

## 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 8/1984-9/1990	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 credit units in Licentiate Study Programme, Faculty of Humanities
INTRAC; International NGO Training and Reach Centre; St. Anne's College, Oxford, UK; 14.-18.7.2008	Advanced Monitoring and Evaluation
University of Helsinki, 09/2008-09/2009	Solution Focused and Resource Oriented Methods
International Project Management Association IPMA; Frankfurt, Germany, 12.-14.2.2010	IPMA Project Excellence Assessor, training and certification

**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

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 programme 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, PowerPoint, Internet, E-mail

## 10. Present position:

**Project Development Group Europe, General Manager, Senior Partner**

**Creadora Unlimited, Senior Expert, founder & owner**

**European Commission DG EAC; External expert.**

**11. Years within the firm:** Since 05/2009

## 12. Key qualifications:

Ms. Päivi Korhonen has been working in adult education since 1991 as a principal of folk high school, summer university, vocational training institution, and polytechnic. She is highly experienced in 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 strong strategic and operational skills in educational planning and solid understanding of horizontal labour market initiatives and life-long learning policy. She has long-term experience in 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. For over 20 years she has been working as a 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, Leonardo da Vinci, and Life-long Learning programmes.

Her expertise covers:

- programme 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 Life-long learning programme, Socrates and Leonardo da Vinci programmes
- planning and implementing study programmes: in-service training for public administration, in-service training for SMEs, training for unemployed persons
- regional development
- strong experience in 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
Turkey	2007
Romania	2007
Croatia	2010

#### 14. Professional experience

Date from - Date to	Location	Company	Position	Description
02/11-12/10-02/11	Helsinki, Finland	Project Development Group Europe	General Manager	Management of the company.
	Turku, Finland	University of Turku, Centre for Maritime Studies (CMS) and Finpro	Trainer, expert	Training and consultation for 14 Finnish companies in ship building industry. Topics covered: International business, project management and marketing. Finpro is an association founded by Finnish companies and the clients are Finnish companies at different stages of internationalization.
09/10-	Finland	RASTOR Ltd	Trainer	Trainer in project management. Rastor is one of Finland's leading training and management consulting companies.
04/10-	Finland	The National Centre for Professional Development in Education Educode Ltd	Expert	Trainer and facilitator in the training program "Innovation in Education". Participants represent various Finnish VET and adult education providers.
09/10-	Kuopio, Finland	University of Eastern Finland	Expert	Consultant for ESF-funded project "eFORA - Funding Opportunities for Regional Arena using electronic tools", capacity building facilitating the regional actors' skills in internationalization, networking and utilization of EU funding.
05 -11/2010	Zagreb, Croatia	PM Group Ireland	International key expert	Project "Regional Network of Local learning Institutions, Republic of Croatia (EuropeAid/127475/D/SER/HR", Expert for adult education programmes; Improve key competencies and other competencies of adult learners, through modernization of existing and development of new short AE institution programmes, which will enable them to participate more actively in the labour market. Setting up of regional network through establishing cooperation between AE institutions for programme exchange and through their cooperation with local partners, NGOs and other relevant partners, in order to encompass the needs of adult learners.
09/2009 -	Bratislava, Slovakia	Bratislava Technical University	Head lecturer	Academic lecturer in cross-cultural management, MBA programme for global automobile industry
05/2009 -05/2010	Mikkeli, Finland	Helsinki School of Economics, Mikkeli Business Campus	Trainer, expert	Trainer and training program designer in project management for companies in ICT and metal technology.
05/2009-	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. Coordinating organization bbw Bildungswerk der Wirtschaft Berlin und Brandenburg e.V., Berlin.
05-09/2009	Helsinki/ Joensuu, Finland	Joensuu Regional Government	Senior 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.
05/2009 -to date	Helsinki, Finland	Creadora Unlimited	Founder and senior consultant	Founder of the company, Director and consultant in adult learning and training. Project partner of Leonardo da Vinci project "Principles, Methods and Procedures for comparing sectoral levels of qualification. Coordinating Organisation bbw in Berlin. Trainer and training programme designer in adult learning (e.g. project management for companies in ICT).
05/2009 -09/2009	Helsinki, Finland	Groupe Amnyos Consultants, France	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.
04 - 05/2009	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 of workshops preparing regional and local actors for thematic implementation of the ENPI Karelia CBC -programme (European Neighborhood and Partnership Instrument, cross-

