

# Preparing Effective Development CVs:

## A Step-by-Step Guide

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# Overview

Donor agencies invariably select individuals, and the teams they are within, based on their past skills and experiences. The key tool used for this purpose is the Curriculum Vitae (CV) (or resume), and with personnel allocated as much as 60% or more of the total evaluation, a well written CV can be the difference between winning or not. You might know how good you are, but if you do not articulate this well, the assessment may not reflect your belief. This is where the CV comes in – helping those who are assessing you to understand what you know – that you are the best for the activity!

The “Preparing Effective Development CVs: A Step-by-Step Guide” has been developed by Global Business and Development Solutions and Devex as a useful tool for individuals and companies to enhance the presentation of themselves or their team. The ultimate aim is that individuals market themselves more successfully to prospective employers. The principles discussed in this Guide have been successfully used for candidates seeking permanent employment or those interested in working as consultants for a range of agencies including AusAID, UNESCO, USAID and the Asian Development Bank, and remain useful for submissions to all clients seeking the presentation of CVs as part of their selection processes.

For individuals with significant prior experience in submitting CVs to donor agencies and other employers, this Guide will provide useful ideas on how to better build a CV. For individuals and companies that have less experience, or not had as much luck in finding opportunities in the international development field, this will be an excellent tool to help you integrate the CV into the whole tendering and application process. Organizations working for international donor agencies are judged by a large measure on the quality of their employees and proposed candidates, so they are most likely to choose staff and consultants that are able to sell themselves most effectively on their CVs.

We very much hope you are able to benefit from this Guide. It should provide many of the details you will need to develop your CV. While we do recommend using the CV as more than just a chronology of information in order to complement both your tender and your branding/marketing strategy, many employers, especially the donor agencies, seek a set CV format. In such cases, please be sure to follow the guidelines of the client. Remember, though, that the CV is a selling document, not an administrative tool.

If you do have questions or require further support, we fully encourage you to contact us by e-mail at [ipm@devex.com](mailto:ipm@devex.com).

# 2 Types of Position Advertisements: Direct Hire and Tender-Based

## Preparing a Direct Hire CV

### How do I get noticed?

Whether you are interested in working as a direct employee of a donor agency, or an implementing firm or NGO, competition is going to be tough. In particular, the firms and NGOs implementing donor agency projects often have a staff/consultant ratio about 30%/70%. As these are often the more generalist positions at headquarters, you will have to find a way to stand out amidst some highly qualified competition.

One way that you do NOT want to get noticed is to be the person that applies for every position, no matter what the qualification requirements. Recruiters within these organizations are also intelligent people that know what they're looking for, and happen to be excellent at remembering names. The more you apply to positions you are not suited for, the more likely you might be dismissed for that one perfect position.

Remember this: The number one complaint international development recruiters tend to be with regard to applications from individuals who do not meet the objective criteria of the position. For example, if the job description clearly states that only EU citizens are eligible for the position, do not apply for it if you are not an EU citizen. The recruiter will remember.

Once you have narrowed the list down to those positions that you are truly suited for, rather than simply sending a "stock" CV to the organization, spend a few minutes to tailor it to fit the needs of the job description. If the firm is looking for a Proposal Coordinator, make sure you highlight that aspect of your experience and downplay unrelated experience. Recruiters are looking through a large number of CVs, so the initial screening will often be a scan. Get their attention even by making superficial changes on language. An example of a superficial language change designed to grab the attention of the recruiter looking for a Proposal Coordinator for their USAID projects:

Old Language: Participated in business development process including recruiting, submission of bids to donor agencies and project management.

New Language: Key part of business development team with responsibility for proposal coordination of USAID projects.

By spending 20 seconds to change a few words (but remaining fully honest at the same time), you've just succeeded in making your CV more likely to pass that initial screen.

## 2 Types of Position Advertisements: Direct Hire and Tender-Based

### Preparing a Tender-Based CV

#### The process flow – more than just the CV!

Your job applications, even when it is in response to an advertisement by a firm or NGO, will often be evaluated and possibly included as part of an overall project proposal/tender. Notification of such cases will often be in the advertisement text, and your initial selection will be by the advertising organization that will, in turn then be using you as a part of an overall submission to a donor agency.

