

Curriculum Vitae



Offer: Consulting services

Name of Firm: Acumanager (www.acumanager.com)

Name of Consultant: LUIS LADISLAO ZEGERS-FEBRES

Profession: Organisational Development Specialist

Date of Birth: 1947 – OCT – 01

Years with Firm/Entity: Since 1992 as Managing Director and Senior Consultant.

Nationality: Chile, Swiss resident since 1978.

Membership of Professional Groups: WHO Management Efficiency Programme's Development Team
Geneva Evaluators Group
ILO Experts

Personal Objectives: To share the knowledge and experience of 30 years of high level specialised work with international organisations, developing policy and programmes; evaluating, training and managing interventions for institutional and leadership strengthening; providing development inputs to organisations involved in labour issues; leading projects on quality management systems, process efficiency and health systems improvements, and on every step of the course of action to sustainable organisational development.

Key Qualifications:

Extended international experience in development and training in the following fields:

- Evaluation
- Health systems
- Strategic planning
- Institutional development
- Quality Management Systems

Education:

- Certificate of Lead Assessor of Quality Management Systems (British Standards Institution), London, 1992.
- Certificate of Design and Evaluation of Technical Co-operation Projects (International Labour Office), Geneva, 1984.
- Certificate of Personnel Management (University of Chile), 1976.
- MSc. – Organisation Development (Sloan Management School, MIT, Ma, USA), 1975.
- BSc. – Public Administration (University of Chile), 1973.

Employment Record:

- **Founder and Managing Director** of Zegers-TQM, now Acumanager, since 1992, St-Cergue, Switzerland
Function: Create and manage a small group of consultants specialised in management efficiency, health systems, international development programmes and projects: assistance to international organisations in programme development, evaluation and improvement and application of quality management principles and techniques, evaluation, coaching and training.
- **Institutional development expert**, 1991-1992 with the Federation of Red Cross and Red Crescent Societies, Geneva, Switzerland
Function: to research and draft a Manual on Institutional Development for National Red Cross and Red Crescent societies.
- **Technical Assistant** with the World Health Organisation (WHO), Geneva, 1978-1992:
 - **Assistance to countries with the Global Programme on AIDS**, 1989-1992
Function: To assist country programmes in the development and implementation of field situation evaluation and in the development and organisation of social and behavioural research studies.
 - **Assistance to countries with the Nutrition Unit**, in particular the WHO/UNICEF Nutrition Support Programme, 1985-1989
Function: To assist country programmes in the development and implementation of field nutrition-situation evaluation and in developing grass-root sample-interventions to reverse adverse forces having an impact on the population's nutrition situation in 17 of the most under-developed countries of the world in terms of nutrition.

- **Statistical Assistance for Clinical Research Studies** with the Reproductive Health Programme, 1978-1985

Function: To develop and manage data collection and data processing systems for multi-centre international clinical research studies, on the basis of research protocols approved by experts in coordination and reporting to WHO steering committees.

- **Organisational Development Expert** with the Commission of the European Communities, to assist the development of European Youth Organisations, 1977-1978

Function: to develop techniques and assist a sample of European youth organisations to integrate national organisational systems into intra-European institutional development and management systems and to assist in the development of guidelines for international coordination of European youth organisations.

- **National Director** for AFS International and Intercultural Programmes in Chile, 1972-1977

Function: To manage a small national office of 7 staff and a volunteer organisation of about 3000 members; to ensure the recruitment of hosting families for foreign students for periods of 3 to 10 months; to supervise and ensure an appropriate selection programmes for the award scholarships to study abroad to 100 students per year, and to ensure the safe and efficient hosting of approximately 50 foreign students per year.

Selected Consultancies (last 10 years)

(1) Evaluation

- 2008: Mid-term evaluation of the Affiliate development programme implemented by Union Network International (UNI) in Nepal and funded by LO/TCO Sweden.
- 2007: Independent evaluation of the partnership between the International Labour Organization (ILO) and the German Development Agency (GTZ) on “Implementing HIV/AIDS Workplace Policies and Programmes” in selected countries of Central Europe and Africa.
- 2005-2006: Independent evaluation of the “Knowledge sharing project on decent work and the informal economy in the context of poverty reduction” for the ILO.
- 2005-2006: Design and development of the donor-funded Monitoring and Evaluation System of Institutional Development and Impact Indicators for Union-Network International (UNI), a Global Union Federation.
- 2001: External evaluator of the ILO’s DECLARATION Unit on behalf of the ILO Director General and the government of The Netherlands.
- 2000: External evaluator of the joint programme of the ILO, Government of Bangladesh and the garment industry, for the eradication of child labour, funded by DfID.
- 1999: Impact evaluation of the Trade Union Education Programme, Industrial and Commercial Workers Union of Ghana for the period 1990-1999, under contract with the International Federation of Technical Employees (FIET).
- 1999: Prepared and directed Evaluation workshop for the Executive Committee of the Commercial Workers Union of Finland in 1999.
- 1998: Impact evaluation of the Trade Union Education Programme, for the period 1989-1998, Commercial Workers Union of Zimbabwe, under contract with FIET.