				border cooperation). Method: Open space technology
02 - 12/2009	Helsinki, Finland; Republic of Karelia, Russia	International Solidarity Foundation –Fundación de Solidaridad Internacional	Monitoring expert	Reporting the International Solidarity Foundation's projects to the Finnish Ministry of Foreign Affairs; projects funded under the programme Finland's cooperation with neighbouring areas; facilitation of project planning and monitoring workshops & annual self-assessment workshops in Republic of Karelia, Russia.
02/2009 -	Helsinki, Finland	The Finnish Service Centre for Development Cooperation KEPA	Coach	Solution and resource oriented coaching for network coordinators
2009 -	Brussels, Belgium	European Commission, Directorate-General EAC	Expert evaluator	Evaluation of LLP/Grundtvig proposal
01 - 12/2009	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 - 09/2009	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 actors' skills in transnational PCM, international networking and utilization of EU funding. Lecturing and hands-on guidance.
11/2007-11/2009	Joensuu, Finland	ISAI Consulting	National project manager	Project management and life-long learning expert in project „ <i>Transfer of Innovation and new methods for identifying vocational competence in the metal and electrical sector as illustrated by two vocations.</i> ” Project was funded from the EU's Life-long Learning Programme, Leonardo da Vinci, Transfer of Innovation and co-ordinated by bbw Bildungswerk der Wirtschaft in Berlin und Brandenburg. Partners from FI, IT, ES,FR,HU,DK.
08 - 09/2008	Helsinki, Finland	The Finnish Service Centre for Development Cooperation KEPA	Consultant	Consultation and training to strengthen the Service Centre's stakeholder networks.
09/2007-09/2008	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
0172008-	Helsinki, Finland	AEL	Trainer	Trainer in project management for various companies and organizations.AEL is Finland's leading provider of technical training
06 - 08/2008	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 “ <i>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</i> ” project.
06/2002 -04/2008	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
5/2008-8/2010	Joensuu, Finland	North Karelia University of Applied Science	Consultant, PCM trainer	Responsible consultant and trainer for the Regional Council in ESF-funded project GLOBRO facilitating the regional actors' skills in PCM, networking and utilization of EU funding.
11/2007-12/2010	Joensuu, Finland	North Karelia Regional Council	Consultant, PCM trainer	Responsible consultant and trainer for the Regional Council in ESF-funded project EUFund2010 facilitating the regional actors' skills in PCM, networking and utilization of EU funding. Customers were main regional actors and development organisations, for instance municipalities, educational bodies and regional development agencies in North Karelia.
11/2007-04/2008	Kuopio, Finland	North Savo Regional Council	Consultant, PCM trainer	Responsible consultant and trainer for the Regional Council in ESF-funded project EUFund, facilitating the regional actors' skills in PCM, networking and utilization of EU funding. Hands-on guidance and proposal writing in Life-long Learning Programme, FP 7, Finland - Russia ENPI

