

CURRICULUM VITAE

1. **Family name:** Korhonen
2. **First names:** Päivi Maritta
3. **Date of birth:** 25021965
4. **Nationality:** Finnish
5. **Civil status:** Divorced, children b. 1990,1993
6. **Education:**

Institution [Date from - Date to] Degree(s) or Diploma(s) obtained:
Åbo Akademi University, Turku, Finland 8/84-9/90 M.A., Humanities
National Board of Education 10/1991-2/1992 Teacher of socio-cultural adult education
National Board of Education 8/1991-5/1992 Principal of socio-cultural adult education
Ministry of Trade and Industry 9/1991-5/1992 Managing Director Study Programme
Intercultural Communication Institute, Portland, USA 2003 Intercultural Development Inventory
IDI Qualified administrator and interpreter
SME Foundation, Finland, 11/2004 Registered GUIDELINE consultant (Dynamic Guidelines for SME's
in Europe to Manage Change in Turbulent Environment)
University of Joensuu, Finland 99,5 units of Licentiate Study Programme, Faculty of Humanities
INTRAC; International NGO Training and Reach Centre; St. Anne's College, Oxford, UK; 14-18.7/08
Advanced monitoring and Evaluation
University of Helsinki, 09/08-09/09 Solution Focused and Resource Oriented Methods

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

Language	Reading	Speaking	Writing
Finnish	1	1	1
English	1	2	2
Swedish	1	1	2
German	3	3	3
Italian	5	5	-
Russian	5	5	-
Romanian	5	5	-
French	5		

8. Membership of professional bodies:

Finnish Association for Solution Focused and Resource Oriented Methods, RATKES
Finnish Coaching Association
Authorised Professional Consultant, SME Foundation, Finland: SME Foundation develops and promotes
business management skills, principally for small and medium sized enterprises.
Finnish Quality Association, member
Finnish Project Management Association, Chair of the North-Karelia Network
International Project Management Association, member
European Evaluation Society EES
Finnish Evaluation Association –Suomen Arviointiyhdistys
Henkilöstöjohdon ryhmä HENRY ry - The Finnish Association for Human Resource Management
HENRY ry (registered), an association of professionals responsible for the management and development
of human resources in Finnish companies and organizations
Member in FinSoc – network, The Finnish Evaluation Unit for Social Services at the National Research and
Development Centre for Welfare and Health (STAKES)
Deputy elected member of the City Council of Lieksa, 1993-1994
Chair of the Board of Culture, City of Lieksa 1993-1994
Elected member of the City Council of Joensuu 1997-2000
Member of the Board of Education, City of Joensuu 1995-2000
Deputy member, Board and Delegation of Finnish-Russian School of Eastern Finland, 1997-2002
Member of Board, Trade Development Association of Joensuu City, 1997-2003
Member of Vocational Advisory Committee, Joensuu College 1998-2002
Deputy Member of Board, North Karelia Polytechnic, 1998-2002
Deputy Member of Board, University of Joensuu, Language Centre, 1998-2003
Equal Opportunity Advisory Committee, Member, Educational Federation of Municipalities in North
Karelia, Finland, 1998-1999
Board of Executive Directors, Member, Educational Federation of Municipalities in North-Karelia, Finland
1998-2000
Deputy member, National advisory committee of university studies for the aged, 1997-2000

Chair of the steering group in project Training modules for Russian Trade financed by the Finnish Ministry of Education, University of Joensuu, 2000

AURORA - International Meeting Place, ESF-project, Member of steering group 1999-2000

Vauhtipyörä- Women's Resource Centre, ESF-project, Member of steering group 1996-1998

Finnish Red Cross, Chair of the local Department in Kylänlahti, 1991-1994

Mannerheim Children's League, Member of the Board, Lieksa, 1991-1994

Christian Study Circle Centre, Member of the Board of Eastern-Finland Department 1991-1994

9. Other skills:

Excellent skills in Project Cycle Management, Project and program level assessment, Managerial skills, marketing and promotion of adult education, organisation of International Events and Conferences, Communications & PR, teamwork, Intercultural work. Computer knowledge: Word, Excel, Internet, E-mail

10. Present position:

Creadora Unlimited; Founder & owner , 05/09. European Commission DG EAC; External expert.

