

CURRICULUM VITAE

Name: Theodorus Wilhelmus Joseph (Dick) Commandeur
Citizenship: Dutch
Date of birth: October, 2 1961
Actual residence: Sucre, Bolivia
Postal address: Calle Calvo 237, Sucre
Telephone: (+591)-75769393 (mobile)
E-mail: dick@commandeurconsultancy.com

PROFILE SUMMARY

Dick Commandeur is a general rural development expert with emphasis on economic themes, private sector and producer organization development, and inclusive public procurement. His 28 years of professional experience started from a study at Wageningen University in the Netherlands oriented towards rural development, later complemented with studies on micro-economics of competitiveness, marketing and quality management. A central topic in the last 16 years of his professional exercise has been the Value Chain Development approach, in which framework he has gained experience with an extended number of agribusiness chains. During the last years, he expanded his experience related with services for university, professional and virtual education.

He exercised professionally in different functions, most of them with duration between 2 and 5 years and with SNV Netherlands Development Organization, related with development cooperation programs in Nicaragua, Bolivia, Ghana and other African countries. He worked 9 years in management positions, specifically as Portfolio Coordinator and Project Leader, and 19 years as an international advisor and consultant. Since 2010 has worked as independent consultant, mainly active with development proposal writing and project backstopping.

He has written a considerable number of documents, several were published. Key themes are Producer Organization Strengthening, Economic Development, Inclusive Public Procurement and External Cooperation for these processes.

He has an extended network of relevant contacts in Latin America, North America, Africa and the Netherlands, related with his profession and more generally with the areas of development and international cooperation. He keeps abreast of the political and social context and innovation in topics related with economic and political development in a wide range.

EDUCATION

- 1980 – 1988 Agricultural University of Wageningen, the Netherlands: title of engineer in the degree of "doctoraal" (equivalent of Master of Science) in Animal Husbandry, with postgraduate studies in Agrarian Sociology of non-Western Regions, Change Processes in the Third World (at the Catholic University of Nijmegen) and Grassland Science.
- 2005 Specialization in Microeconomics of the Competitiveness (methodology of the Harvard Business Institute), at the Catholic University of Bolivia within its program: Masters for Development.
- 2007 – 2008 Specialization in Marketing Management, at the Open University of the Netherlands.
- 2008 Specialization in Quality Management, at the Open University of the Netherlands (without certification).

PROFESSIONAL EXPERIENCE

ADVISORY, CONSULTANCY AND TEACHING

SENIOR TECHNICAL ADVISOR for the United States offices of SNV Netherlands Development Organization, with main responsibility to support the implementation of the Procurement Governance for Home Grown School Feeding project, funded by the Bill and Melinda Gates Foundation and implemented in Kenya, Ghana and Mali. Principal topics of the project are the access of smallholder farmers in the public procurement process, their inclusion in the supply chain directly or within inclusive business agreements and the social accountability. Besides, I support other partnerships and proposal writing initiatives of the SNV US office for SNV in Mali, Burkina Faso and Ethiopia. This support contributed to approval of other grants from the Bill and Melinda Gates Foundation. September 2011 – September 2016.

CONSULTANT for SNV Ethiopia: Technical backstopping mission for the Cooperatives for Change project, funded by the Bill and Melinda Gates Foundation, to propose and discuss ideas for continuation of the project. December 2015.

LECTURER at the Andean University Simon Bolivar, for the virtual Master Course "Rural Development", with students from Bolivia, Peru, Ecuador and Colombia. Topic: Associations and producer organizations. 2014 – 2015.

COORDINATOR of an e-learning program "Value Chain Development" for SNV Central and West

Africa: Elaboration of the structure for the e-learning and e-coaching, negotiation with the expertise institute, organization of the implementation of the program within SNV and technical and content support for the implementation. In total, some 50 advisors and consultants participated in the program. February 2009 – December 2012.