				CBC, Interreg IV B.
08 - 10/2007	Helsinki, Finland	HAAGA-HELIA University of Applied Sciences	Teacher	Teacher of Project Management (2 cr) in the MBA programme. E-based training. The MBA programme is carried out in English.
01 - 11/2007	Ankara, Turkey	Ramboll Management	Key expert (40 working days)	International key expert in PCM 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 days)	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 Best Practises guide, 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 countries. Austria, Bulgaria, Croatia, Denmark, Finland, Germany, Norway, Romania, Slovenia, Spain, Sweden and Turkey have ratified the Convention of 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
09 - 12/2006, 09/2001-02/2002	Joensuu, Finland	Adult Education Centre of North Karelia, Finland	Expert, head trainer	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	Employment and Economic Development Centre of North Karelia	Management trainer and consultant	Management trainer and consultant for SMEs, especially in the field of strategy development and leadership skills in the EQUAL-project "PowerAdded for SMEs". Programme developed in cooperation with the 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 <i>EU Fund</i> , facilitating the regional actors' skills in PCM, networking and utilization of EU funding
09/2005 - 10/2007	Timisoara, Romania	ISAI Consulting	Partner	Monitoring and dissemination in the "Curriculum for Adult education in Rural areas" - CAERA - project (Grundtvig 1) coordinated by Centrul de Asistentă Rurală CAR, Romania
10/2006 - 12/2006	Brussels, Belgium	ISAI Consulting	Partner	"New Fatherhood Concepts in European Cities" (New Faces) -project (EC-DG- Employment, Social Affairs and Equal Opportunities) coordinated by EUROCITIES. Main responsibilities: support the project coordination through participation in the Steering Committee
10/2004 - 03/2007	Clermont-Ferrand, France	ISAI Consulting	Partner	Multinational professional training development, dissemination, mainstreaming in the "Tutors for European Alternate training"- Tutor-Ring -project (Leonardo da Vinci) coordinated by GIP FC-IP, France.
10/2004 - 10/2006	Sofia, Bulgaria	ISAI Consulting	Partner	Promotion of Bulgarian and Greek languages through creation of project website, brochures, events and presentation in the "Read It Easy!" -project (Lingua 1) coordinated by Euroinform Ltd, Bulgaria.
10/2004 - 10/2007	Sofia, Bulgaria	ISAI Consulting	Partner	Piloting, training and dissemination in the "Police and Fans against Hooliganism (in Football) (PAFAH)" -project (Grundtvig 1) coordinated by Euroinform Ltd, Bulgaria.
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)
2003	Manchester, United Kingdom	ISAI Consulting	Partner	Curriculum development, training material development, and piloting processes in the Joint action project "Promoting rural opportunities and cultural traditions" – PROACT coordinated by Stockport College, UK. Partners in Finland, Estonia, Poland, Netherlands, Ireland, Romania and Spain.

2003	Rome, Italy	ISAI Consulting	Partner	Country-specific diversity issues, country report from Finland for multicultural recruiting and cultural mediator, training, dissemination and mainstreaming in "Networks, migrants and natives - Experience networks, welcoming networks" –project coordinated by University Roma Tre, Italy. Network project funded by DG V, form II relative to announcement VP/2003/023.
2003 - 2005	Iasi, Romania	ISAI Consulting	Partner	Establishing a network of Finnish relevant actors in the field, and production of country specific information for the common database in the "eEuroinclusion" –project coordinated by EUROED Foundation. Project funded by DG EAC.
2003	Brussels, Belgium	European Commission, Directorate-General for Education and Culture	Expert evaluator	Socrates programme
2002 - 2003	Brussels, Belgium	Leonardo, Socrates & Youth Technical Assistance Office	Evaluator	Socrates programme
2002	Komarom, Hungary	Perlos Corporation	Coordinator	Coordination of Leonardo da Vinci Mobility Project Young Mobility In Automation and Mobility in Automation for Perlos Corporation, a worldwide product design and manufacturing partner in telecommunications, operating in more than ten countries in Asia, Europe and the Americas. Project 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 proposals for Socrates Grundtvig, Joint Action, and Phare programmes.
10/2002	Illinois, USA	College of DuPage	Visiting lecturer	Lecturer in diversity, intercultural communication (European) and adult education policy in the 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,	Vocational Adult Education Centre of North Karelia	Project manager	Project "Think Locally Speak Globally", European Year of Languages. Partners in Finland, Greece and U.K. A project promotional campaign for facilitating adults' access to language learning. Project management, marketing & campaign planning and implementation.
2002 - 2004	Joensuu, Finland, UK, Greece	Vocational Adult Education Centre of North Karelia	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 practice within Lingua 1.
09/2001- 05/2002	Joensuu, Finland	Vocational Adult Education Centre of North Karelia	Tutor	Tutoring a Comenius Language Assistant from Madrid, Spain.
2001	Joensuu, Finland, Italy, UK	AIKE International	Coordinator	Community initiative EQUAL, part project in <i>Multicultural Recruitment and Learning (MORO)</i> coordinated by AIKE International, Finland. Development of multicultural recruitment in Finland, coordinator of the North Karelia part project, needs assessment, 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. Partners in UK, Italy and Finland. Project was presented as a "Success story within the EQUAL community initiative" in 2005.
2001	Lübeck, Germany	Berufsbildungswerk Gemeinnutzige Bildungseinrichtung	Partner	Development of a self-learning material in CNC in the Leonardo da Vinci -pilot project "CNC Technik zum Selbstlernen –Ein Interaktives Lernprogramm" coordinated by Berufsbildungswerk Gemeinnutzige Bildungseinrichtung. Partners in Lithuania, Italy, Germany, and Finland.
2001	Wolfsburg, Germany	Volkswagen Coaching	Partner	Development of an on-line course on intercultural communication for trainers in the Leonardo pilot project "Europe Trainer". Partners in Bulgaria, Czech, Greece, France, Netherlands, Germany, and Finland.
2001	Brussels, Belgium	European Commission, Directorate-General for Education and Culture	Expert evaluator	Leonardo da Vinci programme
2001 - 2003	Helsinki, Finland	CIMO	National external evaluator	Evaluation of Leonardo da Vinci Mobility national proposals in Finland.
09/2000 - 04/2002	Joensuu, Finland	Vocational Adult Education Centre of North Karelia	Head of department of intercultural activities	Establishment and management of the dept. of intercultural activities, and the team of international coordinators for the Educational Federation of Municipalities in North Karelia; transnational project planning and management, training of PCM for public sector bodies
03/1999 - 08/1999	Pyhäselkä, Finland	North Karelia College Niitylahti, Vocational education in youth and leisure	Principal, deputyship	Vocational and higher education; management of an educational institution

