

# CV

## SAKWE ITOE MBONE

### PROGRAMME & OPERATIONS MANAGEMENT PROFESSIONAL

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### BIOGRAPHY

Sakwe is a seasoned Strategic Director with over 11 years of experience leading multi-country programs in complex, development and conflict-affected environments. Her expertise spans program and operations management, including supply chain, finance, security, and administration. Known for driving strategic initiatives, Sakwe excels at fostering cross-sector partnerships, managing diverse teams, and ensuring operational excellence. She brings a strong track record in sustainable development and integrated humanitarian programming, consistently delivering impactful results that align with both organizational goals and donor expectations.

### CORE COMPETENCIES

#### Leadership & Team Management

Empathetic and adaptable leader with 11+ years managing diverse teams. Skilled in mentorship, communication, and conflict resolution to foster collaboration and growth. I prioritize emotional intelligence, clear communication, and constructive conflict resolution to foster strong relationships that drive impactful results. I am passionate about mentorship, I empower others to grow and succeed.

#### Program & Operations Management

Experienced in leading multi-sector development and humanitarian programs with solid operational oversight, including logistics, security, and finance in complex environments.

#### Financial & Donor Management

Proven ability managing multi-million-dollar budgets and donor compliance using skills from certifications such as Finance DPro. Also, skilled in resource mobilization and proposal development with adept understanding of the business development cycle.

**Technical & Data Skills:** Mastery & application of SAP, Power BI, Kobo Collect, SAP BI, Gender Transformative Marker (GTM), Gender Age Marker (GAM), Agresso, Autocad, ArchiCAD, Salesforce, InstrumentI & DonoSearch, Yoda-PMERL, Excellent computer skills (MS Word, Excel, Power Point, MS Project & Outlook), PMO, Finance & Operations, Program management, Change Management

#### Multilingual Communication

Fluent in English, French, and Pidgin. Effective communicator with cross-cultural sensitivity and diplomatic skills.

## CAREER HISTORY

### **Family Health International 360 (FHI 360) – [www.fhi360.org](http://www.fhi360.org)**

#### **Associate Director, Programs, Projects Knowledge & Local Insights**

**February 2025 – Present | West Africa Regional Office-Remote**

#### **Key Responsibilities**

As Associate Director, I am responsible for:

- Leading multiple large and complex projects within the West Africa regional Office in close collaboration with FHI 360 Portfolio Director, ensuring all projects in the region were aligned with the organization's strategic goals and in compliance with donor regulations.
- Providing surge support as a roving Country Director, stepping in to lead country offices during critical periods to ensure continuity of leadership, strategic direction, and operational effectiveness.
- Directing key project milestones on time and within budget, while maintaining rigorous monitoring of performance and quality implementation throughout programme lifecycle.
- Enhancing the capacity of project teams by fostering collaboration, empowerment, and a results-driven environment to meet objectives, in close collaboration with the learning and development team.
- Cultivating solid relationships with fundraising & communications teams (philanthropy and individual giving), key donors, government bodies, and implementing partners, positioning the organization as a trusted leader in health, education, nutrition, and other core sectors within its programming.
- Identifying and securing new business development opportunities according to the business development cycle for program expansion into new research programmes across the region.
- Playing a pivotal role in relationship-building with government agencies, donors, and other stakeholders, resulting in increased engagement and strategic partnerships across FHI 360 country offices and strategic partners.
- Spearheading the collection, documentation, and analysis of project knowledge and local insights, enabling better-informed decision-making and future programming amongst country offices programme teams.
- Establishing and leading the organization of regional learning platforms, such as Communities of Practice, webinars, and conferences, fostering cross-program collaboration and sharing best practices.
- Facilitating effective communication and collaboration between regional and country offices to support smooth project implementation and adaptability to changing needs, while building a high-performing, accountable team culture that emphasizes continuous learning, productivity, and results.
- Leading successful advocacy efforts both at the local and global levels, raising awareness on key issues within the health sector contributing to the achievement of organizational goals.
- Establishing and maintaining robust monitoring, evaluation and financial systems to ensure effective tracking of programme progress and outcomes with monthly, quarterly, and annual reporting to programme governance bodies.