CONSULTANT: Lead technical writer of a 7.5 million US\$ project approved by the Bill and Melinda Gates Foundation on procurement governance for Home Grown School Feeding programs. The project aims to give access to smallholder farmers to the supply chains to local and national school feeding programs. April 2010 – August 2011.

LECTURER at the University of San Francisco Xavier of Sucre, Bolivia, for the following course:
The virtual Master Course “Development strategies, policy and projects”. Topics: The concept of rural development, and Technological and market factors in rural development projects. February – April 2009.

LECTURER at the University of San Francisco Xavier of Sucre, Bolivia, for the following courses:
The Master Course “Agribusiness and Supply Chains”. Topic: Alliances of Small Farmers in Chains.
The theoretical-practical course “Municipality Planning and Development” for students of the last 2 years of the Economy Faculty. Topic: Local Economic Development.
Development of two other topics: Clusters, for the Master Course “Agribusiness and Productive Chains”, and Biocommerce, for the Master Course “Management of Natural Resources and Environment”. January – April 2008.

CONSULTANT: Promotion of opportunities for different Bolivian municipalities, public service institutions and private companies related with the Clean Development Mechanism (in the context of the Kyoto Agreement about Climate Change). Networking with other experts in Bolivia and the Netherlands. May – December 2007.
I gave a conference at the Local Development Forum in La Paz about strategic planning, for the benefit of municipal representatives. December 2007.

SENIOR ADVISOR AND THEMATIC LEADER of SNV Netherlands Development Organization in Bolivia for the impact area Jobs and Income. Among others, the function included direct support to national public and private sector stakeholders, participation in an expert team at Latin-American level for the development of advisory services and products, guidance to other advisors in Bolivia and delivery of lectures at events organized by institutions like the Competitiveness Councils of the departments of Santa Cruz and Tarija, Pact Latin-America, Forum for Local Economic Development of Sucre, the Chamber of Commerce of Sucre and the Latin-American alliance Ruralter. February 2004 – April 2007.

LECTURER for a course on Ecological Production, at the San Francisco Xavier University of Sucre, Bolivia. September 2002.

ADVISOR, hired by SNV, for the Wheat Producers' Association (APT) of Cochabamba, Bolivia. Some important results: successful negotiation for 2 big project grants; effective relationship with a national credit institute; organizational autonomy of the APT, with its own strategic plan; re-configuration of the organization; and an acknowledged positioning of APT at local, regional and national level. December 1994 - July 1998.

ADVISOR, hired by SNV Bolivia, for the Farmer's Agriculture Corporation (CORACA) of Potosi, Bolivia. Some important results: a strategic plan for 10 years for the organization and the introduction of a participative planning methodology for the local farmers' organizations. March 1993 - September 1994.

CONSULTANT, hired by SNV Bolivia, for the realization of a study about the perspectives of milk production in the surroundings of Sucre. The study was part of a feasibility study for the Dairy Plant in the same city, which later on was privatized and acquired by the small producers. April 1993.

CONSULTANT hired by SNV Bolivia, for the elaboration of project documents for the small farmers' organizations CORACA Potosí and COINCA Potosí, with the following topics: participative planning and organization strengthening, agriculture, animal production and commercialization. The documents were the base of a program for the strengthening of economic farmers' organization, financed during 10 years by the Dutch government. December 1992 - February 1993.

ADVISOR for the Agriculture Department of the Bolivian NGO Yunta, hired by International Service (Great Britain). My work areas were: enhancement of credit programs, agriculture projects, organization strengthening and interinstitutional coordination. I was representative of the employees in the board and in the Assembly of the NGO association UNITAS. September 1988 - September 1992.

CONSULTANT, hired by SNV Bolivia, for the elaboration of cooperation profiles for the organizations ADEPLECH (Sucre) and FEDECA (Santa Cruz). Besides, I realized a study on the perspectives for animal production in the work region of CORACA-Potosí. February 1992.

