

Curriculum vitae

Proposed role in the project: Key Expert: Asia and Pacific International and EU Diplomacy Expert
Category: Consultant

1. **Family name:** LE RUYET
2. **First names:** Raymond
3. **Date of birth:** 23/03/1943
4. **Nationality:** French
5. **Civil status:** Married, 3 children
6. **Education:**

Institution	Degree(s) or Diploma(s) obtained:
University of Rennes (November 1961 - September 1968)	BA geography Master History Agregation in History (highly competitive examination)
ENA (National Administration School) – Paris (May 1988- January 1989)	Diploma of “Administrateur Civil” (Course for mid term career of high level civil servants)

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

Language	Reading	Speaking	Writing
French	1	1	1
English	1	2	2

8. Membership of professional bodies:

- CLENAD (www.clenad.eu/), network of Seconded National Experts from EU Member States
I designed the French CLENAD (comité de liaison des experts nationaux détachés) and launched it in 1994 as the first stone of an all EU “CLENAD” (the reason why the French acronym has been kept),
- EUNIDA (www.eunida.eu/): I had been, at the beginning the coordinator, then the Vice President and ultimately the consultant of this network of EU National implementing development agencies,
- President of AFECTI (www.afecti.org) a “federative” association of international cooperation experts and consultants specifically trained and guided for the EU cooperation, aiming at mixing experts from all over the world.

9. Other skills: (e.g. Computer literacy, etc.): Computer literate (Microsoft Office)

10. Present position:

- Former Foreign Affairs Councillor (French MFA)
- Consultant (Manager of two companies),

11. Years within the firm: French MFA: 40 years; Planconsultance: 5 years; Ardennes Europe Conseil: 4 years

12. Key qualifications: (Relevant to the assignment)

In-depth direct practical experience in:

- Education and training.
- EU policies, strategies, programmes, regulations.
- Initiation to the knowledge of the EU and awareness about its international cooperation programs (action based training).
- Diplomacy (at national and EU Institution levels) as French MFA Adviser and National Expert seconded to the EU Commission.
- Institution Building both in Europe and other countries, particularly in fragile situations (as in Haiti).
- Asia, ASEAN and Pacific Region: 5 years in Laos; about 20 missions for diplomatic relations or for the design, monitoring and evaluation of Education or Training programs.

Specific experiences

- Design and monitoring (as Head of Project) of the Haiti programme of support to the Ministries (including the MFA), the Presidency and the Parliament.
- Training of EU Member States and EDF diplomats on how to link diplomacy and support to programmes implementation.
- Exchange of views as external expert with the Commission on specific issues such as the communication on the strategy on Aid effectiveness, the transfer of some elements of the Institutional twinning in support of Institution Building in ACP countries (discussions with Mr. Meganck, Asia Director), the website capacity4dev.eu and the Green Paper on EU-OCTs cooperation.
- Briefing for 5 Ministers of Burundi at the request of their Ambassador in Brussels
- Close collaboration with the NAO Office in Haiti.
- Ability to discuss with and involve high ranked persons such as the former Vice Presidents of the EC, Sir Leon Brittan and Mr. Manuel Marin, together with MM. Willy de Clercq, Michel Rocard, and George Jacobs (UNICE President), MM. Richelle and Manservisi, former DGs at the Commission, Mr. Bellerive, former Haiti Prime Minister.

13. References: the persons who have the broadest view on my achievements are:

- Ms. Lut Fabert, former EU Ambassador in Haiti who recently joined the EEAS in Brussels.
- Mr. Luc Bagur, Head of Unit 2 (General Coordination) at DG EuropeAid.
- Mr. Jean-Marc Chataigner, Deputy DG at DG Globalisation (French MFA), former Ambassador in Madagascar.
- Mr. Price Pady, NAO and Minister in Haiti.