11. Years within the firm: Since 04/2008

12. Key qualifications: (Relevant to the project)

Ms. Päivi Korhonen has solid skills in trans-national project management, PCM training, and in project and program level evaluation. She has been working in adult education since 1991 as a principal of folk high school, Summer University, vocational training institution and polytechnic. She has since 1991 experience of planning and implementing long- and short-term in-service and full-time, vocational, liberal and academic adult education as well as training for the unemployed and labour-market development. She has long term experience of regional labour-market development with adult education and training as a tool in co-operation with national and regional public authorities, educational institutions, SMEs, NGOs and trade unions. She has since 1991 been working as trainer in change management, team leading, project management and self-esteem and life-management for several projects, municipalities, public authorities (National Board of Taxation, National Pensions Fund) and private companies. She has been working in projects promoting gender- and social equality since 1995. She has extensive expertise in ESF, EQUAL, Socrates and Leonardo da Vinci-programmes. Her expertise covers: Program and project level evaluation; Project Cycle Management in national and trans-national settings; Training as a specialist and a workshop facilitator; E-learning solutions in VET; Strong operational and managerial skills including excellent skills in Diversity Management; Experience and positive attitude to high-level advisory roles; Extensive knowledge of active labour-market instruments and policies in the EU; Direct knowledge and practice of employment programmes and active labour market policies, SME development and associated training and retraining programmes; Proven capacity to identify skills shortages and skills gaps at local/ Training of trainers; Human resource development; Management of change; Planning and operating procedures for ESF and EQUAL Community initiative; Planning and operating procedures for Socrates –and Leonardo da Vinci-programme; Planning and implementing study programmes: In-service training for Public Administration, In Service Training for SMEs, Training for Unemployed persons; Regional development; Strong experience of co-operation with NGOs / Russia, Romania; Use of participating tools as e.g facilitation and creative drama in training regional level.

13. Specific experience in the region : Only countries in the region of the project. (Or if general CV: all countries where expert has worked. No descriptions of projects, they should be described in the next section.

Country	Date from - Date to
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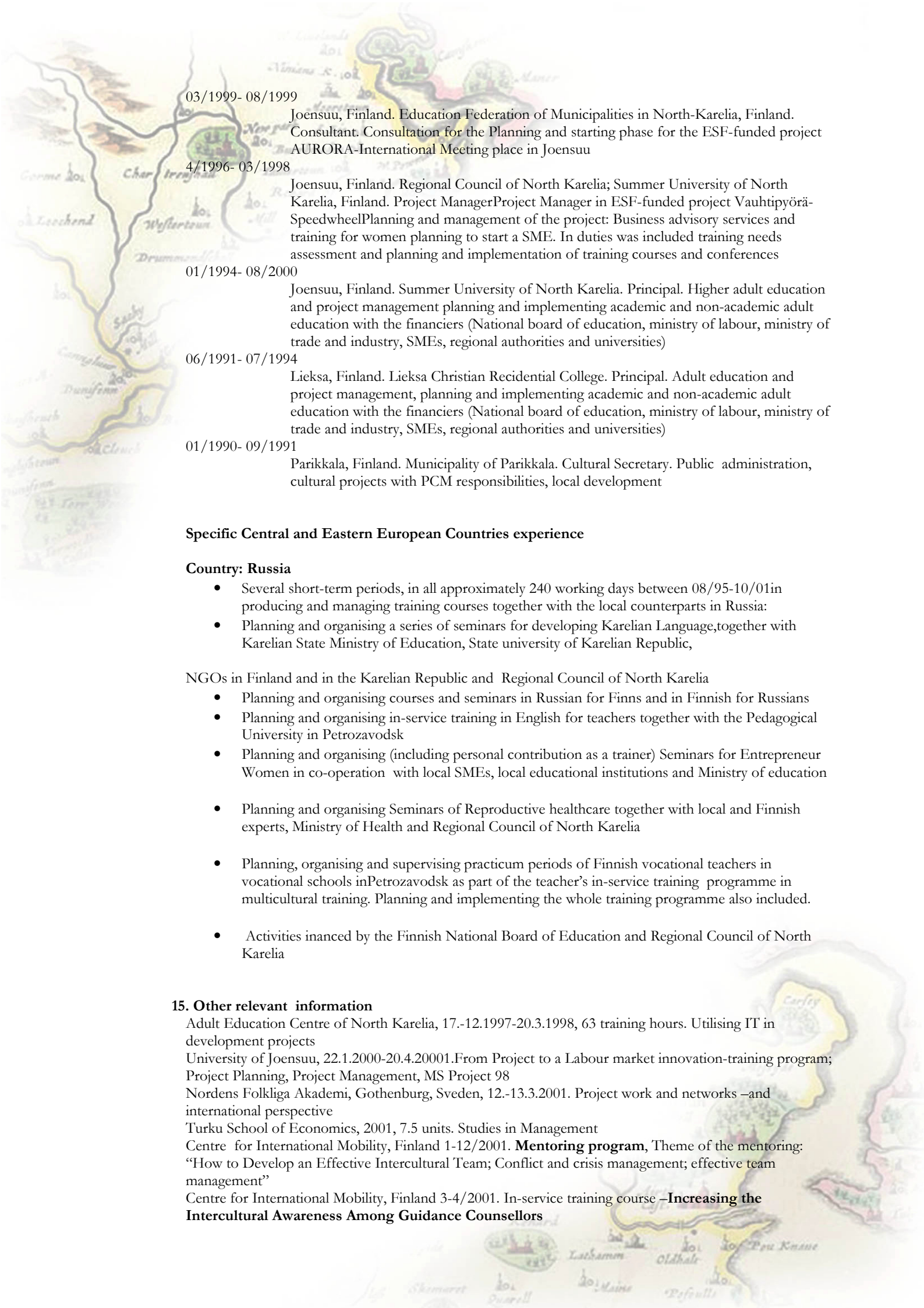
14. Professional experience