		Instruction		
03/1999 - 08/1999	Joensuu, Finland	North Karelia Municipal Education and Training Consortium	Consultant	Consultation for the planning and starting phase of the ESF-funded project AURORA-International Meeting place in Joensuu
04/1996 - 03/1998	Joensuu, Finland	Regional Council of North Karelia; Summer University of North Karelia	Project manager	Project management of ESF-funded project Vauhtipyörä - Speedwheel Planning and management of the project: business advisory services and training for women planning to start an SME, 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 (The Finnish National Board of Education, Ministry of Labour, Ministry of Trade and Industry, SMEs, regional authorities and universities), planning and quality management of labour market training for unemployed jobseekers in co-operation with the regional labour market authorities and local public employment services.
06/1991 - 07/1994	Lieksa, Finland	Lieksa Christian Residential College	Principal	Higher adult education and project management; planning and implementing academic and non-academic adult education with the financiers (The Finnish National Board of Education, Ministry of Labour, Ministry of Trade and Industry, SMEs, regional authorities and universities), planning and quality management of labour market training for unemployed jobseekers in co-operation with the regional labour market authorities and local public employment services.
01/1990 - 09/1991	Parikkala, Finland	Municipality of Parikkala	Cultural secretary	Public administration, cultural projects with PCM responsibilities, local development