In such cases, it is important for you to understand the nature of the tender. Much of this will be included in the job advertisement, but if possible you will want to dig deeper and learn more about the tender to help match your skills to the requirements. The following diagram outlines the steps involved in preparing an effective development CV, highlighting the links to other aspects of the tender process:



## 2 Types of Position Advertisements: Direct Hire and Tender-Based

As can be seen from the diagram, certain activities are most likely led by the person pulling together the complete tender, with others specifically focused on all that is required to prepare your CV. Certain points along the continuum require caution, as there are compliance, consistency and quality considerations throughout the process.

Furthermore, as the diagram emphasizes, there is no defined gap between the CV and the complete tender; in fact each are inextricably linked. For this reason, preparing effective development CVs is a critical skill for organisations as much as individuals.

### CV preparation is important for organisations and individuals alike

All of us would agree that there is much more involved in winning tenders for development activities than simply preparing a quality bid. Despite this reality, if there is any doubt about the importance of the CV in achieving tendering success, consider the actual example below from a recent World Bank tender:

Criteria, sub-criteria, and point system for the evaluation of Full Technical Proposals are:		<u>Points</u>
(i)	<b>Specific experience of the Consultants relevant to the assignment:</b>	<b>5</b>
(ii)	Adequacy of the proposed methodology and work plan in responding to the Terms of Reference:	
	a) Technical approach and methodology	35
	b) Work plan	5
	c) Organization and <b>staffing</b>	<b>5</b>
	<b>Total points for criterion (ii):</b>	<b>45</b>
(iii)	Key professional staff qualifications and competence for the assignment:	
	a) <b>Team Leader</b>	<b>10</b>
	b) <b>Team of International Accounting &amp; Auditing Experts</b>	<b>15</b>
	c) <b>Team of International Legal Experts</b>	<b>15</b>
	d) <b>Team of Local Accounting &amp; Auditing Experts</b>	<b>5</b>
	e) <b>Team of Local Legal Experts</b>	<b>5</b>
	<b>Total points for criterion (iii):</b>	<b>50</b>

## 2 Types of Position Advertisements: Direct Hire and Tender-Based

As can be seen from the above example, 60 points are allocated to aspects that relate to personnel – within which 50 of these points relate solely to personnel. While the CV may not be the only part of your tender that is assessed in relation to these 60 points, underestimating the role of the CV in the selection, and achievement of a competitive score, is very risky.

This tender (like many others) insists on a minimum qualifying score, which in this case was 80 points. It should be easy to see how a few points reduction across each of the personnel related criteria could bring the qualifying threshold of 80 points very close. Consequently, and logically, people are a critical element in tendering success. The CV is the key tool to contribute to maximize this success.

### **The CV is certainly a key tool for individuals**

No one knows you like you do, so when a tender is being prepared, it is critical that you are part of the compilation of your CV. In a competitive environment, where organisations often have a significant pool of expertise from which to draw, it is in your best interest to actively participate in “selling” yourself – before and during a tendering process. The CV is your key tool to contribute to your success.

# Choosing a Format and Creating a Style

For many tenders, the choice of format is made for you, with a set format usually provided with the tender documentation. This is certainly the case for ADB and World Bank tenders. In these situations, following the prescribed format is usually a compliance issue, so we strongly recommend adhering to this request. For most staff positions you will be able to have a bit more flexibility on the matter.

Regardless of whether you are given a format, or you have complete flexibility, there is nothing to say that your CV needs to be boring and lifeless to look at. As the below cutout demonstrates, colour can be used with effect, and still remain consistent with whatever format you are prescribed, in this case a World Bank CV:

Proposed Position	
Name of Firm	
Name	
Profession	
Date of Birth	
Years with Firm/Entity	
Nationality	
Membership of Professional Societies	
Detailed Tasks Assigned	
Key Qualifications	
Education	
EMPLOYMENT RECORD	
Date - Date	
Employer	Employer
Position	Position Title
	Area of Responsibility
	• List of Tasks
	Area of Responsibility
	• List of Tasks
Date - Date	
Employer	
Position	
MAJOR CONSULTANCIES	
Project	Project Name and Purp
Duration	Month Year - Month
Location	Country
Position Held	Position Desr
	• Respon
	• Resp
	• Rf
Project	Pr
Duration	
Location	
Languages	

Work with the format you are given, but consider colour to add to the quality of the presentation of your CV.

