

Jacob Winter

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## KEY SKILLS

### Soft skills

Team play  
Empathetic listening  
Creating ownership  
Diplomacy  
Patience  
Persistence

### Hard skills

Finance management  
Organisational assessment & advice  
Quality management  
Data and financial analysis (analytical skills)  
Presentation and facilitation  
Project & event management  
Various languages

## WORK EXPERIENCE

### Winter Finance & Quality (since 2022)

*Consultancy services, self-employed*

#### Assignments at:

- Ovibashi Karmi Unnayan Program (Bangladesh)
- Caritas Denmark
- Caritas Austria
- Caritas Internationalis
- Caritas Moldova
- Leiden University
- KMSS (Caritas Myanmar)
- Caritas Ukraine
- Caritas Spes Ukraine
- Diocese of Cruzeiro do Sul
- Caritas Europa

For details, see Annex

### Caritas Internationalis (2009 - 2022)

*Managing Director  
(2009 - 2022)*

- Managed the participatory process, involving all CI Member Organizations, to develop the network's Management Standards on ethics, governance, management, quality and accountability
- Coordinated the worldwide (162 organisations) implementation of the CI Management Standards as well as the supporting peer assessment system
- Financial planning and management in service of the mission of the organization
- Executive Secretary of the Finance Commission at CI governance level
- Effective resource mobilization
- Responsible for IT, HR management and office logistics
- Managed the logistics of three CI General Assemblies and various other events
- Conducted missions all over the world: workshops, trainings, organizational assessments, international commission and working group meetings, representation

## **Cordaid (1998 - 2009)**

*Africa Team  
Manager/Coordinator  
Microfinance Program  
(2007 - 2009)*

- Coordinated all economic programmes (small producers; microfinance) in Africa; annual new approvals € 15 million, 150 partner organizations in Africa
- Coordinated and represented Cordaid's microfinance programme, developing policy guidelines and priorities

*Manager Finance  
Business Unit/Fund  
Manager (2003 - 2007)*

- Expanded Cordaid's loans & guarantees program for funding economic projects of partner organizations worldwide; annual new approvals € 15 million, 130 partner organizations
- Represented Cordaid in networks and investment funds

*Controller (1998 - 2003)*

- Managed the introduction and implementation of ISO 9001 quality management system
- Managed compliance with Dutch charity standards
- Financial planning and management
- IT management

## **N.V. Nederlandse Spoorwegen (Netherlands Railways) (1982 - 1998)**

*Finance Manager  
Passenger division  
(1994 - 1998)*

- Created the new division's accounting and reporting system
- Management of the Finance department (120 staff), responsible for accounting, consolidated accounts, external reporting, treasury and internal control

*Team leader positions  
(1988 - 1994)*

- External reporting at group level
- Group financial planning and budgeting
- Consolidated group accounts

*Junior staff positions  
(1982 - 1988)*

- Investment planning & selection
- Economic context analysis and projections

## **Municipality of The Hague (1981 - 1982)**

*Researcher*

- Literature research urban economy, supporting senior officials

## EDUCATION

**Nyenrode University Breukelen**, 1995 - 1996

*Senior Management Course Netherlands Railways* (Strategy Development, Human Resource Management, Organization, Marketing, Management)

**Erasmus University Rotterdam**, 1976 - 1981 (Master)

*Development Economics* (Economics of developing countries, Business Economics and Accounting, Theoretical Economics, Agricultural Economics, Mathematics)

## ADDITIONAL EXPERIENCE, VOLUNTEER WORK AND HOBBIES

- **Member Audit Committee of Dutry De Drevon Foundation (2024-2025)**
- **Member Board of Trustees of English Charity Action Through Enterprise Ghana (2021-2025)**  
ATE works to reduce poverty in Lawra, Northwest Ghana
- **Cantor in Church of the Frysians (Chiesa di San Michele e San Magno), Rome (2009-2022)**  
Accompanying and leading the singing of the congregation during Sunday Eucharist celebrations
- **Treasurer Dick Scherpenzeel Foundation (2004-2009)**  
The foundation promotes sound journalism about international development
- **Member advisory board St Thomas Foundation (2000–2009)**  
Accompanying the (volunteer) team of the foundation in their work in supporting solid education for orphans in Tamil Nadu, India
- **Church council member and treasurer local church (2000-2003)**  
Financial management and reporting of a local church in the Netherlands; member Church Council
- **Consultancy missions (1987-1999)** (through Netherlands Railways affiliate company Railplan) to Indonesian State Railways (10 months in 4 missions) and Vietnam Railways (1 month in 2 missions) – topics: investment planning, management information, economic feasibility
- **Mountain day hikes; pilgrimage in stages to Santiago de Compostela (2000-2022)**

