approach to development assistance</i>
<i>1999</i>	Egypt	On behalf of the Dutch government, for MDF	Conference facilitator	<i>Workshops with bilateral and multilateral agencies, aimed at donor co-ordination in the Health sector</i>
<i>1996-2001</i>	Netherlands	SNV, Dutch Development Organisation	Workshop facilitator	<i>Planning activities with the Dutch semi-governmental development agency SNV, to review and re-engineer work processes of the head office and field offices</i>
<i>1999</i>	Brussels, Madeira, Sweden, Finland	European Tourism project	Team leader Workshop facilitator	<i>Team leader of a participative internal project review and evaluation of a pan-European project</i>

4. **Other relevant information:** Mr Frank Little has published numerous papers and materials for a wide variety of training events, handouts and booklets, trainers' notes on:

- application of logical framework and goal-oriented project planning techniques
- facilitation of participative workshops
- international negotiation skills
- cross-cultural skills and techniques
- training of trainers principles and techniques
- teamwork skills
- conflict styles and resolution
- participative workshop methods