

CURRICULUM VITAE

NAME: Claudia Coenjaerts **DATE OF BIRTH:** 19 March 1965

NATIONALITY: Belgian **GENDER:** Female

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EMPLOYER: International Labour Organisation (ILO)
GRADE/level: D1 step 13

LANGUAGES: English (fluent), French (fluent), Dutch (native), Spanish (fluent),
German (basic to intermediate)

EDUCATION: 1983 – 1988 Masters in Sociology from Catholic University
of Leuven – Belgium (specialized in Demographics and
Anthropology)

KEY COMPETENCIES AND SKILLS

1. Over three decades of international professional experience, including 20 years in leadership positions.
2. Track record of implementing missions and programs.
3. Skilled communicator able to articulate vision and collaboratively engage disparate organizations, policy makers, civil society, and private sector actors to accomplish objectives.
4. Excellent people skills to build team morale and motivation.
5. Goal oriented with a natural passion and a strong work ethic.
6. Deep understanding of the complexity and benefits of cultural diversity and ability to lead in changing environments.

KEY RESPONSIBILITIES AND ACHIEVEMENTS *(aligned with responsibilities of the CEO SAC position)*

1. Mission and Strategy

- a. In all my leadership positions in the ILO I have been responsible for articulating the organizing vision and translating it into action through collaboration. All my assignments have been rooted in strategic plans requiring detailed implementation.

- b.** While I was President of the Fair Labour Association (FLA), I developed and articulated a vision for the organization to increase its impact and effectiveness and its work in apparel, footwear, electronics, and agricultural supply chains. I maintained membership despite taking over during a budgetary crisis caused by prior mismanagement that had prompted many affiliates to reconsider their continued association, and even successfully recruited new members. I also was able to address and reverse the staff morale challenge that accompanied the budgetary crisis.
- c.** While at the FLA, I framed key objectives and a plan of action to achieve a goal on living wages, initiated audit practice reforms, enhanced accreditation processes for members and started stakeholder dialogues on innovative approaches to due diligence.

2. Organizational Leadership

- a.** Part of the most senior leadership team of the ILO for the past 18 months representing the Latin American and Caribbean Region and ensuring smooth programme delivery, directly supervising over 50 people, overseeing 9 offices, and leading a team of over 400 people.
- b.** Prior to that I have had various senior ILO positions in different geographic locations, always concentrated on representation, programme development, consultation and consensus building with local stakeholders and optimal delivery of impactful interventions.
- c.** During my tenure in Sri Lanka, Bangladesh and in the Caribbean, I operated in complex environments where there was a need for sensitivity to diversity. I was able to overcome inherited office culture resistance and was gratified to leave behind motivated teams who were delivering effectively and with sustainable impacts. As director in the Caribbean, I was able to stabilize an office that was struggling with interpersonal and managerial challenges.
- d.** As the President and Chief Executive Officer of the Fair Labor Association (FLA), a multi-stakeholder organization launched by President Bill Clinton that brings together companies, universities, and civil society groups to improve labour conditions in global supply chains, I helped the organization recover financial stability and define a new work plan to move the organization forward. I provided leadership to re-engage and motivate a team of over 60 in seven offices and locations globally to implement the Board approved strategy.

3. Finance and Fundraising

- a.** As Acting Regional Director (and as Deputy Regional Director), I oversee an annual budget of approximately US\$ 6 million annually, and ensure all operations comply with a rigorous fiduciary framework, including financial rules and regulations and organizational procedures.

- b. In all my previous leadership roles I have been directly responsible for ensuring balanced budgets.
- c. In all my positions in the ILO I have been successful in fundraising efforts and cultivating relations with donors and partners.
- d. During my tenure, the FLA was restored to fiscal stability.

4. Relations and Advocacy

- a. My work as Country Director in Sri Lanka, Bangladesh, and the Caribbean, as well as in my role of Deputy Regional Director for Africa and the Americas and now Acting Regional Director has taught me to conduct successful policy discussions with a wide range of stakeholders – including at the most senior level – governments, donors, the wider diplomatic community, the UN system and civil society. I have strong negotiation skills enhanced by my commitment to develop an understanding of the relevant substantive issues. I also have experience in project management, the development of country strategies, building partnerships and networks, but most importantly to manage performance and drive results.
- b. At the FLA I established effective relationships with member companies and consulted on their objectives to make sure the vision of the FLA was ambitious and forward looking but also aligned with the perceptions and needs of the membership.

5. Governance and Board Relations

- a. As CEO of the FLA, I closely coordinated with the Board on setting new overall direction for the organization, especially as the organization needed to recover from a US\$ 2 million deficit that had taken the Board by surprise, led to the termination of my predecessor, created disappointment and apprehension from affiliated companies and thus required new trust building both with the Board and the members.
- b. In the ILO, and especially in my most recent function as Acting Regional Director, I have participated in all ILO Governing Board Meetings (3 times per year) in which I have successfully represented the ILO's work in the Americas.

PROFESSIONAL POSITIONS HELD:

April 2022 – January 2024: **Acting Regional Director for ILO Latin America and the Caribbean, Lima Peru**

June 2020 - April 2022: **Deputy Regional Director for ILO Latin America and the Caribbean, Lima, Peru**

August 2015 - May 2020: **Director for ILO Caribbean Office and its Decent Work Team, Port of Spain, Trinidad & Tobago**

December 2013 - July 2015: **President and CEO of the Fair Labor Association**, Washington DC, USA

January 2012 – May 2013; **Deputy Regional Director for Africa, ILO** Addis Ababa, Ethiopia

December 2007 – December 2011; **Chief Management Support Unit of the Executive Director for Employment, ILO**, Geneva; concurrently held two other positions: (1) **Lead Coordinator for ILO Liberia Program** (2006- 2011), and (2) **Coordinator of ILO Youth Employment Program** (April 2007 – June 2008)

December 2005 – November 2007; **Senior Specialist for Socio-Economic Reintegration; ILO Crisis Response and Reconstruction Program**, Geneva, Switzerland

August 2001 – November 2005; **Director, ILO Office for Sri Lanka**, Colombo

February 2000 – July 2001; **Director, ILO Office for Bangladesh**, Dhaka

February 1998 – January 2000; **Regional Specialist for Child Labor, ILO Regional Office for Asia and the Pacific**, Bangkok, Thailand

November 1995 – January 1998; **Chief Technical Advisor for sub-regional project on child labor and women workers**, Bangkok, Thailand

April 1991 – October 1995; **ILO Gender Associate Expert and Consultant**, Bangkok, Thailand and Phnom Penh, Cambodia

January 1990 - March 1991; **Junior Technical Assistant in the Ministry of Development Cooperation**, Belgium