

CURRICULUM VITAE

Family name ZHUKAVA
First name Nadzeya
Date of birth 09/07/1976
Nationality Belgian
Civil status Married
Education

Institution: [Date from – Date to]	Degree(s) or Diploma(s) obtained:
College of Europe, Natolin, Poland (1998-1999)	Master of Arts in European Studies
European Humanities University, Minsk, Belarus- Institute of Political Science of Strasbourg, France (1993-1998)	Bachelor's degree in Political Science and Public Administration Management
European Summer University, Institute of Political Sciences of Lyon, France (July-August 1997)	Diploma in European Union Law, Policies and Institutions

Language skills:

Language	Reading	Speaking	Writing
English	C1	C1	C1
Russian	C2	C2	C2
Belarusian	C2	C2	C2
Ukrainian	C1	B1	B1
French	C1	C1	C1
Polish	C1	C1	B2
German	B2	B2	B2

Membership of professional bodies: n/a

Other skills: Full computer literacy, training and organisational skills

Present position: independent consultant, founder and director of ZhukConsult

Key qualifications:

- **25+ years of experience in international cooperation & development**, including designing, implementing and evaluating international donor-funded projects.
- Extensive track record in designing, implementing and evaluating **international cooperation and development projects**
- Expertise in **monitoring & evaluation** (project evaluations, ROMs, global complex evaluations, organisational assessments and strategic evaluations, etc.)
- Excellent knowledge of **project cycle management / result based management standards**, logframe approach and EU grant award and grant management process; extensive experience with EU-funded projects and projects funded by CIDA, German and US governments.

Specific field experience:

Country	Dates from to	Country	Dates from to
Eastern Europe and South Caucasus / EU Neighbourhood East (field experience in all countries)	1996-1998, several missions in 2000- 2006, 2007, 2012, 2013, 2019, 2020, 2023	Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan)	Several field missions in 2000- 2006, 2017, 2018, 2019, 2020 & 2021, 2022, 2023
North Africa and Middle East / EU Neighbourhood South	(remote) as part of EIDHR Global Call Assessments in 10/2016-05/2017 and 11/2017 -05/2018	Other Asia	(remote) as part of IcSP and Partnership Instrument CfP Assessments in 2019, as part of EIDHR Global Call Assessment in 10/2016-05/2017 and 11/2017 -05/2018
Africa	Djibouti (2012), Senegal (2018), South Africa & Malawi (2019), Tanzania (2019), Nigeria, Mauritania, Togo, Ghana (remote), other African countries (remote) as part of backstopping of EDF-funded projects in 2010-2015 and as part of EIDHR Global Call in 10/2016-05/2017 and 11/2017 -05/2018	Russia	Several field missions in 2000- 2006, 2017, 2018, 2019 and 2022 (the latter remote)