# Choosing a Format and Creating a Style

Where you have complete flexibility over format, consider re-ordering information such that the most important is presented first. As a guiding principle in these cases, we suggest all basic bio-data information, such as contact details, be kept to the last page, and **core selling information presented up front.**

The below cutout is from a CV, using a style that has been successful in AusAID tenders, where summary selling information that is matched to the Terms of Reference is presented within the first half page.

**CURRICULUM VITAE**

Technical Vocational Education and Training, higher Education System development, Analysis, Training, Facilitation, Team Leadership and management, Human P

**NAME** Mr John SMITH  
**Nationality** Australian  
**Languages** English (native speaker)  
**Countries of Experience** Botswana, Hong Kong, China, Thailand, Singapore, South Africa, Laos

**RELEVANT EXPERIENCE - AN OVERVIEW**

**Key Activities**

- Facilitated process review workshops with operators
- Designed, delivered and evaluated training
- Lead teams of vocational trainers concurrently
- Presented at forums of vocational education and training, workplace training solutions and alignment
- Wrote national curriculum modules for
- Presented a review report to the Minister of Education for options for an Education Improvement
- Participated as a member of the steering committee for the expansion of the MOU
- Established effective
- Conducted training

Where you have free rein over format, use this to your advantage and put key information within the first half to full page.

Remember, however, that while we fully accept that the CV, and the whole tendering process, is a sales and marketing activity in part, colour does not replace content! **A poorly written, content-poor CV with colour and panache will always be a second rate alternative to a well written, content rich black & white CV.** The solution is obvious – style and content combined!

# The “Terms of Reference” – Where it all Begins

The Terms of Reference inevitably provides the best clues as to how you should structure your CV in terms of content and emphasis. The key is to read within the Duty Statement for key information, for usually within each listed duty, there are a number of key points to draw out. For this, your most important tool is...



Five minutes with a highlighter will provide focus and direction for the compilation of your CV.

Consider the following examples, from an actual tender [edited slightly]:

## Example One – Hospital Administrator’s tasks:

- Build strong relations with the Indonesian hospital administration, in particular the local Director
- Support the Indonesian hospital administration, in particular the local Director, to fulfill their management role by providing ongoing support and advice on hospital management, administration and clinical service training and development issues
- Represent Australia and negotiate and consult with the Indonesian hospital administration, in particular the local Director, as well as German counterparts...
- Represent Australia in the development of the Master Plan for the rebuilding phase of the hospital
- Initial development and preparation of a Capacity Building Plan that complements and integrates with the Master Plan development for the hospital

By undertaking this simple and rapid process of highlighting key points contained within each Duty Statement item, an approach to the compilation of your CV begins to take shape.

# The “Terms of Reference” – Where it all Begins

In this example, a strong CV would draw examples that emphasize:

- Evidence of successful relationship management undertakings
- Experience working in Indonesia, ideally
- Evidence of the ability to work in a supporting, mentoring, role
- Demonstrated understanding of hospital administrative operations
- Demonstrated ability to undertake high-level representative activities
- Advanced negotiation and consultation skills
- Ability to work within a broader context, including where multiple stakeholders exist
- Experience in planning, including the compilation of relevant documentation
- Understanding of development issues.

## Example Two – Engineering Consultant’s tasks:

- Represent Australia’s interests on the physical refurbishment and infrastructure issues at the Hospital Steering Committee...
- Represent Australia in the development of the Hospital Master Plan on technical and structural matters for the rebuilding of the hospital
- Assist in the identification of ongoing refurbishment and rebuilding needs at the hospital for both immediate and long-term action
- Negotiate technical matters regarding the re-building of the hospital including designs and plans, costings etc., including contributing to the hospital Master Plan
- Support the Indonesian hospital administration, in particular the local Director, to fulfill their management role by giving technical advice on the rebuilding of the hospital to the Director
- Build strong relations with the Indonesian hospital administration, in particular the local Director

In this example, a strong CV would include evidence that emphasizes:

- Demonstrated ability to undertake high-level representative activities
- Advanced negotiation and consultation skills
- Ability to successfully operate in and work with a committee structure
- Demonstrated understanding and experience as it relates to infrastructure development and re-building
- Demonstrated experience in providing technical advice and support
- Advanced negotiation and consultation skills
- Experience in design, planning and costing activities
- Evidence of successful relationship management undertakings
- Experience working in Indonesia, ideally
- Evidence of the ability to work in a supporting, mentoring, role.