Date from - Date to	Location	Position	Description
09/09	Bratislava, Slovakia	Bratislava Technical University. Head lecturer.	Academic lecturer in cross-cultural management, MBA program for global automobile industry
05/09-2/10	Mikkeli, Finland	Helsinki School of Economics, Mikkeli Business Campus.	Trainer. Trainer and training program designer in project management for companies in ICT
05/09-	Helsinki, Finland	Creadora Unlimited.	Project partner, expert. Leonardo da Vinci project "Principles, Methods and Procedures for comparing sectoral levels of qualification" Agreement No. 147756-LLP-2008-DE-EQF . Co-ordinating organization bbw Bildungswerk der Wirtschaft Berlin und Brandenburg e.V., Berlin
05-09/09	Helsinki/Joensuu, Finland.	Creadora Unlimited.	Consultant Strategy and action plan for development of the intermediate labour market in the region of Joensuu, Finland. Participatory, multidisciplinary process in co-operation with public employment services, VET providers, municipalities, NGOs , employer organizations and trade unions

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- 05-08/09 Helsinki, Finland. Groupe Amnyos Consultants. Independent Expert. Ex-post evaluation of the 2000-2006 ESF: Impact on the functioning of the labour market and on the investment in human capital infrastructure through support to systems and structures - Case Study Finland, Contract VC/2008/0272 ,European Commission
- 04-05/09 Helsinki, Finland. Finnish Consulting Group , FCG Efeko. Senior Expert Consultant in monitoring, evaluation and PCM
- 03-04/2009 Joensuu,Kajaani, Finland. North Karelia Regional Council; Kainuu Regional Council. Work-shop Facilitator. Facilitator for Workshops preparing regional and local actors for thematic implementation of the ENPI Karelia-program (European neighborhood partnership initiative). Technique used: Open Space technology
- 02-12/09 Helsinki,Finland; Republic of Russia. International Solidarity Foundation –Fundación de Solidaridad Internacional. Monitoring Expert. Reporting the International Solidarity Foundation’s projects for the Finnish Ministry of Foreign Affairs; projects funded under the program Finland’s cooperation with neighbouring areas; facilitation of Project planning and Monitoring workshops & annual self-assessment workshops in Russia, Republic of Karelia
- 02/09- Helsinki, Finland. Service Centre for Development Cooperation KEPA. Coach
- 2009- Brussels, Belgium. European Commission, Directorate-General EAC. Expert Evaluator. LLP / Grundtvig; proposal evaluation
- 01/09-12/09 Varkaus, Finland. CallWaves Solutions Finland Ltd. OD Consultant. Organizational development, funded by the Finnish Ministry of Labour / Workplace Development Programme TYKES . CallWaves Solutions Finland Ltd is a call center with ca. 200 employees in the Finnish provinces
- 01-09/09 Joensuu, Finland. North-Karelia University of Applied Sciences. Head trainer and consultant. Trainer and consultant in ESF-funded project GLOBRO, facilitating the regional R&D actor’ skills in trans-national PCM, international networking and utilizing EU funding. Lecturing and hands on guidance.
- 09/07-09/08 Joensuu, Finland. The Evangelical Lutheran Parish Union of Joensuu. Process consultant The Evangelical Lutheran Parish Union of Joensuu, diacony and social welfare work, rooting the strategy, process consultation
- 06-08/08 Romania. Finnish Consulting Group FCG International. International Expert. Monitoring and Evaluation Expert in World Bank project with the Romanian Ministry of Education, Research and Youth/Project Management Unit for Pre-University Education for the provision of services in connection with technical assistance for the implementation of “Design and implementation of training program and follow-up assistance on accessing EU Structural Funds within the Inclusive early childhood education program under the Social Inclusion” project.
- 06/02-04/08 Joensuu, Finland. ISAI Consulting. Company founder & owner, President, Senior Expert. Owning and managing the consulting company; Senior Expert and specialist in PCM, project evaluation and organizational development projects for various customers
- 11/07-4/08 Kuopio, Finland North Savo. Regional Council. Consultant, PCM trainee Responsible consultant and trainer for the Regional Council in ESF-funded project EUFund, facilitating the regional actor’ skills in PCM, networking and utilising EU funding. Hands on guidance and proposal writing in Life Ling Learning Program, FP 7, Finland - Russia ENPI CBC, Interreg IV B.
- 11/07-11/09 Joensuu, Finland. ISAI Consulting. National project manager. Project management and Life Long Learning expert in project „Transfer of Innovation and new methods for identifying vocational competence in the metal and electrical sector as illustrated by two vocations.” Project is funded from EU programme for Life Long Learning, Leonardo da Vinci,Transfer of Innovation and co-ordinated by bbw Bildungswerk der Wirtschaft in Berlin und Brandenburg. Partners form FI, IT, ES,FR,HU,DK.
- 08-10/07 Helsinki, Finland. HaagaHelia University of Applied Sciences. Teacher. Teacher in Project Management (2 cr) in HaagaHelia MBA program. E-based training. The HAAGA-HELIA MBA is carried out in English.
- 08-09/08 Helsinki, Finland. Service Centre for Development Cooperation KEPA. Consultant. Consultation including training, in order to strengthen the Service Centre’s stakeholder networks.
- 01/2007-11/2007 Ankara,Turkey. RambollManagement. Key Expert, 40 working days. International key expert inPCM and Monitoring and Evaluation training, „EuropeAid/123313/D/SER/TR, EXTERNAL TRAINERS POOL FOR DIS RELATED TRAINING”. The overall objective of this assignment is to support all relevant Turkish institutions in fulfilling their pre-accession roles and functions thereby contributing to a more efficient and effective development and absorption of projects financed by the EU.