### **Christoffel-Blindenmission (CBM) – [www.cbm.org](http://www.cbm.org)**

#### **Country Program Manager / Deputy Country Director**

**August 2023 – January 2025 | Cameroon & Central African Republic**

#### **Key Achievements**

As Country Program manager in Cameroon and Central Africa Republic, my achievements included:

- Directed and managed a €4 million portfolio across the Central African Republic and Cameroon, ensuring optimal programmatic delivery across 3 initiative areas.
- Led the revision of the Cameroon country strategy to align with CBM's 2030 organizational strategy, ensuring seamless integration into country programs and CBM 3 initiative plans.

- Oversaw the execution of programs in Inclusive Health Initiative, Inclusive Humanitarian Action, and Community-Based Inclusive Development, impacting over 352,775 individuals.
- Championed the CBM 2030 strategy through over 12 project kick-off meetings and engagements with partners, UN agencies, CHINGO, and other interagency associations.
- Assisted partners in designing at least 10 new projects using CBM's 3-Way Working Model Geography; Fundraising and Initiative, ensuring alignment with strategic and business development goals.
- Supported assessments, feasibility studies and final project evaluations for projects concluding each fiscal year and managed the procurement process with admin department for contracting consultants.
- Worked closely with the Finance team to improve forecasting, project burn rates, reporting, and data management in Business Central and PROMIS.
- Monitored project implementation with the program team, maintaining quality statistics, financial intelligence and reporting mechanisms on a monthly, quarterly, semi-annual, and annual basis.
- Facilitated workshops; trainings and supported partner-specific activities in disability mainstreaming, and inclusive project cycle management; enhancing technical areas across CBM's thematic areas.
- Documented and followed up on action plans from partner assessments to ensure adherence to donor and organizational requirements.
- Managed the development, production and dissemination of CBM's annual reports in collaboration with Programs, HR and Admin, Finance, and Communications teams.
- Represented CBM in government ministries, the UN Disability Task Force, CHINGO, and other interagency meetings and conferences, advancing CBM's leadership in the disability sector.
- Organized annual partnership gatherings and training sessions to build capacity, share knowledge, and enhance program delivery among CBM's eight partners in Cameroon and other disability actors.
- Conducted four annual partnership visits (both virtual and physical) to evaluate programmatic achievements, provide support, and perform financial evaluations of ongoing projects.
- Developed a roadmap for expanding Neglected Tropical Disease operations in the Central African Republic, exploring fundraising opportunities with ENDFUND, USAID, and CBM Philanthropy units.
- Led the review process for the signing of a Memorandum of Understanding with the Ministries of Public Health in Cameroon and in Central Africa republic to define roles and strengthen partnerships with both governments.
- Oversaw the status change process with the Ministry of External Relations IN Cameroon and ensured all administrative documents were up to date for CBM's operational presence.
- Monitored program implementation with detailed financial intelligence, ensuring accurate financial reporting on a monthly, quarterly, and annual basis.
- Strengthen donor relationships with BMZ, ECHO, EU, and USAID representatives in collaboration with the Business Development Manager to support CBM's work in Cameroon and the Central African Republic.
- Act as the deputy for the Country Director, providing surge support overseeing operations, financial controls, and compliance issues related to partner budgets and programmatic risks.

Plan International – [www.plan-international.org](http://www.plan-international.org)  
 Programme Influencing & Implementation AREA MANAGER  
 November 2021 – July 2023 | Cameroon

#### Key Achievements:

- With a regional portfolio valued at \$5.2 million, funded by Global Fund, World Food Program, UNHCR, Plan Canada, and BMZ, I led a program unit that impacted 54,523 host communities and Central African refugees in 4 refugee camps and host communities in Cameroon's East and Adamawa regions.