## 15. Other relevant information

Adult Education Centre of North Karelia, Finland 17.-12.1997 - 20.3.1998, 63 training hours	Utilising IT in development projects
University of Joensuu, Finland 22.1.2000 - 20.4.2001	From a Project to a Labour Market Innovation -training programme; Project Planning, Project Management, MS Project 98
Nordens Folkliga Akademi, Gothenburg, Sweden, 12. - 13.3.2001	Project work and networks – an international perspective
Turku School of Economics, 2001, 7.5 credit units	Studies in management
Centre for International Mobility, Finland 01 - 12/2001	Mentoring programme: “How to develop an effective Intercultural team; Conflict and crisis management; Effective team management”
<i>Centre for International Mobility, Finland 03 - 04/2001</i>	<i>In-service training course – Increasing the Intercultural Awareness Among Guidance Counsellors</i>
<i>University of Joensuu, Finland 23.2. - 8.6.2001</i>	e-Learning and Didactics study programme
Office of Ombudsman for Minorities/Ministry of Labour, Finland 19. - 20.8.2002	Managing Inclusion
DTUI Human Relations Institute, Chicago, USA 24. - 25.10.2002	Intercultural Competence as Human Capital
Service Centre for Development Cooperation – KEPA, Finland 09/2003, 3 training days	Training in Project Evaluation
Civil Society Conflict Prevention Network KATU, Finland 6. - 10.10.2003	Conflict Prevention Course
The Change Management Tool book and BeraterKompetenz, Germany 26.10. - 1.11.2003	Essential Consulting Skills
University of Zurich, Dept. of Applied Sciences, Switzerland 28.11. - 6.12.2003	Winter school 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, gender equality, superior-subordinate conversations, and management of changes in working community
- Trainer in creative drama 1982 - 1984 (children’s groups), 1990 - 1994 (adults)
- Tutor of pedagogical studies, practicum since 1997, University of Joensuu
- Regional coordinator of the national “Adult Education Week” 2000 and 2001

## EVALUATION AND RESEARCH

### External process evaluations

**Project title:** Be Active all Age  
**Coordinator:** City of Kuopio, Finland  
**Year:** 2010  
**Financing:** ESF

**Project title:** PAWT Extending Working Life – Pedagogy Assisting Workforce Transition  
**Coordinator:** PIKES Ltd - Pielinen Region Business Development Agency  
**Year:** 2009 – 2011  
**Financing:** Lifelong Learning Programme/Grundtvig

**Project title:** N8URjob, Learning the Business of Eco-Tourism  
**Coordinator:** PIKES Ltd - Pielinen Region Business Development Agency  
**Year:** 2009 – 2011  
**Financing:** Lifelong Learning Programme/Grundtvig

**Project title:** ProAktiivi (Active entrance to labour market for academic jobseekers)  
**Coordinator:** North Karelia University of Applied Sciences  
**Year:** 2006 – 2007  
**Financing:** ESF

**Project title:** PENT@POINT (transnational partnership project)  
**Coordinator:** Economic Development & Employment Centre, North Karelia, Finland  
**Year:** 2005 – 2007  
**Financing:** ESF/EQUAL

**Project title:** S.O.A.P.S. (transnational partnership project)  
**Coordinator:** City of Joensuu, Finland  
**Year:** 2005 – 2007  
**Financing:** ESF/EQUAL

**Project title:** Improvement of personal life quality and improvement of working life quality of older workers (OWL)  
**Coordinator:** North Karelia University of Applied Sciences, Finland  
**Year:** 2005 – 2007  
**Financing:** ESF/Article 6

**Project title:** Virtavalta  
**Coordinator:** City of Joensuu, Finland  
**Year:** 2005  
**Financing:** ESF/EQUAL

### External final evaluations

**Project title:** DIPRA – A Pilot of Improving Counselling Quality of Diabetics  
**Coordinator:** Savonia University of Applied Sciences, Finland  
**Year:** 2010  
**Financing:** Lifelong Learning Programme

**Project title:** North Karelian Economic Developmental Russia Programme  
**Coordinator:** Joensuu Regional Development Company JOSEK Ltd, Finland  
**Year:** 2010  
**Financing:** ERDF

**Project title:** Comprehensive Programme Management – A Chance to Increase the Effectiveness of Municipal Development Projects  
**Coordinator:** Association of Finnish Local and Regional Authorities, Finland  
Year: 2009  
Financing: Finnish Ministry of Labour/Workplace development programme TYKES

**Project title:** Raising Awareness on Global Sexual and Reproductive Health and Rights  
**Coordinator:** The Family Federation, Finland  
Year: 2009  
Financing: EC/EuropeAid, Ministry of Foreign Affairs

**Project title:** Oman elämänsä sankariksi - Evaluation of the group-based service needs analysis model of the project  
**Coordinator:** TE-Centre Lapland, Finland  
Year: 2008  
Financing: ESF