- 01-/11/2007 Bucharest, Romania. European Profiles S.A. Key Expert, 120 working day. International key expert in PHARE-project "Support for the MoLSSF, NAE and Final Beneficiaries for the previous preparation of the HRD schemes promoting Social Inclusion Measures, Romania". Preparation of a guide of Best Practises, preparation of guidelines for applicants in European Social Fund (ESF) SOP Social Inclusion, training planning and delivery in ESF ToT, training of evaluators in Phare 2005-2006, HRD Social Inclusion.
- 10/2006- Joensuu Finland. European Forest Institute. OD consultant, PCM trainer. Organizational development, funded by the Finnish Ministry of Labour / Workplace Development Programme TYKES, including an extensive intervention in PCM for European Forest Institute, EFI, an international organisation established by European States. Austria, Bulgaria, Croatia, Denmark, Finland, Germany, Norway, Romania, Slovenia, Spain, Sweden and Turkey have ratified the Convention on EFI. With its 129 member organisations and seven Project Centres, it offers the best forest research contacts and acknowledged collaboration at the European level. Working language: English
- 9/2006-12/2006, 9/2001-2/2002 Joensuu, Finland. Adult Education Centre of North Karelia, Finland. Expert, head trainer in PCM. Curricula planning and lead trainer in PCM for specialists with an academic degree, targeting to manage public sector EU-funded projects. Training programme financed by the Employment and Economic Development Centre in North Karelia
- 2006- Joensuu, Finland. EQUAL-funded "Power Added for SMEs"-project at Employment and Economic Development Centre in North Karelia. Management trainer and consultant for SMEs. Management trainer and consultant for SMEs, especially in the field of strategy development and leadership skills. Programme developed in co-operation with Employment and Economic Development Centre and the Federation of Enterprises in North Karelia.
- 2006- Brussels, Belgium. European Commission, Directorate-General for Information Society. Expert Evaluator. Evaluation of proposals and projects funded from eTEN-programme
- 2005- Joensuu, Finland. North Karelia Regional Council. Consultant, PCM trainer. Responsible consultant and trainer for the Regional Council in ESF-funded project EU Fund, facilitating the regional actor's skills in PCM, networking and utilising EU funding
- 09/2005- 10/2007 Timisoara, Romania. ISAI Consulting. Partner, co-cordinator Centrul de Asistentă Rurală CAR, Romania. "Curriculum for Adult education in Rural areas"- (CAERA) project (Grundtvig 1) Monitoring and dissemination
- 10/2006- 12/2006 Brussels, Belgium. ISAI Consulting. Partner, co-ordinator EURO CITIES. "New Fatherhood Concepts in European Cities" (New Faces) project (EC-DG- Employment, Social Affairs and Equal Opportunities) Support the project coordination through participation in the Steering Committee
- 10/2004- 3/2007 Clermont-Ferrand, France. ISAI Consulting. Partner, co-ordinator GIP FC-IP, France. "Tutors for European Alternate training"- (Tutor-Ring) project (Leonardo da Vinci) Multinational professional training development, dissemination, mainstreaming
- 10/2004- 10/2006 Sofia, Bulgaria. ISAI Consulting. Partner, co-ordinator Euroinform, Bulgaria. "Read It Easy!" project (Lingua 1) Bulgarian and Greek languages promotion through creation of project website, brochures, events and presentation
- 10/2004- 10/2007 Sofia, Bulgaria. ISAI Consulting. Partner, co-ordinator Euroinform, Bulgaria. "Police and Fans against Hooliganism (in Football) (PAFTA) project (Grundtvig 1) Piloting, training and dissemination
- 2004 Brussels, Belgium. European Commission, Directorate-General for Employment and Social Affairs. Expert Evaluator. Article 6, Innovative approaches to the management of change
- 2004 Latvia. Nordic Council of Ministers. External expert. Life long learning & employment expert in the project "Support to the social, economical, ethnical and civic integration of families from the rural municipalities of Daugavpils district", co-ordinated by the Latvian Adult Education Association (LAEA), specialist expert and trainer
- 2003 Manchester, United Kingdom. ISAI Consulting. Partner, Co-ordinator Stockport College, UK, partners in Finland, Estonia, Poland, Netherlands, Ireland, Romania and Spain. Joint action project "Promoting rural opportunities and cultural traditions" -PROACT, curricula development, training material development, piloting processes
- 2003 Rome, Italy. ISAI Consulting. University of Roma Tre. "Networks, migrants and native-Experience networks, welcoming networks"- project Partner, co-ordinator Italy, Univ Roma Tre. Network project funded by DG V, form II relative to announcement