# The “Terms of Reference” – Where it all Begins

By undertaking this exercise each time you consider a role, it not only helps you to prepare a quality CV, it provides immediate definition as to how the role operates in the context for which it is targeted. You are then able to build your CV with this in mind.

We believe that for each key point highlighted in this process there should be at least one demonstration within the CV that you can do this because you have done it or something very similar. We like to think that the assessment team has a checklist, and on that checklist is every key thing they are looking for – your highlighting of the duty statement is aimed at pulling out those points that could be on such a checklist, and your responding to each makes it easy for the assessors to simply give you a “tick!”

# Drafting Your CV: 3 Formats

One of the first considerations in drafting your CV, as previously discussed, is the format you must, or choose, to use. The following three pages present examples of CV formats you are either likely to encounter, or as in the case with the last example, one you can tailor to your approach:

- Set format CV provided by donor agency
- Set format CV provided by donor agency, with specific sections devoted to alignment of experiences to tasks allocated for the role proposed
- No format required, only certain content allowing for more flexibility in the structure of your CV. This will often be the case if you are applying to a staff position at a firm or NGO. Even if you are applying to a consulting position through a firm or NGO you can often send this type of CV and then if selected you may be asked to change it comply with a set format.

In the case of the first two examples that follow, these are presented unaltered, but to cater for space in this document; the requisite signature/certification section has also been removed. Where italicized instructions are present, these are as in the original document provided with the tender documentation.

In the case of the final example, the free form model we use when we can, italicized instructions are ours, not the donor agencies'. Please note that US-based organizations are more attuned to seeing what are termed as resumes, rather than CVs, and the inclusion of personal information such as marital status and date of birth should not be included. Similarly, if such information is not requested, there is no need to provide these details.

Strategies and tips for working with each of these options follow each example.

# Drafting Your CV: 3 Formats

## Example One - Set Format CV

<b>Proposed Position</b>	
<b>Name of Firm</b>	
<b>Name</b>	
<b>Profession</b>	
<b>Date of Birth</b>	
<b>Years with Firm/Entity</b>	
<b>Nationality</b>	
<b>Membership of Professional Societies</b>	
<b>Detailed Tasks Assigned</b>	
<b>Key Qualifications</b>	<i>Half page max on skills and experiences relevant to this position and project</i>
<b>Education</b>	
<b>EMPLOYMENT RECORD</b>	
<b>Date - Date</b>	
<b>Employer</b>	
<b>Position</b>	
<b>MAJOR CONSULTANCIES</b>	
<b>Project</b>	
<b>Duration</b>	
<b>Location</b>	
<b>Position Held</b>	
<b>Languages</b>	

# Drafting Your CV: 3 Formats

## Example One – Set Format CV

### Guide to the completion of a set format similar to Example One:

CV Element	Recommended drafting approach
Proposed position	<ul style="list-style-type: none"> <li>Must be exactly as the tender documentation seeks, or if absent, consistent with what is stated in the tender</li> </ul>
Name of firm	<ul style="list-style-type: none"> <li>Must be identical to the wording of the firm that is proposed as the contracting body</li> </ul>
Name	<ul style="list-style-type: none"> <li>Recognising cultural nuances re ordering of names, it can assist the reader of the CV by presenting your name in first name-surname order with the SURNAME in upper case – e.g. John SMITH</li> </ul>
Profession	<ul style="list-style-type: none"> <li>This can often be a little challenging, as individual consultants could rightly consider themselves a ‘development consultant’ by profession</li> <li>It is recommended that the profession title used is one that would not be open to confusion, and certainly would be relevant to and consistent with the proposed position</li> </ul>
Date of Birth	<ul style="list-style-type: none"> <li>Recognising that countries present the order of month and day differently, we recommend presenting the month as a word to avoid confusion – e.g. 10 November 1964</li> </ul>
Years with Firm/Entity	<ul style="list-style-type: none"> <li>This is often a challenging criterion, as many tenders seek a certain percentage of permanently engaged personnel from the tendering firm</li> <li>Work with the tendering firm to complete this criterion, as past contracted employment would be relevant</li> <li>Detail needs to match your consulting and employment record below</li> </ul>
Nationality	<ul style="list-style-type: none"> <li>If you have joint citizenship, consider using that which is most suitable for the location in which you will be operating, if not stating both</li> </ul>
Membership of professional associations	<ul style="list-style-type: none"> <li>Use only those that add value to your CV for this role</li> <li>Indicating that you are a member of the Institute of Chartered Accountants would be a good example</li> <li>Noting that you are the Treasurer for a nonaffiliated committee or Club probably adds less value to this process – unless of course the position you are targeting relates exactly to that example</li> </ul>
Detailed tasks assigned	<ul style="list-style-type: none"> <li>This must be consistent with the body of the tender</li> <li>The next section on integrating the CV with the tender, goes into greater detail regarding this element</li> </ul>
Key qualifications	<ul style="list-style-type: none"> <li>In this format example, there are instructions presented, indicating that you have half a page to present your skills and experiences of relevance</li> <li>This is NOT where you list your education qualifications</li> <li>This can be a very useful section, much like an executive summary, to give an overview of what you have done of relevance to further demonstrate suitability</li> <li>This section can be written as prose, or a combination of prose and bullet point examples for emphasis</li> </ul>