Dates from-to	Location	Company	Position	Responsibilities and tasks
07/2024-ongoing	Uzbekistan, remote	International Partnership for Human Rights / IPHR – EU-funded project	Capacity Building Expert, Trainer	Expertise for the EU-funded project “ <i>Empowering civil society to promote and protect human rights, vulnerable groups and the environment in selected regions of Uzbekistan</i> ”. Designing basic and advanced organisational development training programmes (strategic planning, fundraising, project design, M&E, etc.) for approx. 20 grassroots CSOs and initiative groups working with vulnerable groups at grassroots level to take place online and offline.
04/2024-07/2024	Home-based	International Development Law Organization (IDLO)	Strategic Fundraising Consultant	Gap Analysis of IDLO’s strategic and organisational fundraising capacity. Advised the intergovernmental organisation specialised in promoting the rule of law and access to justice incl. gender justice on EU funding opportunities and on how to develop organisational strategic fundraising capacity. Designed internal guidelines for the resource mobilisation staff and delivered training sessions for relevant IDLO managers and staff.
01/2023 – ongoing	Eastern Europe & Central Asia (Kazakhstan & Kyrgyzstan – field, other 9 countries - remote)	Norwegian Helsinki Committee / Ministry of Foreign Affairs of Norway	Team Leader	Mid-term evaluation of the ‘Norwegian Helsinki Committee 3year Programme in Russia and Eurasia’ funded by the Norwegian MFA under the 2022-2024 Framework Agreement . Leading the team of three senior experts to carry out: a) the external evaluation of NHC’s intervention in Azerbaijan, Armenia, Georgia, Belarus, Ukraine, Moldova, Russia and Central Asia with a substantial sub-granting component (completed; final report approved) as well as b) summative and formative assessments of NHC’s internal M&E system (ongoing). The evaluation included a case study analysis of 25 local CSOs-led NHC-supported projects on human rights, access to justice, LGBTIQ and gender equality, protection of migrants and minorities, etc.
12/2021-ongoing	Brussels and remote	IPHR	Strategic Advisor / In-house Trainer	Strategic advice to IPHR management on various issues related to organisational development, internal policies, fundraising and monitoring & evaluation. This includes developing/updating internal strategies and guidelines, providing ad hoc advice on project management and fundraising opportunities and training/mentoring staff on grant proposal development, assisting in internal MEAL system upgrade, coaching IPHR’s M&E Officer, etc.
11/2021-07/2023	Uzbekistan (incl. field)	IPHR / EU-funded project	Organisational Development & Capacity Building Expert, Trainer	Expertise for the EU-funded project “ <i>Working in partnership to strengthen civil society and advance gender equality and human rights in Uzbekistan</i> ”. Based on the in-depth needs assessment, designed and delivered 12 online training sessions on strategic planning, face-to-face training (in Ferghana city) on fundraising strategies followed by individual mentorship sessions on grant proposal writing to over 20 local women-led grassroots groups working with vulnerable groups (women, migrants, people with disabilities, children, etc). Designed three training module / manuals.
07-12/2022	Kyrgyzstan	IPHR / EU-funded project	Strategic & Crisis Management Advisor	Expertise for the EIDHR-funded project “ <i>Establishing and operationalising a national civil society monitoring, coordination and response mechanism for advancing justice sector reform in Kyrgyzstan</i> ”. Advised the IPHR’s management and the project team in resolving a crisis situation as well as on other strategic issues incl. stakeholder relationship management. Carried out two field missions in August and November 2022.
05-06/2022	Togo (remote)	NIRAS for the for the European Commission (DG INTPA)	Assessor	Assessment of EU grant proposals under the EU Civil Society Operational Facility . Assessor of Concept Notes under the EU CSO Thematic Programme launched by the EUD in Togo (in French); lot 2 on freedom of association and lot 3 on protection and promotion of women’s rights.
06-09/2021	Tajikistan (remote)	IPHR / EU-funded project	Senior Evaluator (one-person team)	Final Evaluation of the EU-funded project “ <i>Enhancing Cooperation and Dialogue between Civil Society and Government in the Area of Human Rights and Fundamental Freedoms</i> ”. The project promoted structural dialogue between CSOs & the government on fundamental rights and gender equality.
12/2020-05/2021	Armenia and Kyrgyzstan (remote)	Particip for the European External Action Service (EEAS)	Senior Human Rights Expert	Assessment of EU partner country progress in implementing seven core human rights conventions (GSP+ related assessment) . Updated (and substantially rewrote, given fundamental changes in local contexts) reports on implementation of UN human rights conventions by Armenia & Kyrgyzstan (ICCPR, CEDAW, ICESCR, CRC, CERD, CAT, Genocide Convention).
04-09/2021	Belgium and remote	IPHR	Team Leader, Org.dvlpt expert	Organisational Development and Strategic Revision exercise , incl. facilitation of internal strategy revision workshops, revision of internal policies, evaluation of IPHR’s cooperation with local CSOs/NGOs in Eastern Europe, South Caucasus and Central Asia.