- 2003- 2005 VP/2003/023, specialist in diversity issues, country report form Finland for multicultural recruiting and cultural mediator training in Finland. Dissemination and mainstreaming. Iasi, Romania. ISAI Consulting, EUROED Foundation Partner, co-ordinator.
- 2003 “eEuroinclusion” project, (DG EAC). Establishing a network of Finnish relevant actors in the field, production of country specific information for the database Brussels,Belgium. European Commission, Directorate-General for Education and Culture. Expert Evaluator. Socrates-program
- 2002- 2003 Brussels, Belgium. Leonardo, Socrates & Youth Technical Assistance Office. Evaluator. Socrates programme
- 2002 Komarom, Hungary. Perlos Corporation. Co-ordinator For Perlos Corporation, worldwide product design and manufacturing partner for the telecommunications, operating in more than ten countries in Asia, Europe and the Americas, co-ordinator of Leonardo da Vinci Mobility Project Young Mobility In Automation and Mobility in Automation, Financed by the Finnish N.A.
- 2002 Timisoara, Romania. Centrul de Asistenta Rurala/ Soros Foundation. Expert. Expert in a workshop for trainers in rural areas, specification in PCM of rural development projects, preparation of Socrates Grundtvig-, Joint Action and Phare –proposals
- 10/2002 Illinois, United States of America. College of DuPage. Visiting lecturer. Lecturer in diversity, intercultural communication (European) and adult education policy in EU. Benchmarking of the institution’s intercultural activities and project portfolio management.
- 2001 Washington DC, USA. UNIFEM. Expert position in the UNIFEM Roster of Experts. Expert status in PCM and adult education.
- 2001-2002 Joensuu, Finland, UK, Greece. Vocational Adult Education Centre of North Karelia, Finland. Project Manager. Project “Think Locally Speak Globally”, European Year of Languages, Partners in Finland, Greece and U.K. A project promotional campaign for facilitating adult’s access to learning of languages. Project management, marketing and campaign planning and implementation.
- 2002-2004 Joensuu, Finland, UK, Greece. Vocational Adult Education Centre of North Karelia, Finland. Project Manager. Project management in Socrates Lingua 1 funded project “CAFALL. New Community-based Approaches for Facilitating Access to Language Learning for adults” .Partners in Finland, Greece and U.K. Project was selected as a good practices within Lingua 1.
- 09/2001- 05/2002 Joensuu, Finland. Vocational Adult Education Centre of North Karelia, Finland. Tutor. Tutoring a Comenius Language Assistant from Madrid, Spain.
- 2001 Joensuu,Finland, Italy, UK. AIKE InternationalPartners in UK, Italy and Finland. Co-ordinator. Community initiative EQUAL, part project in Multicultural Recruitment and learning, AIKE International, Finland. Development of multicultural recruitment in Finland, co-ordinator of the North-Karelia part project, , needs assessment and planning and implementation of training courses, conferences and publications, establishing, training and running a network of regional public sector organisations for increased skills in multicultural customer service and organisational development. Project was presented as a “Success story within the EQUAL community initiative” in 2005.
- 2001 Lübeck, Germany. Berufsbildungswerk Gemeinnutzeige Bildungseinrichtung, Lübeck, Germany. Partner. Leonardo pilot project “CNC Technik zum Selbstlernen –Ein Interaktives Lernprogramm”Partners in Lithuania, Italy, Germany, Finland. Development of a self-learning material in CNC;
- 2001 Wolfsburg, Germany. Volkswagen Coaching, Wolfsburg, Germany. Partner. Leonardo pilot “Europe Trainer”. Developing on-line course on intercultural communication for trainers. Partners in Bulgaria, Czech, Greece, France, Netherlands, Germany, Finland
- 2001 Brussels, Belgium. European Commission, Directorate-General for Education and Culture. Expert Evaluator. Leonardo da Vinci program
- 2001- 2003 Helsinki, Finland. CIMO. National External Evaluator. National External Evaluator of Leonardo da Vinci Mobility proposals, Finland. Evaluator of the national proposals
- 9/2000- 04/2002 Joensuu, Finland. Vocational Adult Education Centre of North Karelia. Head of Dept. of Intercultural Activities. Establishing and managing the Dept. of Intercultural Activities, Management of the department,Establishing and managing the Team of International Co-ordinators for the Educational Federation of Municipalities in North Karelia,Trans-national project planning and – management,Training of OCM for public sector bodies
- 3/1999- 08/1999 Pyhäselkä, Finland. Humanities Polytechnic / Pohjois-Karjalan Opisto, Youth work and Recreation /vocational education. Principal, deputyship. Vocational and Higher education; Management of an educational institution