# Drafting Your CV: 3 Formats

## Example One – Set Format CV

	<ul style="list-style-type: none"> <li>• Sentences should be simple and to the point, to maximize the amount of information presented in a limited space</li> <li>• This section should be aligned to the tasks assigned, drawing on your past examples, competencies and experiences to demonstrate your achievement and experience in similar activities as required by this role</li> <li>• Use the correct tense for each example, and language that is positive – e.g.             <ul style="list-style-type: none"> <li>◦ Developed, delivered and evaluated training programs to mid-level supervisory staff in the principles of competency-based module development</li> <li>◦ Led a team of 5 international and 14 local training professionals in the development of training programs in financial management for the SME sector</li> <li>◦ Mentored a team of 5 local supervisors in the development of a performance monitoring framework for front-line hospitality employees</li> </ul> </li> </ul>
Education	<ul style="list-style-type: none"> <li>• This is where you list your formally undertaken education</li> <li>• It is recommended that this is presented with most recent examples first, in the format:             <ul style="list-style-type: none"> <li>◦ Year, Award, Institution</li> </ul> </li> </ul>
Employment record	<ul style="list-style-type: none"> <li>• List most recent first</li> <li>• Recognise the difference between employment and consultancies – e.g. if you have just come off a project, managed by a firm that you were contracted to, your employment record is most accurate if you state that you are an independent development consultant, and information about that project would be presented under the heading Major Consultancies</li> <li>• Provide the employer organisation’s name</li> <li>• For each position, provide the title, area of responsibility and tasks – e.g.             <ul style="list-style-type: none"> <li>◦ Curriculum Expert                 <ul style="list-style-type: none"> <li>- Curriculum Design and Development                     <ul style="list-style-type: none"> <li>* Review existing curriculum</li> <li>* Undertake industry liaison to determine training needs and gaps</li> <li>* etc</li> </ul> </li> </ul> </li> </ul> </li> <li>• Present task examples with emphasis on those aspects that are relevant to this position</li> <li>• Ensure correct use of tense</li> <li>• Repeat as necessary</li> </ul>
Major consultancies	<ul style="list-style-type: none"> <li>• List most recent first</li> <li>• This selection relates to activities that are projects, as opposed to permanent employment activities</li> <li>• They do not necessarily have to be international examples, however examples and emphasis of relevance to this position are important</li> <li>• For each project, provide Project Name and Funding Body</li> <li>• List the duration as beginning and end dates, to the month level – e.g. May 2003 – June 2004</li> <li>• Provide country of location of the project</li> <li>• For the position held, provide the Position Title/Role and a précis of responsibilities</li> </ul>

# Drafting Your CV: 3 Formats

## Example One – Set Format CV

	<ul style="list-style-type: none"><li>• Ensure correct use of tense</li><li>• Use positive language that emphasizes activities as well as achievements</li><li>• Repeat as necessary</li></ul>
Languages	<ul style="list-style-type: none"><li>• For each language you possess competence in, present these with a definition of proficiency for all elements – e.g.<ul style="list-style-type: none"><li>◦ Mandarin: Speaking – fluent, Writing – Basic, Reading – Basic</li></ul></li></ul>