14. Specific experience in the region:

<i>Country</i>	<i>Date</i>	<i>Name and brief description of the project</i>
Laos	Nov 1968- Aug 1973	Technical Assistant (teaching and training teachers)
Asia & Pacific	June 1981- May 1988	French MFA: executive director in charge of all education, training and linguistic programmes of cooperation, including Asia and the Pacific Region.
S & SE Asia	March 1993- Feb 1997	EU Commission: National Seconded Expert in charge of a portfolio of 350 M€ for Education, training, culture and communication EU programmes with Asia and ASEAN.
Asia	March 1997 Feb 1999	European Institute for Asian Study: director of an internet programme for Young Europeans and Asians mutual understanding

14. Professional experience:

<i>Date</i>	November 1968- August 1973
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Location	Vientiane (Laos)
Company	French MFA (DG for Cooperation)
Position	Technical Adviser
Description	<ul style="list-style-type: none"> - Teaching History and Geography (Laos curricula) at the Lycée de Vientiane (2 years) - Pedagogical Director of the Secondary Teachers Teaching College of Laos - Adviser to the Minister of Education for the creation of a Pedagogic Institute <i>Direct teaching or training: 4 years</i>
Date	August 1973- January 1976
Location	Beyrouth (Lebanon)
Company	French Embassy
Position	Cultural and Education Attaché
Description	<p>Management of 2 teams of pedagogical advisers for the support to the Public and Private Education in Lebanon</p> <p>Organisation of specific courses in France for high officials of the Ministry of Education and Education leaders of the 12 main Lebanese Communities.</p> <i>Training of High ranked staff (design of the intervention and direct speaker): 2 months</i>
Date	March 1976- June 1981
Location	Lagos (Nigeria)
Company	French Embassy
Position	Head of Cooperation
Description	<p>Management of the Cooperation service of the Embassy:</p> <ul style="list-style-type: none"> - Support to the Ministries of Education in 15 States of Nigeria (the 15 pedagogical Advisers were directly reporting to the Ministers) - Train the Trainers programme with the support of the main French Business Schools (INSEAD and ESSEC). 2 Nigerian Governors were among the participants. - Scholarship Programme for the training of 1000 Engineers in France - I designed and organised regular update training meetings for the Pedagogical Advisers. <i>Training of High ranked staff (design of the intervention and direct speaker): 6 months</i>
Date	June 1981- May 1988
Location	Paris (France)
Company	Ministry of Foreign Affairs
Position	Deputy director in charge of the cooperation in Education and Training worldwide
Description	<p>Management of 40 staff in charge of the strategy, programming and monitoring of about 2000 programmes or projects in Education, language and training.</p> <p>I was personally involved in a yearly incentive training for some of the technical advisers deployed all over the world considered as leaders and "demultipliers".</p> <p>Asia and Pacific were among the region concerned by this cooperation. I went to Asia several times (Thailand, Korea, Japan). In 1985, I participated in a diplomatic and TA monitoring tour in New Zealand, Australia and New Caledonia.</p> <i>Training of High ranked staff (design of the intervention and direct speaker): 1 year</i>

Date	June 1988- February 1993
Location	Paris (France)
Company	Ministry for Cooperation
Position	Deputy Director (1 year) Head of the Service of Communication, Information and Documentation
Description	<p>Management of 9000 Technical Assistants</p> <p>Initiative for the modernisation of the management (new legislation, participative meetings linking the Central Administration and the Services in the partner countries. I used to work with specialists in Institution building and modernisation of the administration (top consultants working with the Ministers or the General Secretariats) and the Ministry of Public Administration.</p> <p><i>Training of High ranked staff (design of the intervention or direct speaker): 2 years</i></p>
Date	March 1993- February 1997
Location	Brussels (Belgium)
Company	European Commission (DGI B, Asia Directorate- Technical Unit)
Position	National Seconded Expert
Description	<p>Monitoring of all EU programmes related to Education, Training, Culture and Communication (total budget: 350 M€) in South and South-East Asia (including ASEAN).</p> <ul style="list-style-type: none"> - design and launching of the Junior EU-ASEAN Exchange Programme (JEM) ; - participation in about 50 Selection Committees often as secretary of the Committee) ; - writing of about 40 monitoring or evaluation reports (My first report, an audit of the EU-ASEANn Scholarship Programme, was chosen by the Director, Emiliano Fossati, as a model to be used by his staff) - Assistance to the Mr. Fossati and his assistant, Mr. Carpano, of the EC for the design and organisation of the Venice meeting on EU-Asia mutual understanding <p>I had been an active player for both initiatives (Venice meeting and programme JEM), presented as « implemented with great success » as mentioned in http://www.aseansec.org/9330.htm (point 289).</p> <p><i>Training of High ranked staff (design of the intervention or direct speaker): 3 months</i></p>
Date	April 1997- March 1999
Location	Brussels (Belgium)
Company	European Institute for Asian Studies (EIAS)
Position	Programme Manager
Description	<p>I designed and implemented with the support of the EC DG XIII: Information Society) the EU-Asia Cyberforum program for linking young Asians and European (as an internet extension of the JEM programme).</p> <p>EIAS being an international tool of the European Parliament for the relations with Asia, I worked closely with the EP Administration and some influent MEPs such as Willy de Clercq, former EC Commissioner and former President of the EP's External Relations Committee (as Chairman of the "Patronage Committee" of the project and Michel Rocard (former French Prime Minister).</p> <p>These important MEPs were very helpful for two main initiatives:</p> <ul style="list-style-type: none"> - official launching of the project, in the Parliament premises, with the participation of