## LANGUAGES

Language	Reading	Speaking	Writing
Dutch	native speaker	native speaker	native speaker
English	advanced	advanced	advanced
German	advanced	professional	professional
French	advanced	professional	advanced
Spanish	advanced	basic	professional
Italian	advanced	professional	advanced

## Details consultancy assignments

### ***Caritas Internationalis (2025-2026)***

Consultancy in support of revision of the CI Management Standards and related processes

- Revise and update the standards
- Review and improve assessment and post-assessment processes
- Streamline tools
- Develop contextualisation approach

### ***Caritas Internationalis (2025-2026)***

Interim management in Director of Finance & Internal Services role

- Directly Responsible for Finance, HR and Legal, ICT, Logistics
- Manage major improvements in finance management and HR policies & procedures
- Handover to new director as closure of assignment

### ***Ovibashi Karmi Unnayan Program in collaboration with CAFOD (2025)***

Organisational assessment & organisational development planning

- Conduct organisational assessment
- Based on assessment results, support the construction of an organisational development plan

### ***Caritas Ukraine***

*in collaboration with Caritas Austria and Impact One Consulting (2024-2026)*

Accompaniment in organisational development

- Mapping and evaluating the functioning of the matrix organisation
- Organisational development planning
- Mentoring & sounding board role with Caritas Ukraine President regarding organisational questions

### ***Caritas Internationalis (2024-2025)***

Operations support

- Retainer for several minor projects in support of COO

### ***Caritas Denmark (2024)***

Partnership evaluation

- Conduct evaluation of the quality of Caritas Denmark's partnerships with seven national Caritas organisations

### ***Caritas Austria (2024-2025)***

Partner Risk Assessment

- Contribute to partner risk assessment of three Moldovan organisations as member of Caritas Austria assessment team

### ***Caritas Internationalis (2023-2024)***

Interim management in Chief Operating Officer / deputy Secretary General role

- Play leading role in restructuring of the organisation
- Manage major improvements identified as needed in CI Management Standards assessment
- Directly Responsible for Finance, HR and Legal, ICT, Logistics
- Manage General Secretariat when Secretary General absent
- Contribute to culture shift towards staff empowerment, transparency, breaking down silos and living the values of Catholic Teaching
- Handover to new COO as closure of assignment

### ***Institute Biology Leiden, Leiden University (2023)***

Interim finance management

- Manage finance processes of the institute
- Prepare monthly and four-monthly finance reports
- Prepare annual budget
- Advise regarding internal procedures and templates

**Caritas Ukraine, Caritas Europa & Caritas Internationalis**  
*in collaboration with Caritas Austria*  
**(2023-2024)**

Facilitation & coordination of Caritas MOs' support to Caritas Ukraine

- Member of the CI Country Forum Ukraine coordination team
- Assist Caritas Ukraine in liaising and coordinating with Caritas partners
- Support in OD/capacity strengthening
- Coordinate successful grant writing for joint project Caritas Ukraine, Caritas Spes Ukraine and Caritas Austria on volunteering
- Contribute to Ukraine Country Forum effectiveness

**KMSS (Caritas Myanmar)**  
**(2023-2025)**

Consultancy on organisational development and finance matters

- Advise on full implementation of Caritas Internationalis Management Standards at diocesan level
- Advise regarding cost allocation and indirect cost recovery

**Caritas Moldova**  
*in collaboration with Caritas Austria*  
**(2023-2025)**

Consultancy on HR and finance matters

- Advise on development of a fair and effective salary grid
- Advise regarding cost allocation and indirect cost recovery

**Caritas Ukraine & Caritas Spes Ukraine**  
*in collaboration with Caritas Austria*  
**(2022-2023)**

Accompaniment in organisational development

- Participate in exploratory mission to Ukraine (August 2022) for identifying needs in the radically changed (war) environment
- Work with Caritas Ukraine and Caritas Spes Ukraine senior management to define long-term organisational development plans based on those needs

**Diocese of Cruzeiro do Sul, Brazil (2022-2024)**

Grant writing and reporting

- Prepare project descriptions for international donors
- Accompany contracting process, resulting in successfully contracting grants for two projects

**Caritas Europa (2022)**

New organizational development solidarity system

- Develop Guidelines (including procedures and protocols) for donors and applicants in CE's solidarity system (2023-2028), ensuring buy-in of relevant stakeholders and Board approval
- Develop application and reporting tools for the new system
- Prepare and deliver a webinar to present the complete new system to potential applicants