# Drafting Your CV: 3 Formats

## Example Two – Set Format, Linked to Assigned Duties CV

<b>1. Proposed Position</b> [ <i>only one candidate shall be nominated for each position</i> ]:	
<b>2. Name of Firm</b> [ <i>Insert name of firm proposing the staff</i> ]:	
<b>3. Name of Staff</b> [ <i>Insert full name</i> ]:	
<b>4. Date of Birth:</b>	<b>Nationality:</b>
<b>5. Education</b> [ <i>Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment</i> ]:	
<b>6. Membership of Professional Associations:</b>	
<b>7. Other Training</b> [ <i>Indicate significant training since degrees under 5 - Education were obtained</i> ]:	
<b>8. Countries of Work Experience:</b> [ <i>List countries where staff has worked in the last ten years</i> ]:	
<b>9. Languages</b> [ <i>For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing</i> ]:	
<b>10. Employment Record</b> [ <i>Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.</i> ]: From [Year]: _____ to [Year]: _____ Employer: _____ Positions held: _____	
<b>11. Detailed Tasks Assigned</b>  [ <i>List all tasks to be performed under this assignment</i> ]	<b>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</b>  [ <i>Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.</i> ] Name of assignment or project: _____ Year: _____ Location: _____ Client: _____ Main project features: _____ Positions held: _____ Activities performed: _____

# Drafting Your CV: 3 Formats

## Example Two – Set Format, Linked to Assigned Duties CV

### Guide to the completion of a set format similar to Example Two:

CV Element	Recommended drafting approach
Proposed position	<ul style="list-style-type: none"> <li>Must be exactly as the tender documentation seeks, or if absent, consistent with what is stated in the tender</li> </ul>
Name of firm	<ul style="list-style-type: none"> <li>Must be identical to the wording of the firm that is proposed as the contracting body</li> </ul>
Name of staff	<ul style="list-style-type: none"> <li>Recognising cultural nuances re ordering of names, it can assist the reader of the CV by presenting your name in first name-surname order with the SURNAME in upper case – e.g. John SMITH</li> </ul>
Date of Birth	<ul style="list-style-type: none"> <li>Recognising that countries present the order of month and day differently, we recommend presenting the month as a word to avoid confusion – e.g. 10 November 1964</li> </ul>
Nationality	<ul style="list-style-type: none"> <li>If you have joint citizenship, consider using that which is most suitable for the location in which you will be operating, if not stating both</li> </ul>
Education	<ul style="list-style-type: none"> <li>This is where you list your formally undertaken education</li> <li>It is recommended that this is presented with most recent examples first, in the format:               <ul style="list-style-type: none"> <li>Year, Award, Institution</li> </ul> </li> </ul>
Membership of professional associations	<ul style="list-style-type: none"> <li>Use only those that add value to your CV for this role</li> <li>Indicating that you are a member of the Institute of Chartered Accountants would be a good example</li> <li>Noting that you are the Treasurer for a nonaffiliated committee or Club probably adds less value to this process – unless of course the position you are targeting relates exactly to that example</li> </ul>
Other training	<ul style="list-style-type: none"> <li>This is an important section that provides you with the opportunity to demonstrate your commitment to maintaining currency of qualification</li> <li>It is not necessary for each example here to be associated with a formal qualification, for many of these would probably belong within the ‘education’ criterion</li> </ul>
Countries of work experience	<ul style="list-style-type: none"> <li>This need only be a simple list of countries where you have worked in the last ten years</li> </ul>
Languages	<ul style="list-style-type: none"> <li>For each language you possess competence in, present these with a definition of proficiency for all elements – e.g.               <ul style="list-style-type: none"> <li>Mandarin: Speaking – fluent, Writing – Basic, Reading – Basic</li> </ul> </li> </ul>
Employment record	<ul style="list-style-type: none"> <li>This section is slightly different from the previous example, where only the chronology of positions are sought</li> <li>Present information with most recent example first</li> <li>Some of these employment examples could be expanded on in the latter section of the CV, dealing with work undertaken that illustrates capability</li> <li>Repeat as necessary</li> </ul>