	<p>both Presidents of the Commission (Mr. Santer) and the President of the Parliament (Mr. Gil Robles)</p> <ul style="list-style-type: none"> - a one day conference on the Asian Crisis seen by the Europeans, that I designed and organised in the larger conference room of the EP. About 300 hundred Asian diplomats came from all EU countries to listen speakers such as Sir Leon Brittan, Manuel Marin, the IMF Chief Economist.
<i>Date</i>	1999-2002
<i>Location</i>	Paris FRANCE
<i>Company</i>	Ministry of Foreign Affairs, DG for Cooperation
<i>Position</i>	Head of Unit (reporting directly to the DG, sometimes to the Minister, Mr. Védrine)
<i>Description</i>	<p>My role was to set up new missions in the MFA by creating motivation, EU and international cooperation awareness among the Civil Servants at all levels and also the CEOs of the main public or private implementing structures.</p> <p>I covered the design and implementation of a programme of support to the French operators for International cooperation: networking, large meetings, mutual understanding EU- French cooperation, training in view to improve the capacities for tendering and managing EU programmes</p> <p>I designed and organised an huge annual meeting for French implementing bodies called first "Rencontres françaises de la Coopération multilatérale" (RFCM) and renamed "Rendez-vous de l'expertise": Cf. http://www.fei.gouv.fr/fr/a-la-une/234-rendez-vous-de-l'expertise-2011-articles-lies-1.html</p> <p>In the partner countries I also facilitated mutual knowledge by inviting the Cooperation services and the Economic Missions of the French Embassies to exchange more views and information with the EUD. We created a new role in French Embassies, through "Multilateral and EU correspondents" in charge of a close liaison, both formal and informal, with the EUDs (and the international donors). From 2000 to 2002 I was in charge of the guidance and training of this new category of "diplomats for cooperation"</p> <p>I was in charge to lind the MFA with a new structure called "France Coopération Internationale" (now "France Expertise Internationale": see http://www.fei.gouv.fr/)</p> <p><i>Training of High ranked staff (design of the intervention or direct speaker): 2,5 years</i></p>
<i>Date</i>	2002- mars 2007
<i>Location</i>	Brussels BELGIUM
<i>Company</i>	France Cooperation Internationale (FCI)& EUNIDA
<i>Position</i>	<p>FCI Representative in Brussels and EUNIDA coordinator</p> <p>In charge of the training activities organised by FCI in Paris</p>
<i>Description</i>	<p>In Paris I had to continue with the same kind of awareness and training activities in a top down approach.</p> <p>Mainly based in Brussels as an Interface between the Commission and Both FCI and EUNIDA members (see: www.eunida.org), I had to support and advise more or less 10 EU Member States Executing Agencies. "</p> <p>For this European dimension of my responsibilities, I had an office in the Belgian Technical Cooperation but my main office was in the French Permanent Representation to the EU where I was permanently exposed to a key issue: how to combine diplomatic activities with</p>