- In collaboration with the Monitoring, Evaluation, Research, and Learning (MERL) team, I tracked milestones and worked with program staff to ensure data accuracy and statistical reporting across all projects.
- I assisted the Head of Program and Gender & Inclusion Specialist in integrating gender-transformative programming into Plan International's MERL processes. This included addressing the root causes of gender inequality, promoting positive masculinity, and encouraging gender-transformative programming and intergenerational dialogues.
- I oversaw a *child sponsorship caseload* of 12,503 children and ensured the timely production of monthly communications between sponsors and sponsored children. I also supervised the Sponsorship coordinator to address national office inquiries (NOIs) and sponsor-related requests, ensuring adherence to all sponsorship commitments and safeguarding policy.
- As a core committee member for establishing the Country Advisory Board, I collaborated with the Head of Operations and Head of Programs to drive strategic partnership development and provide non-binding strategic advice to the Country Leadership Team (CLT). This collaboration enabled the organization to make informed, scrutinized decisions to navigate change processes towards greater autonomy and influence in Plan International's programmatic work towards a just a world that advances children's rights and equality for girls.
- As an integral member of the CLT, I collaborated closely with the Programme Implementation Manager, Country Director, Head of Programme, and various leads and specialists to develop and implement strategies and processes. My focus was on ensuring that project design and execution were holistic, sustainable, and aligned with global policies and organizational frameworks at the regional level.
- I supported the Head of Programs in strengthening the design, implementation, and monitoring of Plan International's capacity-strengthening programs. This included advancing knowledge management and innovation through youth engagement initiatives.
- I led the recruitment, vetting, and evaluation of potential partners using organizational capacity assessment tools supporting alignment with Plan International's vision and effective partnership development.
- Working with the communication department, I oversaw the in-house resource center, providing tools, publications, and materials that supported gender-transformative programming and policies.
- I supervised over 56 staff (Fulltime, Consultants, and Field Agents and Community agents) to deliver on programmatic objectives across programs.
- *Additional departmental achievements included:* Providing integrated leadership across HR, Supply Chain, Finance, and Internal Controls. I supported recruitment and staff management for a 100+ member team, overseeing contracts, inductions, and performance evaluations. In supply chain, I managed assets, stock, procurement, fleet, and supplier evaluations, ensuring compliance with organizational policies. I worked with the finance coordinator to oversee budgets, allocate costs accurately (shared costs, operational costs, apportioned costs, and overhead) and ensure financial compliance. Additionally, I collaborated with the Internal Controller to identify and mitigate fraud risks, review processes, and implement corrective actions.

**She's STEM Foundation – [www.shestemfoundation.org](http://www.shestemfoundation.org)**

**Country Coordinator**

**November 2020 – October 2021 | Cameroon**

**Key achievements:**

- I championed partnership relations and significantly contributed to the development of the country portfolio, undertaking initiatives in conjunction with the business development department to reassure donors, strategic partners, and alliances of their investment in our programs in Cameroon specifically with donors such as Cargill Currents, Global Water Challenge and Como Foundation

- In collaboration with the business development team, I facilitated capacity building of She's STEM Foundation staff on business development lifecycle, proposal development, partnership relationships and project cycle management.
- Additionally, I represented the organization in national, regional, and international networks, and within global and local fora to source strategic partnerships for She's STEM Foundation.
- I updated She's STEM Foundation's partnership strategy along with an implementation plan based on its five-year country strategy.
- Furthermore, I collaborated with the communications team to amplify the foundations work, success stories on all its social media platforms, ensuring visibility and credibility of She's STEM Foundation's work in target communities.
- I supported She's STEM Foundation's organizational development efforts by positioning, attending, and presenting at LNGO meetings, conferences, and institutional meetings, contributing to networking with potential funders, partners and increasing visibility for She's STEM Foundation's work on and off social platforms.
- I kept up-to-date on evidence-based strategies and best practices to ensure that all capacity strengthening efforts aligned with local and global standards, providing staff with tools, resources, and opportunities to scale the foundations work in 4 regions of the Country.
- In collaboration with the Monitoring and Evaluation team, I continually tracked milestones and outcome priorities with programs to assist She's STEM Foundation in adjusting capacity action plans as needed to improve programming.
- I collaborated with the HR/admin department to review job descriptions, assist with recruitment, and manage a team of 8 employees. My responsibilities included overseeing staff contracts and consultancy agreements, ensuring timely staff inductions, and conducting performance evaluations. Additionally, I oversaw that projects were implemented in adherence to the organizations safeguarding policies.
- Worked closely with the finance officer to manage programmatic budgets, ensuring the proper allocation of direct and shared costs, and operational expenses in strict adherence to the organization's financial policies.