09-10/2020	Kazakhstan, Kyrgyzstan, Tajikistan (remote)	Komis sprl for the European Commission (DG DEVCO)	Senior Monitoring Expert	Result-Oriented Monitoring (ROM) of the EU-funded project: “Protecting children affected by migration in Southeast, South, and Central Asia” implemented by UNICEF. Monitored project’s components implemented in Central Asia (Kazakhstan, Kyrgyzstan and Tajikistan). Project’s focus was on the rights of children left behind by labour migrants, children on the move, unaccompanied minors and other vulnerable groups of children affected by migration into the national child protection and migration management systems.
05–09/2020	ENI East and Central Asia (remote)	Norwegian Helsinki Committee / Norwegian MFA-funded project	Team Leader, Lead Evaluator	Final evaluation of the programme “Support to civil society in Eurasia” funded by the MFA of Norway. A small grants and capacity building programme aimed at supporting local CSOs/NGOs in Azerbaijan, Armenia, Georgia, Belarus, Ukraine, Moldova, Russia and Central Asia. Led a team of 3 senior experts, responsible for the final report. The evaluation included a case study analysis of over 50 local CSOs-led NHC-supported projects.
01–09/2020	Moldova, Ukraine	Particip for the European Commission (DG NEAR and DG DEVCO)	Senior Evaluation Expert	Global Evaluation of the “EU’s external action support in the area of migration (2008-2018)” . Global evaluation with a thematic focus on 3 key areas: labour migration, trafficking in human being and smuggling of migrants. Responsible for two cases studies on Moldova and Eastern Partnership Panel on Migration, Mobility and IBM, evaluating EU assistance provided under budget support and project modalities (total amount of EU support evaluated being around EUR 23 million). <i>Four evaluated projects</i> were directly related to various gendered effects of migration.
11/2019-02/2020	Tajikistan	IPHR / EU -funded project	Senior Evaluator (one-person team)	Final evaluation of the EU -funded project “Coordinated civil society action to monitor the implementation of international and national human rights obligations in Tajikistan” . The project had an important focus on capacity building, advocacy, improvement of legal framework on non-discrimination and access to justice.
11-12/2019	Turkey	Eptisa Turkey / We Global Turkey for the CFCU Turkey / EU-funded	Senior Monitoring Expert	ROM of the EU/IPA-funded project “Technical Assistance for Migration and International Protection Matters-Promoting Public Awareness” aimed at raising awareness among officials, media, NGOs and society at large about migration and asylum matters. Responsible for field data collection, ROM Monitoring Questions and final report.
07/2019; 09-10/2019	South and Southeast Asia (remote)	GFA Consulting for the European Commission (FPI)	Assessor	Assessment of EU grant proposals (CNs and FAs) under CfP “Support to civil society actors in promoting confidence-building and preventing radicalisation in South Asia & Knowledge Exchange on issues of importance to the EU-India Strategic Partnership” launched under the Instrument contributing to Stability and Peace and the Partnership Instrument. Focus on rule of law, migration, peace and confidence building, ethnic/religious minorities, etc.
05-06/2019	Russia (remote)	B&S Europe for EUD to Russia	Assessor	Assessment of CNs under CfP “Civil Society Organisations as Actors of Governance and Development in the Russian Federation” - Thematic programme “CSOs and LAs 2014-2020” . Thematic focus on gender equality and empowerment of women, social-economic rights and protection of migrants and other disadvantaged groups, etc.
03-04/2019	Tanzania	ICCS-NTUA Consortium for the European Commission (DG DEVCO)	Senior Monitoring Expert	ROM of the EU-funded Global Indigenous Navigator Initiative implemented by a NGO- and ILO-led Consortia (3 interconnected projects / pillars). Thematic focus on indigenous people’s socio-economic rights, access to justice, employment opportunities and social inclusion/protection.
01-03/2019	South Africa, Malawi	ICCS-NTUA Consortium for the European Commission (DG DEVCO)	Team Leader / Senior Monitoring Expert	ROM of the EUR 15 million EU-funded Project “Pilot action on voluntary return and sustainable community-based reintegration” . Focus on voluntary return from South Africa and sustainable reintegration of returning Malawian and Mozambican (mostly irregular) labour migrants, through livelihood support and community-based socio-economic initiatives. Served as mission leader (team of 2) responsible for the final report and other ROM deliverables.
09-12/2018	Russia, Tajikistan, Azerbaijan	IPHR / EU-funded project	Team Leader/ Senior Evaluator	External mid-term evaluation of the EU-funded project “A Solidarity Initiative on Behalf of Human Rights Defenders in the Former Soviet Union” . Thematic focus on support to human rights defenders (HRDs) at risk in the Russian Federation, Ukraine, Azerbaijan, Tajikistan and Kyrgyzstan.
05-07/2018	Senegal (field) Mauritania, Togo, Ghana (remote)	ICCS-NTUA Consortium for the European Commission (DG DEVCO)	Team Leader / Senior Monitoring Expert	ROM of EU-funded regional project “Reinforcement of professional mobility in Western Africa” . Thematic focus on labour migration and especially, protection of socio-economic rights of labour migrants through building capacities of Public Employment Agencies and communication and information services to prospective international labour migrants and employers. Served as Team Leader (team of 3), responsible all ROM deliverables (in French).

