



Darleen Karpowicz

CURRICULUM VITAE

PERMENANT ADDRESS: 4 Herrada Place, Santa Fe, New Mexico, 87508
TEL: HOME Currently based Skopje, Macedonia
EMAIL: darster@cybermesa.com
U.S. Citizen

SKILLS AND EXPERIENCE

Twenty five years experience living and working internationally on small business development and tourism programs. Experience includes women's small business and entrepreneurial development training, marketing tourist event training, NGO start ups and strengthening, project assessment, program design and project management. Over 20 years experience living and working in the Middle East and other Muslim countries, including Yemen, Central Asia, Pakistan, Afghanistan, and Jordan. Eight years living and working in Armenia, Poland and Romania.

Skilled in project assessment, evaluation and design, strategy development, program management, coordination of activities, community development, business and marketing training, textile and craft product development and small business development.

Experienced in training women's entrepreneurial business start ups to produce items for local and export markets.

Recently completed four consultancies in Afghanistan with Aid to Artisans and the United Nations Industrial Development (UNIDO) . Duties included meeting with government ministries to establish partner agencies, interviewing small businesses groups and suggesting appropriate training interventions needed; including, development, business management, entrepreneurial and marketing techniques and to ideas for developing additional markets. Later trips included carrying out the proposed training courses.

Four years Managing Director experience (from 1987-1992) working on an UNHCR/State Department, Bureau of Refugee Programs funded program for Afghan refugees in Pakistan. Experience in starting projects, developing office procedures, training staff and implementing activities.

Eight years experience working in community development by facilitating community activities to produce income. Facilitated forming Non-Government Organizations in Central Asia, Pakistan and Armenia with project focus being institutional strengthening, capacity enhancement, marketing, product development and focused on increasing sales to small business development projects. Set up trainings and determined the appropriate direction of each project. Duties included: formulating project development plans and implementation strategies for social service programs with emphasis on income generation.

Group facilitation experience with USAID for its Small Medium Enterprise (SME) contractors and conducting needs assessments to recommend and report needed improvements by SME assistance providers to emerging businesses in Poland.

LANGUAGES

English native speaker. Basic Russian, basic Arabic.

ACADEMIC QUALIFICATIONS

Bachelor of Arts. California State University, Long Beach, California (1972).

EMPLOYMENT HISTORY

MARKETING OF HIGH LEVEL HANDICRAFTS IN THE UNITED STATES JULY 2004 – PRESENT

Promoted and sold items for overseas development projects including past USAID funded groups including Uzbek, Afghan, Palestinian and Jordanian producers.

SANTA FE FOLK ART MARKET AND COUNCIL ON INTERNATIONAL RELATIONS (CIR): SANTA FE, New Mexico NOVEMBER 2004 – 2009 (volunteer)

Middle East Coordinator for the Folk Art Market. Duties include locating high quality artisans in Central Asia, Turkey, Morocco, Afghanistan and the Middle East to attend the yearly Folk Market and leading them through the process of applying to the market, working out all details for their travel, housing, transportation and shipping their products to NM. Responsible for obtaining information on artists to write biographies for the Market Journal. Have increased applicants from the Middle East from 6 to 21 people and continue to find new groups and facilitate them applying.

Programmer for CIR. Plan programs, set up and coordinate meetings for State Department Visitors Program for international visitors chosen to study in the U.S. and programmer for the Open World Program for Russian visitors in Santa Fe for study tours. Additionally; write proposals for CIR in order to win more delegation contracts.

AID TO ARTISANS (ATA): KABUL AND HERAT, AFGHANISTAN. JUNE 20 – AUGUST 6, 2007

Activities to focus on developing products with group leaders running textile businesses and strengthening their business skills including upgrading their products for the local market in the first instance and working up to creating items to sell outside Afghanistan in the long term. Mentor women in all aspects of running their businesses including organizational enhancement, materials upgrading and how to create high quality products including training in setting up tourism and marketing events.

This is a return trip to work with the women I worked with two months previously. During my two month absence the women adapted designs given to them and made them for the local market reporting that they have had brisk sales within their own community of Afghan women. Kabul appears to have a brisk business atmosphere and women are hungry for new items to purchase.

AID TO ARTISANS (ATA): KABUL AND HERAT, AFGHANISTAN. MARCH-APRIL 2007

Conducted trainings with women small businesses owners in product design and how to run their businesses more effectively. Conducted seminars and mentored owners on how to improve their businesses management practices including marketing promotional training. Mentored Afghan staff in how best to conduct product development, small business training and how best to work with the women to increase their effectiveness in making money and marketing their products.