03/1999- 08/1999

Joensuu, Finland. Education Federation of Municipalities in North-Karelia, Finland. Consultant. Consultation for the Planning and starting phase for the ESF-funded project AURORA-International Meeting place in Joensuu

4/1996- 03/1998

Joensuu, Finland. Regional Council of North Karelia; Summer University of North Karelia, Finland. Project Manager in ESF-funded project Vauhtipyörä-Speedwheel. Planning and management of the project: Business advisory services and training for women planning to start a SME. In duties was included training needs assessment and planning and implementation of training courses and conferences

01/1994- 08/2000

Joensuu, Finland. Summer University of North Karelia. Principal. Higher adult education and project management planning and implementing academic and non-academic adult education with the financiers (National board of education, ministry of labour, ministry of trade and industry, SMEs, regional authorities and universities)

06/1991- 07/1994

Lieksa, Finland. Lieksa Christian Residential College. Principal. Adult education and project management, planning and implementing academic and non-academic adult education with the financiers (National board of education, ministry of labour, ministry of trade and industry, SMEs, regional authorities and universities)

01/1990- 09/1991

Parikkala, Finland. Municipality of Parikkala. Cultural Secretary. Public administration, cultural projects with PCM responsibilities, local development

Specific Central and Eastern European Countries experience

Country: Russia

- Several short-term periods, in all approximately 240 working days between 08/95-10/01 in producing and managing training courses together with the local counterparts in Russia:
- Planning and organising a series of seminars for developing Karelian Language, together with Karelian State Ministry of Education, State university of Karelian Republic,

NGOs in Finland and in the Karelian Republic and Regional Council of North Karelia

- Planning and organising courses and seminars in Russian for Finns and in Finnish for Russians
- Planning and organising in-service training in English for teachers together with the Pedagogical University in Petrozavodsk
- Planning and organising (including personal contribution as a trainer) Seminars for Entrepreneur Women in co-operation with local SMEs, local educational institutions and Ministry of education
- Planning and organising Seminars of Reproductive healthcare together with local and Finnish experts, Ministry of Health and Regional Council of North Karelia
- Planning, organising and supervising practicum periods of Finnish vocational teachers in vocational schools in Petrozavodsk as part of the teacher's in-service training programme in multicultural training. Planning and implementing the whole training programme also included.
- Activities financed by the Finnish National Board of Education and Regional Council of North Karelia