11/2017 - 05/2018	Worldwide (remote)	Altair Asesores for the European Commission (DG DEVCO)	Assessor	Assessment of EU grant proposals (CNs and FAs) under the EIDHR 2017 Global Call for Proposals. Assessed proposals submitted by NGOs from IPA countries, Eastern Europe, Africa (both Northern and Sub-Saharan), Asia (incl. Central Asia). Thematic areas covered: labour migration, forced labour, trafficking in human beings, business & human rights, human rights defenders working on land and environmental rights. CNs and FAs assessed <i>in English and French</i> .
02/2018	ENI East (remote)	Eastern Partnership Civil Society Forum / EU-funded project	Assessor / Evaluation Committee Member	Assessment of EU grant proposals under the EaP CSF Re-granting Scheme 2018 (EU funding). External assessment of grant proposals submitted by NGOs from Eastern Partnership countries in the Working Group 1 (Democracy, Human Rights, Good Governance and Stability). Thematic areas included: migration, rule of law, anti-corruption, gender equality, etc. Took part in the Selection Committee deciding on awards of grants.
07-09/2017	Brussels (remote)	International Consulting Expertise (private consulting company)	Senior Consultant	Assisted in preparing technical offers for the EuropeAid Framework Contract SIEA2018 in lot 3 (Human Rights, Democracy and Peace) and lot 4 (Human Development and Safety Net). Both contracts were <u>awarded</u> to the Consortium.
04-06/2017	Kazakhstan, Kyrgyzstan (field) Tajikistan, Uzbekistan Turkmenistan (remote)	International Commission for Jurists (international CSO) / EU-funded project	Team Leader, Senior Evaluator	Mid-Term Evaluation of the EU-funded project "Human Rights Law Training and Exchange to Improve National Justice Systems in Central Asia". Thematic focus on promoting the use of international human rights mechanisms, rule of law and judicial independence and equipping lawyers and human rights defenders from 5 countries with skills and knowledge to file complaints to UN Human Rights treaty bodies.
03/2017-04/2017	Armenia	OSCE ODIHR EOM	Election Observer	Short term election observation. Seconded by the Belgian Government as a short-term observer of the 2017 Parliamentary elections, part of OSCE ODIHR Election Observation Mission.
10/2016-05/2017	Worldwide (remote)	ARS Progetti for the European Commission (DG INTPA)	Assessor	Assessment of grant proposals (CNs and FAs) under the EIDHR 2016 Global Call for Proposals. Thematic areas included protection of human rights defenders working on women's rights and women human rights defenders, gender equality, gender-based violence, ethnic / religious / linguistic minorities and caste-based discrimination. CNs and FAs assessed <i>in English and French</i> .
10/2012-04/2013	Belarus	PROMAN / East West Consulting for the EU Delegation to Belarus	Evaluation and Sector Study Expert	Country Thematic Evaluation of EU Assistance to Belarus in the field of Migration and Asylum in 2005-2013 and Sector Study in the field of Migration and Asylum. The assignment had two parts: 1) together with the team leader, evaluation of the approx. 15 EU-funded projects implemented by CSOs, IOs and government agencies) and 2) preparation of a sector study (individual assignment) covering labour migration; irregular migration, asylum and trafficking in human beings.
05/2012	Djibouti	EPTISA-European Consultants Organisation (ECO3) for EUD in Djibouti	Monitoring Expert	ROM of the EU-funded "Regional Political Integration and Human Security Support Programme". The Programme was jointly implemented by East African Community/EAC, the Common Market for Eastern and Southern Africa/COMESA and Intergovernmental Authority on Development/IGAD and aimed at contributing to common regional responses to forced migration and human displacement challenges affecting the region. Responsible for all ROM deliverables (<i>in French</i>).
04-05/2010	Nigeria (remote)	European Consultants Organisation (ECO3) under EDF (EU-funded) service contract	Assessor	Assessment of EU grant proposals (CNs and FAs) under EU /EDF - funded Programme "Increasing Non-State Actors' Implementation and Development Expertise". Projects proposals covered mainly the areas of access to justice, forced migration, gender equality and GBV.
04/2009-09/2016	Belgium with occasional travel to ACP countries	East West Consulting / International Consulting Expertise	Project Manager	<u>Prepared tender project proposals and implemented or provided backstopping of awarded contracts</u> of the EU and EDF-funded CSO capacity building, justice reform/rule of law and migration projects and EU FWC assignments in francophone and anglophone Africa, ENI and Asia. Provided ad hoc expertise. See the key expert assignments above.
02/2000 - 12/2006	Poland (Warsaw with regular field missions)	Office for Democratic Institutions and Human Rights of the OSCE (OSCE ODIHR)	Migration and Freedom of Movement Officer	Staff member position in an intergovernmental organisation with substantial team leadership and project management responsibilities. Assessed the compliance by OSCE participating States of their international human rights obligations in the field of migration & freedom of movement, including related policies and legal framework. Managed technical assistance projects implemented in the OSCE 'target' region (Eastern Partnership, Central Asia and IPA regions according to the current EU definition). Led and closely supervised a team of external experts (10-15 persons per year) engaged by the Migration Unit. Organised and attended external migration-related events; maintained regular contacts with government officials of OSCE participating States, other