(2) Health Systems

- 2005-2006: Peer consultation on assessment of best practices in Health Systems development
- 2004: End of 5-year Programme Review of Health Programme Support Office (HPSO), for DfID, The World Bank, the Consortium of Development Partners and the Government of Bangladesh (*with Paul Thornton and Alamgir Farrouk Chowdhury*).
- 2004: Consulting assistance to the WHO Department of Human Resources for Health (HRH) in the design of the department’s 2004-2015 Business Plan, Geneva.
- 2000-2002: Member of WHO’s international team of experts developing the Management Effectiveness Programme (MEP) for Public Health Systems.
- 1998: Consulting assistance to the Government of Bangladesh in the field of HRH as a specialist assigned by WHO.
- 1998: Consulting assistance to the Government of Yemen in the field of HRH as a specialist and member of fact-finding team with The World Bank.

(3) Strategic Planning

- 2007: Technical assistance to ILO's International Migration Unit in the design and formulation of Labour Migration Management projects to be funded by the EU in Northern Africa and the Maghreb, and in Central and West Africa.
- 2004-2007: Technical assistance to UNI's Development & Regions' Department, to introduce strategic planning and review into global and regional office management processes.
- 2004: 10-day Introductory Course on Strategic Planning for the Management Team of the Serbia Real Estate Registration and Cadastral Authority, in Sweden, under contract with ORGUT Consulting A.B. (SIDA/World Bank Project), Sweden.
- 2003: Designed and directed Strategic Planning Workshop for the elaboration of UNI Trade Union Development and Regional Department's 10-year strategic plan.
- 1998 to 2002: Assistance, under contract with UNI, to the Top Management Teams of the Commercial Workers Union of Zimbabwe and the Industrial and Commercial Workers Union of Ghana in the elaboration of their Strategic Plans for the decade 2000-2009, including workshops, training and monitoring activities.

(4) Institutional Development

- 2008: Design, development and production of Diploma course for trade union leaders in Asia, planned for 2009.
- 2008: Design, development and production of Leadership course for trade union educators in Eastern Africa. First two courses given in Durban, South Africa for English-speaking participants from various countries in Africa.
- 2005-2007: Technical assistance to UNI's Development & Regions' Department, to implement the donor-funded Global Development Impact Initiative (GDII).
- 2003 & 2004: Designed and gave course in Leadership and Management, for leaders and national education officers of organisations affiliated to UNI, Asia/Pacific Region, in Penang, Malaysia.
- 2002: On the basis of the work carried out for FIET and UNI in evaluation, strategic planning and leaders training, designed, tested and produced an interactive training manual on Leadership and Management of Trade Unions addressed to Trade Union leaders.
- 2000: Produced and gave course in Leadership and Management of Trade Unions in the XXI century, for General Secretaries of Trade Unions affiliated to UNI, Rolle, Switzerland.
- 1998: Assisted the Regional Labour Office for Africa in Abidjan, Côte d'Ivoire, in the field of HRD, post classification and organisation, as a consultant assigned by the ILO/HQ.

(5) Quality Management Systems

- 2005-2008: Training and continued assistance to UNI's Development & Regions' Department to strengthen Leadership, Management, Technology Transfer and Skills Development.
- 1997-2003: FMO S.A. - Fournitures pour machines-outils, Morges, Vaud, Switzerland – **Quality Manager** attached to the C.E.O.'s Management Team, trained personnel and obtained ISO 9002:1994 certification in 1999 delivered by SGS and ISO 9001:2000 certification in 2003, also delivered by SGS.

Languages:

	<i>Speaking</i>	<i>Reading</i>	<i>Writing</i>
Spanish	Excellent	Excellent	Excellent
English	Excellent	Excellent	Excellent
French	Excellent	Excellent	Good

22 December 2008.

References:

<ul style="list-style-type: none"> • Mr. George Dorros Management Effectiveness Programme World Health Organisation (retired) ch. Moise-Duboule 5 1209 Geneva, Switzerland Tel.: +41 (22) 7410254 E-Mail: dorros@bluewin.ch 	<ul style="list-style-type: none"> • Mr. Rolf Vogel Director General FMO S.A. (Fournitures pour machines outils) Riond-Bosson 13 CH-1110 Morges, Switzerland Tel.: +41 (21) 804 1880 E-Mail: vogel@fmo-sa.ch
<ul style="list-style-type: none"> • Mr. Raúl Requena Assistant General Secretary Union Network International 8-10, Avenue Reverdil, 1260 Nyon, Switzerland Tel.: +41 (22) 365 2176 E-Mail: Raul.Requena@uniglobalunion.org 	