



F I V E
O A K S
C O N S U L T I N G

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Summary

An experienced INGO consultant, researcher, evaluator, leadership coach and change management expert with strong knowledge of international development, civil society organizations, leadership development, gender and leadership, organizational development/organizational change and social development. Excellent strategic, organizational, team management, communication and mentoring skills. Strong analytical, research and evaluation skills.

Education

1983-1986 *University of Leiden, The Netherlands*

1986 **MA, Political Science**

1983 **BA, Public Administration/Public Law**

1991 *University of Twente, The Netherlands*

Certificate in Organizational Development and Change

Key competencies

Analysis, Research, Evaluation
Strategic Leadership and Leadership Devt
Organizational Development and Change

Entrepreneurialism; Innovation
Communication (oral, written)
Organizing; Drive for Results

Selected Skills and Experience

Policy, Research, Analytical, Evaluation and Technical Expertise

- Led major external assessment of Amnesty International's Global Transition Program, its transformational organizational change process.
- Contributed organizational development and culture related expertise to independent assessment of Oxfam America's response to Oxfam's sexual abuse related crisis
- Initiated and led research on digitally enabled NGO strategies and practices for citizen engagement
- Led qualitative research project on new senior leadership development practices in major INGOs in collaboration with the Center for Creative Leadership (CCL)
- Served as executive coach to selected INGO senior leaders
- Contributed as advisor to InterAction-led study on INGO Agency Level Measurement approaches
- Designed and led practical evaluative research with Amnesty International, Greenpeace, Plan International, ActionAid, Save the Children, Oxfam, CIVICUS, InterAction, CARE USA, Save the Children, Partners for Democratic Change, Search for Common Ground, CANVAS, World Vision and the Near East Foundation (among others).
- Co-authored award-winning Teaching Case Study on Leading Organizational Transformation in Save the Children International;
- Documented, analyzed and evaluated the organizational change processes and outcomes for Save the Children, Oxfam International, CARE International and Amnesty International
- Hosted many NGO leaders as well as NGO scholars for collaborative applied research, including leadership development, organizational development and strategic evaluations.
- Contributed to large interview study with 152 transnational NGO leaders focused on, among others, their evaluation and accountability practices.
- Strengthened the design and quality control of evaluation policies and approaches and accountability and learning systems within Proliteracy, the

largest global adult education NGO in the US (formerly as consultant; currently as board member).

- Led mid-term evaluation of community development program (Consultant, PACT, a US capacity building NGO).
- Led the formulation of research agendas, strategies, evaluation reports, publications in peer reviewed journals, working papers and public presentations in the areas of international development, poverty reduction, social development, leadership development, organizational development, civil society and community development (donor organizations, academia and think tanks).
- Articulated social development agenda and program in the World Bank's East and South Asia program, including public participation and civil society approaches, poverty, gender and ethnic minority analysis, the Bank's 'do no harm policies', and poverty research.
- Initiated and oversaw the development of a social development agenda within the World Bank's Vietnam Country Program; formed and led a team of Vietnamese social scientists.
- Led the World Bank's policy advisory dialogue with the Vietnamese Government concerning social development issues, including the policy and legal environment for civil society, gender, and poverty considerations.
- Designed strategy for civic education and planning of election process in remote North-East province of Cambodia during UN phase of peacekeeping and humanitarian relief.
- Advised Government of Cambodia on formulation of National Program for Reconstruction and Development (Consultant, United Nations Development Program (UNDP)).

Training, Mentoring and Teaching

- Taught graduate level courses in Community Organization and Development (School of Social Work, Syracuse University) and Governance and Global Civil Society (Maxwell School, Syracuse University).
- Introduced pedagogical innovations in courses to introduce service learning and enhance the impact of credit bearing student research on NGO practice.
- Mentored graduate and mid-career Executive Education students in strategic planning, project management, independent study projects, internships and career planning.
- Acted as faculty advisor to graduate student teams involved in action and evaluation research with numerous NGO clients.
- Supervised and mentored junior and mid-career NGO practitioner colleagues, Graduate and Research Assistant students, as well as volunteer students in research performed for visiting NGO Fellows.
- Designed, implemented and supervised several senior leadership preparation programs for civil society leaders.

- Designed and led customized organizational development advisory team work.

Team, Programmatic and Project Leadership, Management and Administration

- Developed and oversaw leadership preparation programs for NGO leaders (open enrollment as well as in-house, customized programming).
- Led organizational development, organizational change process, strategy planning and senior leadership development advisory work for INGOs such as Oxfam International, Heifer International, Amnesty International, CARE International and Population Council.
- Facilitated INGO Learning Group on Organizational Change and helped to analyze, articulate and disseminate learning outcomes.
- Directed interdisciplinary team of researchers, staff and graduate students focusing on the role of transnational NGOs in global governance, including the provision of strategic direction, budget management, mentoring and training of young professionals, external representation, etc.
- Directed teams undertaking strategic evaluations for several INGOs.
- Directed team of Vietnamese social scientists who advised on World Bank projects.
- Contributed to grants generation from the National Science Foundation, Ford Foundation, Asia Foundation and West Foundation, and directed ongoing grant applications to the Mott Foundation, MacArthur Foundation, the International Initiative for Impact Evaluation (3ie), Open Society Foundations, Compton Foundation and others.
- Led team of 120 Cambodian electoral and civic education officials.