	<p>a proactive action concerning the technical cooperation (advice on proposals in the EC and EU Council Development Committees, exchange of views with Commission's officials, discussion with the Member States representatives.</p> <p>Periodic discussions with Mr. Richard Weber, EuropeAid Deputy DG and with the European Parliament Development Committee.</p> <p>From Brussels I was still in charge of the RFCM particularly to propose issues of discussion and speakers from the Commission (I invited several times MM. Luc Bagur, Jose de la Caballeria, Jean-Pierre Geeraert, Raul Mateus paula and Richard Weber).</p> <p><i>Training of High ranked staff (design of the intervention or direct speaker): 1,5 year</i></p>
Date	April 2007-May 2010
Location	<p>Brussels BELGIUM</p> <p>Port au Prince HAITI</p>
Company	France Cooperation Internationale & EUNIDA
Position	Director of project & Eunida Vice President
Description	<p>Conception (under the responsibility of Mr. Price Pady, NAO, and Mr. Gosetti, Head of Delegation and EU Ambassador) and coordination of the project described in: http://capacity4dev.ec.europa.eu/article/lesson-public-sector-reform-haiti</p> <p>The Haitians have considered this high level capacity building programme as a huge success. Two Ministers came to Brussels for a "restitution seminar" that I proposed and organised with the support of DG Development and DG Europeaid in view to despatch the findings in front of about 30 diplomatic representatives from ACP countries. Both Mr. Manservisi and Mr. Richelle expressed a very positive feeling. The new EuropeAid Quality Unit considered this programme as a success story to be highlighted in the new website www.capacity4dev.eu/</p> <p>After this restitution seminar, many Embassies expressed their interest in similar programs for their country. For example the Ambassador of Burundi in Brussels asked me to brief 5 Ministers (Health, Education, Gender Equality, Foreign Affairs, Agriculture) of Burundi, who came to Brussels, about the way to discuss this issue with the NAO, the EUD and the EC Headquarters.</p> <p>This Haiti programme was also highlighted and praised by Ms. Francesca Mosca (Europeaid Director of quality operations) during the European Development Days of October 2009 (http://eudevdays.eu/sites/default/files/EDD09_Full_Programme.pdf)</p> <p>I was invited to exchange views with the EuropeAid Quality Unit as one of the high level experts whose input was requested for the new Strategy for Aid Effectiveness.</p> <p>In 2008, as Vice President of EUNIDA in interface with the EU Institutions, I had long exchanges of views with Ms. Lut Fabert, the Head of Sector in charge of OCTs in the DG Development, at the time she was preparing the Green Paper on EU-OCTs. I was the only consultant invited at the official launching of the Green Paper.</p> <p>I had been also requested as speaker during the European Development Days in Lisbon in 2007 for the day devoted to the new Member States diplomats http://ec.europa.eu/development/services/events/EDD2007/raymond-le-ruyet_en.htm</p> <p>The main issue was to help these diplomats understand the EU instruments and rules in order for a better participation of their country in the EDF programmes.</p> <p>In 2009 I had been hired by the International Organization of the French Speaking countries</p>

	<p>for a similar 2day training mixing diplomats from new EU Member States and from ACP countries. The main objective of the training was to help diplomats relay information from the EU Institutions to their Ministries of FA, Embassies, National Agencies and experts.</p> <p><i>Training of High ranked staff (design of the intervention or direct speaker) : 2 months</i></p>
Date	June 2010 – March 12
Location	<p>Brussels BELGIUM</p> <p>Port au Prince HAITI</p>
Company	International Management Group
Position	Director of project
Description	Supervision of the PER-SNGRD (Programme européen de relèvement du système national de gestion des risques et des désastres) particularly concerning the provision of equipment (in containers) and training of Civil Security volunteers
Date	March- November 2012
Location	Brussels (Belgium), Paris (France) and La Réunion & Madagascar
Company	AFFECTI, Planconsultance, Ardennes Europe Conseil
Position	President & Consultant
Description	<p>Discussions with the EUD and all other international donors in Tananarive for sharing with them an action plan including a data base of experts based in Madagascar, the training of the experts (mainly preparation to the FWC of EuropeAid) and an annual event for an exchange of views between representatives of the beneficiary (i) the donors (ii) the implementing bodies (iii) and the experts (iv)</p> <p>Recently, in my position of President of AFFECTI I organised a conference with Luc Bagur (Cf. http://www.affecti.org/communications/mots-president/79-journee-particuliere/ 4th bullet point) on the “EU directions of cooperation for 2014-20) which emphasized the importance of a common programming by the EU and the Member States.</p> <p>As a consultant, my main client is Adetef (http://www.adetef.fr/). I am regularly discussing with the Commission on how to enlarge the collaboration it needs from Member States executing agencies, closely linked to Ministries, used to work on Institutional twinning and able to recruit high level “practicing” experts for Institution building also in ACP countries, possibly in the context of Budget Aid. I helped Adetef to be audited and selected for the Indirect Centralised Management. I was asked to organise the training of the managers of Adetef and some other participants from the Ministries of Economy and Finance.</p> <p><i>Training of High ranked staff (design of the intervention and direct speaker): 2 months</i></p>

15. Other relevant information (e.g., Publications)

- 1970) Writing a Handbook for secondary Schools students in Laos (mainly on South East Asia)