# Drafting Your CV: 3 Formats

## Example Two – Set Format, Linked to Assigned Duties CV

<p>Detailed tasks assigned</p>	<ul style="list-style-type: none"> <li>• This must be consistent with the body of the tender</li> <li>• The next section on integrating the CV with the tender, goes into greater detail regarding this element</li> <li>• One option is to structure this section with tasks as headings under which content within the next section (number 12) of the CV can respond to – see below for an example</li> </ul> <p>One example of structuring sections 11 and 12 in this format:</p> <table border="1" data-bbox="521 688 1432 1031"> <tr> <td data-bbox="521 688 870 1031"> <p><b>11. Detailed Tasks Assigned</b></p> <p>Team Leadership</p> <p>Curriculum Development</p> <p>Workshop Delivery</p> </td> <td data-bbox="870 688 1432 1031"> <p><b>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</b></p> <p>Assignment Example 1 Assignment Example 2</p> <p>Assignment Example 3</p> <p>Assignment Example 4</p> </td> </tr> </table>	<p><b>11. Detailed Tasks Assigned</b></p> <p>Team Leadership</p> <p>Curriculum Development</p> <p>Workshop Delivery</p>	<p><b>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</b></p> <p>Assignment Example 1 Assignment Example 2</p> <p>Assignment Example 3</p> <p>Assignment Example 4</p>
<p><b>11. Detailed Tasks Assigned</b></p> <p>Team Leadership</p> <p>Curriculum Development</p> <p>Workshop Delivery</p>	<p><b>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</b></p> <p>Assignment Example 1 Assignment Example 2</p> <p>Assignment Example 3</p> <p>Assignment Example 4</p>		
<p>Work undertaken that best illustrates capability to handle the tasks assigned</p>	<ul style="list-style-type: none"> <li>• This is the most critical part of this CV format</li> <li>• The beauty, however, of this format’s prescription, is that it forces you to match your past performance to your future requirements – which is the approach all CVs should take</li> <li>• For EACH task listed in section 11 of this CV, which should be consistent with the body of the tender, you should provide an assignment or project example with details that demonstrate you can handle what is required of you in this role</li> <li>• It is possible that one assignment example could provide the detail for more than one task. In this case, do not separate tasks as headings, as the above example proposes. Simply group tasks in section 11, and present all of the relevant detail for each assignment or project example. This avoids unnecessary duplication of examples, and hence ensures you maximize the usage of your space allowance.</li> </ul>		

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## Example Three - Free Format CV

<b>CURRICULUM VITAE</b>	
List of core competencies – e.g. Curriculum Development; School-Based Management etc	
POSITION NAME Nationality Languages Countries of Experience	
<b>RELEVANT EXPERIENCE</b>	
Core skill required for program e.g. Program Management	
Sub-skills e.g. Administration Support Delivery	Text demonstrating these skills, examples of positions held, organisations, responsibilities, achievements, knowledge, experiences etc. Repeat as appropriate, using no more than the remainder of this first page.
<b>RECORD OF EMPLOYMENT</b>	
From – to	
<b>RELEVANT CONSULTANCIES</b>	
Year (month/s)	
<b>PERSONAL DETAILS</b>	
Address	
Phone	
Date of Birth	Do not include this section if applying to a US-based organization, or if such details have not been requested.
Education	
Professional Development	List other training courses completed e.g. project management, design, evaluation and strategic planning, quality assurance systems, effective people skills and conflict resolution, financial management, Microsoft Word, Excel, Project and Access.
<b>REFEREES</b>	
Referee	Name, Position/Organisation, Contact Details

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## Example Three – Free Format CV

### Guide to the completion of a set format similar to Example Two:

CV Element	Recommended drafting approach
List of core competencies	<ul style="list-style-type: none"> <li>This is where we present a brief list of key skill or focus areas of the candidate, ensuring they are key and relevant to the position sought</li> <li>We usually use no more than two lines of examples, such as: <ul style="list-style-type: none"> <li>Team Leadership. Training. Facilitation. Higher Education Policy. etc</li> </ul> </li> </ul>
Position	<ul style="list-style-type: none"> <li>Must be exactly as the tender documentation seeks, or if absent, consistent with what is stated in the tender</li> </ul>
Name	<ul style="list-style-type: none"> <li>Recognising cultural nuances re ordering of names, it can assist the reader of the CV by presenting your name in first name-surname order with the SURNAME in upper case – e.g. John SMITH</li> </ul>
Nationality	<ul style="list-style-type: none"> <li>If you have joint citizenship, consider using that which is most suitable for the location in which you will be operating, if not stating both</li> </ul>
Languages	<ul style="list-style-type: none"> <li>For each language you possess competence in, present these with a definition of proficiency for all elements – e.g. <ul style="list-style-type: none"> <li>Mandarin: Speaking – fluent, Writing – Basic, Reading – Basic</li> </ul> </li> </ul>
Countries of work experience	<ul style="list-style-type: none"> <li>This need only be a simple list of countries where you have worked in the last ten years</li> </ul>
Relevant experience	<ul style="list-style-type: none"> <li>We use this section much like an executive summary, drawing out key skills and experiences that align to the core requirements of the position</li> <li>It can also be compiled with a similar focus to how, in Example Two, sections 11 and 12 are approached</li> <li>We suggest two or three examples, making sure that no more than the first page is used for this purpose</li> <li>The purpose of this section is to grab the attention of the reader immediately, with relevant information that makes them want to read on, as well as immediately think such experience is relevant for this position</li> <li>Present the information in a three-level hierarchy: <ul style="list-style-type: none"> <li>Heading as the core skill area, e.g. Program Management</li> <li>Box with two or three sub-skills for the core skill area, e.g. Administration; Support; Delivery</li> <li>Text that demonstrates these skills, drawing on experiences, achievements, positions, roles, responsibilities etc.</li> </ul> </li> </ul>
Record of employment	<ul style="list-style-type: none"> <li>List most recent first</li> <li>Recognise the difference between employment and consultancies – e.g. if you have just come off a project, managed by a firm that you were contracted to, your employment record is most accurate if you state that you are an independent development consultant, and information about that project would be presented under the heading Major Consultancies</li> </ul>