Community/sector-level board governance, advice and volunteering

- Provided strategic and fiduciary oversight as board member to InterAction, the largest coalition of US INGOs
- Provided strategic and fiduciary oversight as board member to Public Interest Registry (PIR - the nonprofit that operates the .ORG and .NGO Internet domain names)
- Oversaw business strategy, evaluation capacity and leadership of ProLiteracy (as board member).
- Advised the InterAction Evaluation working group on production of white paper on INGO agency wide measurement.
- Assisted the Coalition for Child and Family Welfare in Rhode Island in its capacity building program (volunteer).
- Pastoral Parish Council, St. James Catholic Church, Cazenovia, NY.

Publications (sample)

Bloodgood, E., Bruno-van Vijfeijken, T., Hall, N., Mitchell, G., Pallas, C. and Schmitz, H. The Future of Transnational NGO Advocacy. *Stanford Social Innovation Review*, May 20, 2019.

Bruno-van Vijfeijken, T., *Internal democracy within transnationally operating non-governmental organisations: are we as democratic as we think?* CIVICUS Report on 'Reimagining Democracy', 2018.

Bruno-van Vijfeijken, T., Lux, S., Neupane, S., and Singh, R. *Final Assessment: Amnesty's Global Transition Program*, Maxwell School, Syracuse University, May 2017.

Bruno-van Vijfeijken, T., Levine, C. and Jayawickrama, S. *Measuring Agency Level Measurement in INGOs*. InterAction White Paper, June 2016.
<https://www.interaction.org/document/measuring-ingo-agency-level-results>

Bruno-van Vijfeijken, Tosca and Steve Lux. *Leading Organizational Transformation: The Case of Save the Children International*, July 2013 (case study: <http://www.maxwell.syr.edu/uploadedFiles/parcc/eparcc/cases/2013-1A-Case-LuxBrunovanVijfeijken.pdf>).

Berlan, David and Tosca Bruno-van Vijfeijken. The Planned Close of an NGO: Evidence for a New Organizational Form? *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, January 2013.

Bruno-van Vijfeijken, Tosca, Uwe Gneiting, Hans Peter Schmitz, and Otto Valle (contributing author): *A Rights-Based Approach to Development: Learning from Guatemala*, evaluation report commissioned by Plan International, Moynihan Institute of Global Affairs. Maxwell School, Syracuse University, 2010.

Gneiting, Uwe, Tosca Bruno-van Vijfeijken, Hans Peter Schmitz, and Ricardo Gomez 2009: Setting Higher Goals: Rights and Development, in: *Monday Developments*, 27 (12), 19-20.

Schmitz, Hans Peter, Paloma Raggo and Tosca Bruno-van Vijfeijken, New standards, old habits: Transnational NGO leaders' perspectives on the what for, to whom, and how of being accountable, *Nonprofit and Voluntary Sector Quarterly*, Fall 2012.

Bruno-van Vijfeijken, Tosca, Uwe Gneiting, Hans Peter Schmitz: *Causal Linkages between Rights Based Approaches and Improved Program Outcomes: a Review*, evaluation report commissioned by Plan International, Moynihan Institute of Global Affairs. Maxwell School, Syracuse University, July 2011.

Professional Work History

2019 - *Five Oaks Consulting, USA*

Principal Consultant

2019 - *Moynihan Institute of Global Affairs, Maxwell School of Citizenship and Public Affairs, Syracuse University, USA*

Moynihan Research Fellow

2003-2019 *Maxwell School of Citizenship and Public Affairs, Syracuse University, USA*

Director, Transnational NGO Initiative, Moynihan Institute of Global Affairs / Maxwell Executive Education department

Consultant, Save the Children, Oxfam, Heifer, CARE, Population Council, InterAction and Amnesty International

1997-2001 *World Bank, Vietnam*

Social Development Specialist, World Bank Country Office, Hanoi, Vietnam

1995-1997 *World Bank, Headquarters, Washington D.C.*

Public Participation Coordinator, Environmental and Social Development Team, East Asia Region

1992-1993 **Independent Consultant**, Phnom Penh, Cambodia

Assignments with United Nations Development Program (UNDP) and PACT (NGO)

1992-1993 *United Nations Transitional Authority for Cambodia (UNTAC)*

District Electoral Supervisor, Northeast Cambodia

1986-1992 *European Center for Development Policy Management (ECDPM), Netherlands*

Program and Research Officer, Maastricht