MANAGEMENT

PORTFOLIO COORDINATOR of SNV Netherlands Development Organization Ghana in the Eastern and Volta Regions. I coordinated a team of 9 Ghanaian and international advisors, working with around 25 clients and partners. Among others, the portfolio addressed issues related with development of value chains for pineapple, mango and honey, in cooperation with public, private sector and producers' organizations. Besides, I was the focal person for Partnership and Resource Mobilization activities of SNV Ghana. Some results: high profiling of SNV in the national press and among high government authorities, first Trade Fair in the Volta Region, dissemination of experiences of linking private companies with small

producers within the fruit and honey sectors, several partnership with international organizations. September 2008 – June 2010.

PORTFOLIO COORDINATOR of SNV Bolivia for the Andes Valleys Region. Besides coordination a team of some 12 Bolivian and international advisors, for several years I also was responsible for the implementation of different funds (with a maximum of more than 2 million US\$ per year) to finance development initiatives. I coordinated the support to the development of value chains for tourism, milk, handicrafts and Andean grains. Some important results were: SNV was well-known as one of the main promoters of inclusion of small farmers in relevant value chains, take-off of the value chains on handicrafts and Andean grains, producers' organizations developed to respected economic actors. November 2000 – January 2006.

INTERNATIONAL CO-DIRECTOR (Project Leader), contracted by SNV, for the Agriculture Development Project of the South East (PROSUR) in Nicaragua. Some important results: smallholder families with sustainable and profitable production systems, redirection of the project strategy towards the identification and promotion of profitable agricultural systems, economic organization of small producers, establishment of a branch-office of a credit institute by mobilizing other interested organizations, publication of methodologies, approval of a new 4-years phase for the financing of the project. August 1998 – October 2000.

PUBLICATIONS

- *“Connecting farmers to Home Grown School Feeding”*
SNV USA, 2016. Co-author.
- *“Goubkatimali: How school feeding improved agricultural production and farmer income in Ghana”*
SNV USA, 2016. Author.
- *“Practicing inclusive food procurement from smallholder farmers”*
SNV USA, 2016. Co-author.
- *“Supplier development for inclusive school feeding procurement”*
SNV USA, 2016. Co-author.
- *“Structured Demand Markets and Smallholder Farmers: Relevance and access”*.
Procurement Governance for Home Grown School Feeding project. Learning Series # 6, SNV USA, 2016. Co-author.

- *"Grain banks in Ghana: Credit for caterers brings farmers into the market"*.
Procurement Governance for Home Grown School Feeding project. Case study, SNV USA, 2016. Co-author.
- *"Producer Organisations: Going into business with formal markets"*.
Procurement Governance for Home Grown School Feeding project. Learning Series # 4, SNV USA, 2016. Co-author.
- *"Inclusive procurement and transparency: Connecting smallholder farmers to school feeding"*.
Procurement Governance for Home Grown School Feeding project. Learning Series # 3, SNV USA, 2015. Co-author.
- *"Challenges and opportunities: Smallholders and school feeding. Initial baseline report 2012"*.
Procurement Governance for Home Grown School Feeding project. Learning Series # 1, SNV USA, 2013. Author.
- *"Coaching organizational transitions towards an increased market orientation. SNV's experience with producer organization support in Bolivian Valleys"*
In: Producer organizations and market chains. Facilitating trajectories of change in developing countries. Edited by: Giel Ton, Jos Bijman, Joost Oorthuizen
Agri-profocus. The Netherlands, 2007. Co-author.
- *"Las organizaciones económicas campesinas en su contexto. Teoría y análisis, con experiencias de la Asociación de Productores de Trigo de Cochabamba"*
(Economic Farmer Organizations contextualized. Theory and analysis, with the experiences of the Wheat Producers' Association of Cochabamba)
Bolivia/Nicaragua, 1999. Author
- *"Producción de leche en los alrededores de Sucre"*
In: Estudio elemental de la Planta Industrializadora de Leche PIL-CORDECH.
(Milk production in the surroundings of Sucre. In: Elemental study of the Dairy Plant PIL-CORDECH)
CIPRES. Bolivia, 1993. Author.
- Various articles about agrarian policy for the Dutch magazines "*CON-tekst*" and "*Landbouwmaand*".
CON and Boerengroep, Wageningen, the Netherlands/Bolivia, 1988-1989. Author y co-author.