15. Other relevant information

Adult Education Centre of North Karelia, 17.-12.1997-20.3.1998, 63 training hours. Utilising IT in development projects


University of Joensuu, 22.1.2000-20.4.2000. From Project to a Labour market innovation-training program; Project Planning, Project Management, MS Project 98

Nordens Folkliga Akademi, Gothenburg, Sveden, 12.-13.3.2001. Project work and networks –and international perspective

Turku School of Economics, 2001, 7.5 units. Studies in Management

Centre for International Mobility, Finland 1-12/2001. **Mentoring program**, Theme of the mentoring: “How to Develop an Effective Intercultural Team; Conflict and crisis management; effective team management”

Centre for International Mobility, Finland 3-4/2001. In-service training course –**Increasing the Intercultural Awareness Among Guidance Counsellors**



University of Joensuu, Finland, 23.2-8.6.2001. **e-learning and didactics- study program**

19.-20.8.2002, Office of Ombudsman for Minorities Ministry of Labour, Helsinki, Finland. **Managing**

Inclusion

24.-25.10.2002, DTUI Human Relations Institute, Chicago, USA. **Intercultural Competence as Human Capital**

Service Centre for Development Cooperation – KEPA, Helsinki, Finland, Sept 2003, 3 training days.

Training in Project Evaluation

6-10.10.2003; Civil Society Conflict Prevention Network KATU, Baltic Sea Centre, Kellokoski, Finland.

Conflict Prevention Course

26.-10-1.11.2003; The Change Management Tool book and BeraterKompetenz, Berlin, Germany. **Essential Consulting Skills**

University of Zurich, Dept. of Applied Sciences, Switzerland ICTP 28.11-6.12.2003. **Winterschool in**

Intercultural Communication, Diversity Management and Conflict Management

PCM specialist trainer and workshop facilitator for public sector bodies since 2000

Free-lance instructor since 1991 in Self-esteem and life management for women; Issues in Gender Equality; Superior-subordinate conversations; Management of changes in working community

Trainer in Creative Drama 1982-1984 (Child groups), 1990-1994 (adults)

Since 1997 tutor of pedagogical studies, practicum, University of Joensuu

Regional co-ordinator of the national “Adult Education Week” 2000 and 2001, Managing a regional information campaign promoting Life Long Learning with various bodies of providers in the field of adult education, labour market authorities, regional municipalities, NGOs, trade unions and SMEs in North-Karelia, Finland

PUBLICATIONS

Recent evaluations e.g :

External final evaluation; COMPREHENSIVE PROGRAMME MANAGEMENT – A CHANCE TO INCREASE THE EFFECTIVENESS OF MUNICIPAL DEVELOPMENT PROJECTS; Kuntien ohjelmajohtaminen; A project funded by the Finnish Ministry of Labour; Workplace development program TYKES, report for Suomen Kuntaliitto - Association of Finnish Local and Regional Authorities, 2009

External final evaluation; Raising Awareness on Global Sexual and Reproductive Health and Rights ; ONG-ED/2005/097-430-ref.02, 2009

External mid-term evaluation, **STRENGTHENING ESTONIAN, FINNISH AND SWEDISH DEVELOPMENT NGOS' AWARENESS RAISING AND ADVOCACY WORK AND INTERNATIONAL NETWORKING IN THE CONTEXT OF EU DEVELOPMENT POLICY**, ONG-ED/2005/097-536 (FEST- Finland, Estonia and Sweden together for Development), 2008

External mid-term evaluation, **Market of Possibilities Goes Global (MOP)**, a capacity building project co-ordinated by KEPA: Service Centre for Development Cooperation in Finland, 2008

External final evaluation, ESF- funded Oman Oman elämänsä sankariksi -projektin ryhmämuotoisen palvelutarveselvitysmallin toimivuuden arviointi (Evaluation of the group-based service need analysis model of the project), 2008

External final evaluation, EAGGF funded Taidolla tulevaisuuteen-project (Skills and competencies for the future in farming), 2008

External final evaluation, ESF-funded Uraa Uurtamassa-project (Active entrance to labour market for long-term unemployed), 2007

External final evaluation, Euregio Karelia Neighbourhood-program funded Karelian Business Link-project, 2007