				stakeholders / donors and international and local NGOs. Carried out short-terms expert field missions to the target region for the purpose of lobbying for change of government policy, project identification/formulation or implementation. Examples of projects/missions are below:
2000-2006 (several ST missions)	ENI East, Russia, Central Asia, South East Europe, etc.	OSCE ODIHR Co-funding by various donors incl. EU	Migration Officer	Assessment of the situation of labour migrants in the OSCE region as well as compliance of individual country's migration legislation / policies with international human rights standards through regular expert field missions. Led the preparation or contributed to a number of studies, analytical reports document related to identification and formulation of OSCE ODIHR-led projects. Prepared regular situation/assessment reports on different countries or thematic areas.
2003-2006 (several ST missions)	Belarus, Moldova, Russia, Ukraine	OSCE ODIHR / Co-funding by CIDA	Migration Officer	Implementation of the project "Cross-border cooperation on collection, management and sharing of migration-related data" (joint project with IOM Vienna): aimed at reviewing policy options and data needs for managing migration flows and featured tailored trainings and regional workshops for government actors and CSOs. Organised or assisted in organisation of trainings and other project events. Drafted or co-drafted project reports and other deliverables.
2004-2006 (several ST missions)	Russia, Kyrgyzstan	OSCE ODIHR/ Co-funding by CIDA	Migration Officer	Implementation of the project "Cross-border cooperation on labour migration issues between the Sverdlovsk region of the Russian Federation, Kyrgyzstan and Tajikistan" : aimed at promoting rights of migrants and facilitating cooperation between the Sverdlovsk regional authorities and their peers in Kyrgyzstan and Tajikistan. Organised or assisted in organisation of trainings and other project events. Drafted or co-drafted project reports and other deliverables.
2000-2005 (several ST missions)	Kazakhstan Kyrgyzstan, Ukraine, Azerbaijan	OSCE ODIHR / Co-funding by German Foreign Ministry, EU and other donors	Migration Officer	Implementation of four projects on demilitarisation of and introduction of human rights standards into the functioning of the Border Guard Services of Central Asia, Ukraine and Azerbaijan. Organised or assisted in organisation of trainings for senior border guards from the target countries and other project events. Drafted or co-drafted project reports and other deliverables.
11/1996- 01/1998	Belarus	Belarusian Helsinki Committee	Head of Public Observation Unit	Staff member of a human rights NGO. <i>Established the Observation Unit</i> and recruited volunteers to serve as independent human rights observers during public demonstrations and as defenders during court hearings. Trained and supervised the work of around 100 human rights defenders and observers from all over the country represented CSOs, political parties and individuals. Prepared or contributed to analytical reports, organised public events, carried out trainings, etc.