WORLD LEARNING, INC.: AMMAN, JORDAN. FEBRUARY 2007

Conduct assessment of Iraqi refugee situation in Jordan as it pertains to possible funding opportunities. Meet with all the key players in the refugee development arena to determine who was doing what, what needs the refugee population had and where funding might be obtained. Compiled a report with recommendations on what type of projects the Iraqi refugees needed and how best to obtain funding.

UNITED NATIONS DEVELOPMENT ORGANIZATION (UNIDO): KABUL, AFGHANISTAN AND HOME BASED IN BUCHAREST, ROMANIA. NOVEMBER 2005 – JUNE 2006

Consultant on United Nations Industrial Development (UNIDO) project based in Kabul, Afghanistan, partnering with Ministry of Women Affairs (MOWA), with the focus on forming viable community groups to train in improving product development and business practices. Included, business training, entrepreneurial and marketing training and facilitating of developing markets for businesses and producers.

Job included developing training curriculum and conducting training classes in coordination with MOWA . Additionally gathered information and designed a three year program which the UN will use to solicit funding for a longer program intervention..

FAMILY CARE: YEREVAN, ARMENIA
January 2004 – September 2004

Consultant. Review textile handicraft production and reinvent products. Main duties included review of current production, a written report outlining salability of current production and designing a new product line including a marketing and production plan. Was responsible for training the women workers and the Armenian supervisor of production how to buy materials, efficiently produce the items, set fare prices and increase markets.

Established a successful line of items and increased production skills of the 32 producers. The women learned to cut in half the production time for the items, cut their costs production costs and increase standard of materials used. Increased sales potential to local Armenian's and aimed product design to the local market but also appealing to foreigner living in Armenia. Armenia is very poor and sales success can not depend upon one market group.

AMERICAN EMBASSY, AMMAN JORDAN: BUREAU OF POPULATION, REFUGEE, MIGRATION (PRM)
June 1999 - October 31, 2001

Under the general supervision of the Consul General US Emb/Amman established, administered and implemented the processing of refugees in cooperation with the Immigration and Naturalization Service (INS) and PRM, for admissions to the United States refugee resettlement program. Additionally set up the curriculum and was lead trainer for quarterly cultural orientations provided to all departing refugees. Coordinated and worked closely with UNHCR, liaised with IOM and worked Jordanian medical system.

Duties include:

- Maintain close working relationships with UNHCR, IOM, INS and PRM in Washington and coordinate all activities between these and other international organizations involved in the processing of refugees.
- Prepare all cases for representation to INS, including refugee pre-interviewing and all

necessary paper work from refugee registration through refugee departure.

- Design and conduct cultural orientation program for all approved refugees.
- Responsible for answering all public inquiries and communication regarding refugee processing issues, including preparation of statistical reports and reports as requested by embassy or PRM.
- Supervise HCN assistant.

USAID AMMAN JORDAN:

December 13, 1998 - February 25, 1999

USAID personal services contract (PSC) monitoring AID in the Water and Environment sector programs; collect background data on Jordanian NGOs to include into future RFAs for projects on water education and public awareness campaigns. Conducted NGO interviews and compiled written assessments of NGOs for potential contracts with USAID.

CONSULTANT: AID TO ARTISANS, LAHORE, PAKISTAN

June 1, 1996 - June 31, 1996

Supervised the senior management of a social service NGO in implementing a new Program Strategy, which I helped them, design. Duties included: training of NGO senior staff to improve their supervisory skills, training of staff to upgrade their working skills, improving NGO production systems and staff management systems, creating staff job descriptions, hiring and training Marketing and Production manager and assisting in locating new markets for the NGOs production.

CONSULTANT: AID TO ARTISANS, LAHORE, PAKISTAN

January 1, 1996 - January 31, 1996

Carried out a needs assessment and compiled a new project implementation plan for a long established social service NGO who wished to improve their activities and to increase their social service impact.

CONSULTANT: AID TO ARTISANS; CENTRAL ASIA

May 14 - June 24, 1995

Planned, coordinated and facilitated Aid to Artisans (ATA) training seminars in Central Asia aimed at strengthening the management capacity of local NGOs to deliver applicable services to their communities.

CONSULTANT: AID TO ARTISANS, CENTRAL ASIA

January 18 - April 8, 1995

Traveled to Kazakhstan, Kyrgyzstan and Uzbekistan identifying NGOs which Aid to Artisans (ATA) could work for their USAID funded NGO strengthening program. Identified training needs of the thirteen chosen groups and completed a written report for USAID and ATA laying out the future activities of the two year project. The focus of ATA's activities in Central Asia was with NGOs to strengthen their associations, increase their members' abilities to profitably start businesses and increase the NGOs skills in identifying how to help needy communities.