Process evaluation, ESF funded ProAktiivi-project (Active entrance to labour market for academic jobseekers), 2006- 2007



Process evaluation, EQUAL funded trans-national **PENT@POINT**-project (partnership from the Czech Republic, Poland, Finland,

Spain and Germany), 2005-2007

Process evaluation, EQUAL funded trans-national S.O.A.P.S.-project (partnership from Finland, Netherlands and Italy), 2005-2007

Process evaluation in ESF Article 6 project, “**Improvement of personal life quality and improvement of working life quality of older workers**”, 2005-2007

External final evaluation, EAGGF funded “**LuomuItää**”-projekti (Organic Farming and rural development in North-Karelia)-project), 2006

External final evaluation, EAGGF funded project “**Pohjois-Karjala lähiruokatuottajana ja kehittäjänä suurkeittiöille ja ravintoloille (lähiruoka) –hanke**” (Local food production and rural development in North-Karelia-project), Finland, 2005

External final evaluation: **Conceptual Learning Environments for Sensorially-impaired Learners**, Socrates MINERVA-programme; ODL and ICT in Education, 2005

Feasibility study for the second project phase, **NetWorkOasis**-project, Joensuu Science Park, Finland, 2005

External evaluation, Nurmes Christian Folklhighschool: Organisational capacity and activities, **Scenario and visio process; Development plan for organisational restructuring**, 2005

Process evaluation, **Evaluation of mainstreaming strategies in EQUAL- mainstreaming project Virtavalta**, 2005

External final evaluation, “**IDA**”-project (Study groups for Immigrant Women), project funded by the Finnish Ministry of education, 2004

External final evaluation, project “**A Day’s Local Work for Global Actions**”. Project funded by the European Commission, Budget line B7-6000/ED, 2004

External final evaluation, project “**Strengthening Finnish NGO’s Global Education Work and International Networking**”. Project funded by the European Commission, Budget line B7-6000/ED, 2004

External final evaluation, **EAGGF funded “Puuteli”-project (Wood industry in North-Karelia region)**, 2004

Joensuun Tiedepuiston kansainväliset verkostot

Assessment of trans-national networks at Joensuu Science Park, 2003

Relevant recent publications in the field e.g :

Publication “Process descriptions for use and mainstreaming” for EQUAL OptIntoWork-project, 2007

Article “Evaluation as a Tool for Supporting implementation of EU Part-Funded Projects”, for publication Invest in Experience, North-Karelia University of Applied Sciences, 2007

Best EU and Romanian Practises in HRD/ Social Inclusion, for Romanian Ministry of Labour, 2007

Partnership manual for ESF, for Romanian ministry of labour, 2007 .Online publication


Managing Diversity

Conference presentation, Ministry of Labour, Finland; Finland Forward without Discrimination, Helsinki 15.5.2007

Diversity in Projects

Conference work-shop presentation, HENRY-forum, Helsinki, 7.11.2006.

Henkilöstöjohton ryhmä HENRY ry - The Finnish Association for Human Resource Management - HENRY ry (registered), an association of professionals responsible for the management and development of human resources in Finnish companies and organizations



Impact assessment in the Finnish NGOs –“Evaluation of Development Education and Awareness Raising” A report for DEEP (Development Education Exchange in Europe), 11/2005

Europe trainer- A Tool for Vocational Trainers Training Intercultural Groups

Conference Proceeding and work- shop presentation ,UNESCO Conference on Teaching and Learning for Intercultural Understanding, Human Rights and a Culture of Peace , 15-18.6.2003,Jyväskylä, Finland

Verkossa vara parempi – monikulttuurisuusteemaisten projektien verkottuminen Pohjois-Karjalassa-”Networks between projects working in field of Multicultural issues in North-Karelia Region”-

A study for project EQUAL Multicultural Recruitment and Learning, 4/2003

Monikulttuurisuuden retoriikasta monimuotoisuuden johtamiseen - **From the rhetorical**

“multiculturalism” towards Diversity Management, published in CAMPUS – Magazine for the Finnish Centre for International Mobility, CIMO, 3/2004

Managing Diversity in Trans-national Project Networks

Project Perspectives 1/2004

Monikansallisten projektiverkoston johtaminen –Management of Trans-National project

networks Invited speaker; Prepared Conference proceeding for the Finnish Project Conference, Dipoli, Nov 11 2003

Verkostoitumisesta vauhtia projektityöhön –Managing Networks in Project Management

Projektitoiminta- lehti (Project Management Association, Finland) 10/2003

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