**Project title:** Taidolla tulevaisuuteen (Skills and competencies for future farming)  
**Coordinator:** ProAgria North Karelia, Finland  
Year: 2008  
Financing: ERDF

**Project title:** Uraa uurtamassa (Active entrance to labour market for long-term unemployed)  
**Coordinator:** Keski-Karjalan Jetina ry, Finland  
Year: 2007  
Financing: ESF

**Project title:** Karelian Business Link  
**Coordinator:** Central Karelia Development Company KETI Ltd, Finland  
Year: 2007  
Financing: Euregio Karelia Neighbourhood Programme

**Project title:** Luomu itää (Organic Farming and rural development in North Karelia)  
**Coordinator:** ProAgria North Karelia, Finland  
Year: 2006  
Financing: EAGGF

**Project title:** Pohjois-Karjala lähiruuan tuottajana ja kehittäjänä suurkeittiöille ja ravintoloille (Local food production and development in North Karelia)  
**Coordinator:** North Karelia Adult Education Centre, Finland  
Year: 2005  
Financing: ERDF

**Project title:** Conceptual Learning Environments for Sensorially-impaired Learners  
**Coordinator:** University of Manchester, UK  
Year: 2005  
Financing: Socrates/Minerva programme, ODL and ICT in Education

**Project title:** IDA (study groups for immigrant women)  
**Coordinator:** The Green Cultural Association (ViSiLi)  
Year: 2004  
Financing: Finnish Ministry of Education

**Project title:** A Day's Local Work for Global Actions  
**Coordinator:** Taksvärkki ry (Operation a Day's Work, ODW), Finland  
Year: 2004  
Financing: EC/EuropeAid

**Project title:** Strengthening Finnish NGO's Global Education Work and International Networking  
**Coordinator:**  
Year: 2004

Financing: EC/EuropeAid

**Project title:** Puuteli (Wood industry in North Karelia)  
**Coordinator:** Joensuu Regional Development Company JOSEK Ltd, Finland  
Year: 2004  
Financing: ERDF

### External mid-term evaluations

**Project title:** Osaava (capacity building for regional interim labour market actors)  
**Coordinator:** University of Eastern Finland  
Year: 2010  
Financing: ESF

**Project title:** Strengthening Estonian, Finnish and Swedish development NGOs' awareness raising and advocacy work and international networking in the context of EU development policy  
**Coordinator:** The Finnish Association of the Deaf, Finland  
Year: 2008  
Financing: EC/EuropeAid

**Project title:** Market of Possibilities Goes Global (MOP)  
**Coordinator:** The Finnish Service Centre for Development Cooperation, Finland  
Year: 2008  
Financing: EC/EuropeAid

### Other reports

**Title:** Feasibility study of NetWork Oasis' second project phase  
**Customer:** Joensuu Science Park, Finland  
Year: 2005

**Title:** Organisational capacity and activities, scenario and visio process, and a development plan for organisational restructuring  
**Customer:** Nurmes Christian Folk High School  
Year: 2005

**Title:** Assessment of transnational networks of Joensuu Science Park  
**Customer:** Joensuu Science Park  
Year: 2003

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*Process Descriptions for Use and Mainstreaming*  
EQUAL Opt In to Work-project, 2007

*Evaluation as a Tool for Supporting Implementation of EU Part-Funded Projects*  
Invest in Experience, North Karelia University of Applied Sciences, 2007

*Best EU and Romanian Practises in HRD/Social Inclusion*  
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*Partnership Manual for ESF*  
Online publication, Romanian Ministry of Labour, 2007

*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

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

*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 Rhetorical Multiculturalism towards Diversity Management)  
CAMPUS - Magazine for the Finnish Centre for International Mobility, CIMO, 3/2004

***Managing Diversity in Trans-national Project Networks***  
**Project Perspectives 1/2004**

***Monikansallisten projektiverkostojen johtaminen (Management of Transnational 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**

*A Web-based Tool for Vocational Trainers Training Intercultural Groups*  
Conference Proceeding and presentation  
Second International Conference on Educational Technology in Cultural Context, University of Joensuu, 1.-2.9.2003