Norwegian Refugee Council – [www.nrc.no](http://www.nrc.no)  
 Project Coordinator (WASH & Shelter)  
 March 2019 – September 2020 | Cameroon

#### Key achievements

- I led the development of six project proposals and budgets, securing funding from donors such as USAID, OFDA, NMFA, SIDA, ECHO, EU, GFFO, and GAC.
- Additionally, I managed the distribution of 11,700 non-food item (NFI) kits, including shelter, WASH items, COVID-19 items, and menstrual hygiene kits, benefiting 22,500 internally displaced persons (IDPs).
- I oversaw the construction of 180 emergency latrines across five communities, directly benefiting 3,600 internally displaced persons in the South West and North West regions affected by the Anglophone crisis.
- I managed and implemented a delegated portfolio of WASH and Shelter projects, including activities, budgets, and project documentation, ensuring alignment with proposals, strategies, and donor requirements while maintaining technical quality and providing regular reports to the head of programs and donors.
- I represented NRC in coordination and stakeholder meetings, effectively collaborating with relevant government authorities, clusters, consortia, and donors at the request of my line manager, and maintained relationships with WASH systems strengthening partners such as UNICEF and WASH committees where NRC operated.
- I was a lead member, alongside other UN agencies such as UNICEF and UNOPS, of the WASH Strategic Advisory Group, facilitating, developing, and coordinating consortia collaboration with approved WASH standards for partners to use during implementation of WASH construction and interventions.

- I provided integral project management, including contracting and supervision of all selected service providers for WASH construction, ensuring continuous adherence to approved technical specifications and requirements.
- I supervised 2 officers and 4 assistants across 2 field locations, ensuring timely reporting of any incidents on site. The WASH officers and assistants also provided supervision, ensured compliance with contractors and WASH committees, and facilitated ongoing community engagement through monthly reports and meetings.
- Provided surge capacity in the absence of the WASH development Programme Manager ensuring continuity of operations and strategic oversight across two field offices. Responsibilities included leading programme implementation, coordinating with technical and operational teams, managing partnerships, supporting field staff, and ensuring adherence to donor compliance and humanitarian standards.

## **National Program for the Valorization of Agricultural Food Chains (PNVRA Project)**

### **Rural Development Specialist**

**April 2013 – January 2019 | Cameroon**

#### **Key achievements:**

- Designed and implemented a cocoa sustainability strategy, aligning it with national and international frameworks for sustainable agriculture, ensuring that farmers adopt best practices that mitigate environmental impact and improve yields.
- Led the design, construction, and rehabilitation of WASH (Water, Sanitation, and Hygiene) infrastructure in 12 cocoa-producing communities, improving access to clean water and sanitation facilities, thereby enhancing public health and environmental sustainability in project areas
- Brokered strategic partnerships with key stakeholders, including government agencies, local NGOs, and international donors to fund cocoa agroforestry programs and green technology adoption across the sector.
- Led cocoa value chain initiatives, supporting the development of sustainable farming practices for over 3,000 cocoa farmers through targeted training in climate resilience and deforestation-free cocoa production methods.
- Facilitated the formal registration of 3 cocoa cooperatives, unlocking \$1 million in funding and matching grants, enabling access to financing for cocoa production and processing, and enhancing the capacity of these cooperatives to meet sustainability standards.
- Coordinated regional cocoa forums and workshops, bringing together stakeholders from the public and private sectors to foster collaboration on cocoa sustainability, traceability, and deforestation-free initiatives.
- Supported M&E functions by collecting and analyzing cocoa production data to ensure compliance with sustainability indicators, integrating lessons learned into program adjustments and donor reports.
- Secured funding for cocoa-based climate resilience projects, working with development banks and donors to expand sustainable cocoa production in vulnerable regions and promote fair-trade practices.