CONSULTANT ACADEMY FOR EDUCATIONAL DEVELOPMENT (AED): POLAND

October 1994

Compiled a questionnaire and conducted interviews with USAID funded and other donor funded Small and Medium Enterprise (SME) programs to determine and recommend ways in which these organizations could improve their assistance to emerging and existing businesses in Poland. Wrote a report presenting findings and recommendations.

FACILITATOR - UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID): POLAND August 1994

Lead facilitator for a USAID two-day workshop. In consultation with AID planned and facilitated a two day workshop for Small Medium Enterprise USAID contractors in Warsaw, Poland. Using AID's guidelines and objectives for the workshop a format and topics packet was produced and facilitated to a group of twenty-five contractors.

CONSULTANT (WINROCK INTERNATIONAL) FARMER TO FARMER PROGRAM: UZBEKISTAN May - June 1994

Team leader on a two women assignment to work with local NGOs to identify and develop agricultural and home-based economic opportunities. Compiled program and business plans for individual women and small newly organized local associations. Women were assisted in grant writing and business plan preparation.

CONSULTANT (WINROCK INTERNATIONAL) FARMER TO FARMER PROGRAM: UZBEKISTAN October 1993

Women in Development Specialist for Winrock International co-working with U.S. Peace Corps on USAID funded Farmer to Farmer Program and host country ministries in Uzbekistan to identify programming opportunities for women in rural areas and develop/expand technical assistance. Member of a two person team developing a series of recommendations for future programming, training curriculum outlines and technical assistance requirements. Identified organizations likely to benefit from training through community enterprise development and rural out-reach programs. Established priority training needs in three cities and drafted recommendations.

CONSULTANT WORLD LEARNING INC: BALOCHISTAN - PAKISTAN

January and March 1993

Completed evaluation of women projects in Balochistan over which I was formerly Director and presented comprehensive overview of potential alternative courses for the future development of the project.

PROJECT DIRECTOR WORLD LEARNING INC: BALOCHISTAN, PAKISTAN

January 1989 - August 1992

Project Manager (four years) with international U.S. based NGO for refugee relief project working primarily with "at risk" Afghan refugee families. Project funded by UNHCR and U.S. State Department Bureau of Refugee Programs. Managed a staff of 12 and worked with over 400 families.

- Responsible for project surveys, needs assessments, project establishment, development, planning, supervision of local staff, counterpart training, monitoring, evaluation and reporting. Liaison with other projects and donors. In coordination with local staff accountants responsible for financial expenditures and reporting.
- Responsible for cross-sectoral coordination between program activities.

- Structuring, implementing and overseeing skills upgrading and training for Afghan employees both field and office counterparts (12) in project planning, implementation, supervision and reporting.

ADVISOR/CONSULTANT (UNHCR): BALOCHISTAN, PAKISTAN

January - December 1988

Assisting UNHCR Social Services Officer at Sub-Office Quetta, Balochistan, Pakistan.

- Designed and helped coordinate pilot activity focusing how best a community of 2,000 "at risk" Afghan refugees could be helped.
- Participated in needs assessment surveys of the community to determine appropriate activities most beneficial to the community.
- Provided background materials and assisted in proposal and budget formulation in cooperation with UNHCR Social Services Officer.

LIBRARY RESEARCH/BOOK COMPOSITION: OXFORD, ENGLAND

1986 - 1987

Library research in Oxford University Bodleian Library collecting historical information connected with fieldwork during 1983 - 1986 in North Yemen required in the composition of my book (unpublished as yet) "Yemeni Costume, Arts and Crafts". Researched topics dealt with ethnographic, cultural, artifactual and historical aspects.

RESEARCH IN NORTH YEMEN & PRIVATE BUSINESS VENTURE

1983 - 1986

Data collection and photographic documentation of Yemeni regional dress. Experience in compiling questionnaires, conducting formal and informal interviews, compiling, sorting and interpreting long-term field observations, photographic documentation and library research.

Lectured gave talks on regional Yemeni costume and handicrafts in Yemen, London and California

PROGRAM DEVELOPER/TEACHER (PRIVATE SCHOOL YEMEN)

1981 - 1983

Developed and implemented art program and curriculum for private school in the Yemen Arab Republic. Monitored semester progress of all classes (4th through 7th grade).

PROGRAM ADMINISTRATOR 1979 - 1980

Developed and supervised an 18 month Community Art Development Program for El Dorado County, California. Developed Arts in Public Schools Program and managed its implementation. Responsible for scheduling and facilitating other participants, public relations, community programs, training apprenticeships and participating in classroom instruction.