SKILLS

- Besides my mother tongue Dutch, I am fluent (speaking, hearing, reading and writing) in the Spanish and English languages and have some knowledge (speaking, hearing and reading) of Portuguese, French and German.
- Very good text editing.
- Experience with virtual learning platforms.
- Experience with the current computer and internet programs.
- Driver's licence.

OTHER RELEVANT DOCUMENTS

- *"Procurement governance for Home Grown School Feeding"*
Grant winning project proposal for the Bill and Melanie Gates Foundation for Ghana, Mali and Kenya, 2011. Lead technical writer.
- *"Problemática del desarrollo rural"*
(The concept of rural development)
Basic document for virtual course. Bolivia/Ghana, 2008. Author.
- *"SNV y Competitividad"*
(SNV and Competitiveness)
Strategy document. Bolivia, 2006. Author.
- *"Estrategia para el Área de Impacto: Empleo e Ingresos"*
(Strategy for the Impact Area: Jobs and Income)
Strategy document for SNV Bolivia for the period 2006-2010. Bolivia, 2005. Leading author.
- *"Proyecto de Desarrollo Agropecuario del Sureste (PROSUR)"*
(Project for Agriculture Development of the Southeast (PROSUR))
Project document for the second phase, 1999 - 2003. SNV/PROSUR, San Carlos, Nicaragua, 1999. Lead author.
- *"Fortalecimiento estratégico de la APT - Cochabamba 1998-2002: Manejo de suelos y aguas, trigo ecológico, organización de mujeres, segmento empresarial, créditos, fortalecimiento organizativo"*
(Strategic strengthening of the APT-Cochabamba 1998-2000: Soil and water management, ecologic wheat, organization of women, business unit, credit, organizational strengthening)

Project document. APT, Cochabamba, Bolivia, 1997. Lead author.

- "*La consolidación de la Asociación de Productores de Trigo de Cochabamba 1996-2000*"
(The consolidation of the Wheat Producers' Association of Cochabamba 1996-2000)
Project document. APT, Cochabamba, Bolivia, 1995. Co-author.
- "*Plan Decenal 1994-2000 CORACA POTOSI*"
(Decade Plan 1994-2000 CORACA POTOSI)
Analysis and planning document. CORACA, Potosi, Bolivia, 1994. Author.
- "*Proyecto agropecuario para fortalecimiento organizativo, comercialización y servicios a las bases, con COINCA en el departamento de Potosi*"
(Agriculture project for organizational strengthening, commercialization and service delivery to the members, with COINCA in the department of Potosi)
Project document. SNV-Bolivia, Bolivia, 1993. Author.
- "*Proyecto agropecuario para fortalecimiento organizativo, producción de semilla de papa y comercialización, con CORACA en el departamento de Potosi*"
(Agriculture project for organizational strengthening, potato seed production and commercialization, with CORACA in the department of Potosi)
Project document. SNV-Bolivia, Bolivia, 1993. Author.
- "*Propuesta para el sistema de abastecimiento de semillas en la provincia Gualberto Villarroel*"
(Proposal for the seed supply system in the province of Gualberto Villarroel)
Conceptual and methodological document. Centro Yunta, La Paz, Bolivia, 1992. Co-author.
- "*Andere boeren boeren anders. Landbouwontwikkeling in de hooglanden van Peru*"
(Other farmers produce in another way. Agriculture development in the Highlands of Peru.)
Thesis. Agriculture University Wageningen, the Netherlands, 1987. Co-author.
- "*Imports substitutie of importstimulering. Zuivelindustrie in Peru*"
(Import substitution or import promotion. Dairy industry in Peru)
Postgraduate investigation. Third World Center Nijmegen, the Netherlands, 1987. Author.