#### **EDUCATIONAL BACKGROUND**

- **Executive Master's** in International Relations & Diplomacy  
Geneva School of Diplomacy, Switzerland ([www.genevadiplomacy.ch](http://www.genevadiplomacy.ch))
- **Certificate of Advanced Studies in International Relations & Diplomacy**  
Geneva School of Diplomacy, Switzerland ([www.genevadiplomacy.ch](http://www.genevadiplomacy.ch))
- **Master's Degree in Civil Engineering**-University of Douala, Cameroon ([www.univ-douala.cm](http://www.univ-douala.cm))
- **Diploma in Rural Engineering** – Rural Equipment, Development & Specialization Training School, Kumba, Cameroon

## **CERTIFICATIONS**

- Project DPro Certified-PM4NGO's
- Program DPro Certified-PM4NGO's
- Finance DPro Certified – PM4NGO's
- Project Management Professional -PMP
- Business & Operations for a Circular Bio-economy – edX Ongoing
- Business Negotiator Certificate - Management and Strategy Institute USA
- Change Management Professional - Management and Strategy Institute USA
- Certificate in Crisis Leadership – Deakin University, Australia
- Supply chain in Practice-University of Warwick
- Leadership in complex humanitarian settings- Norwegian Refugee Council, Dakar Senegal

## **RELEVANT TRAININGS ACQUIRED**

- Green Economy and Trade – UN Institute for Training and Research (UNITAR)
- Intercultural Communication –DiploFoundation
- Gender mainstreaming in programming and the use of gender transformative and age marker
- Managing strategic partnerships and ecosystems
- Disability Inclusive Disaster Risk Reduction
- Inclusive Communications and networking
- The Art of Negotiation-Harvard Negotiations
- Training of Trainers on Full Cost Budgeting and Cost Recovery, YODA Preparedness & strengthening financial process and capability
- Grant and portfolio management, Proposal writing and donor reporting (KAYA & Plan International)
- Training on Designing and Implementing Monitoring & Evaluating Systems Alison online course,
- Planting equality and Gender-Plan International Cameroon
- Supply Chain Management in Post Conflict and development
- HEIST survivor-Safety and Security in Emergency
- Access negotiations in Humanitarian Contexts-KAYA,
- Safeguarding Children and Young people- Plan International
- PHSEA and many more.

## **AWARDS**

- Laureate of Cameroon Women Scholarship-Awarded by British High Commission to Cameroon-2016
- Emerging Techwomen Leader from Cameroon at Silicon Valley, San Francisco, CA - Awarded by the United States Government through the Institute of International Education -2019

## **MEMEBERSHIPS**

- Member of the International Network of Women Engineers and Scientists- INWES-Africa Chapter
- Member of the Cameroon Women's Scholarship Alumni-British High Commission
- Member of the International TechWomen Alumni USA-Cameroon Chapter
- Vice President of International Dynamic Oroko Ladies Network
- Country Coordinator of International Menstrual Hygiene Coalition

## **ARTICLES**

1. *The Impact of Insufficient Knowledge of International Law Among Youths: A Case Study of the Anglophone Crisis in Cameroon*
2. *Gender Transformative Programming: Achievements and Challenges in Addressing Harmful Social Norms Among Central African Refugees in East Cameroon*
3. *Gender-Inclusive Approaches in Cocoa Farming through Women Empowerment, Protecting Children, and Enhancing Sustainability in Cameroon's Cocoa producing communities: A Case study of the Center Region*