# Drafting Your CV: 3 Formats

## Example Three – Free Format CV

	<ul style="list-style-type: none"> <li>• Provide the employer organisation’s name</li> <li>• For each position, provide the title, area of responsibility and tasks – e.g.             <ul style="list-style-type: none"> <li>o Curriculum Expert                 <ul style="list-style-type: none"> <li>- Curriculum Design and Development                     <ul style="list-style-type: none"> <li>* Review existing curriculum</li> <li>* Undertake industry liaison to determine training needs and gaps</li> <li>* etc</li> </ul> </li> </ul> </li> </ul> </li> <li>• Present task examples with emphasis on those aspects that are relevant to this position</li> <li>• Ensure correct use of tense</li> <li>• Repeat as necessary</li> </ul>
Relevant consultancies	<ul style="list-style-type: none"> <li>• This selection relates to activities that are projects, as opposed to permanent employment activities</li> <li>• They do not necessarily have to be international examples, however examples and emphasis of relevance to this position are important</li> <li>• For each project, provide Project Name and Funding Body</li> <li>• List the duration as beginning and end dates, to the month level – e.g. May 2003 – June 2004</li> <li>• Provide country of location of the project</li> <li>• For the position held, provide the Position Title/Role and a précis of responsibilities</li> <li>• Ensure correct use of tense</li> <li>• Use positive language that emphasizes activities as well as achievements</li> <li>• Repeat as necessary</li> </ul>
Personal details	<ul style="list-style-type: none"> <li>• Address and Phone             <ul style="list-style-type: none"> <li>o Provide address and phone details to ensure you can be contacted</li> </ul> </li> <li>• Date of Birth             <ul style="list-style-type: none"> <li>o Recognising that countries present the order of month and day differently, we recommend presenting your birth month as a word to avoid confusion – e.g. 10 November 1964</li> <li>o Do not include this section if applying to US-based organizations or if detail not requested.</li> </ul> </li> <li>• Education             <ul style="list-style-type: none"> <li>o List all your formally undertaken education</li> <li>o It is recommended that this is presented with most recent examples first, in the format: Year, Award, Institution</li> </ul> </li> <li>• Professional Development             <ul style="list-style-type: none"> <li>o This is a useful section that provides you with the opportunity to demonstrate your commitment to maintaining currency of qualification</li> <li>o It is not necessary for each example to be associated with a formal qualification; many of these belong within the ‘education’ criterion</li> </ul> </li> </ul>
Referees	<ul style="list-style-type: none"> <li>• Use this section if asked to do so</li> <li>• Ensure referees are contactable</li> <li>• Ideally seek your referees approval to use them in advance</li> </ul>

# CV Completion Checklist

We check the following for every CV to ensure our CVs are prepared to the highest possible quality. For an individual preparing their CV, some of these checking points are more for the organisation responsible for overall tender compilation. It doesn't hurt, however, for all of us to consider the broader purpose of the CV within the overall tendering context, to create a superior product.

- Is your format the same as requested?
- When applicable, have you stylized your CV format consistent with other parts of your tender?
- Have you done a spell check?
- Have past/present tenses been used correctly?
- Has someone else proofread it?
- Is it within required page length?
- Is the job title correct?
- If required, is it signed?
- Are past roles presented with the most recent first?
- Have you provided evidence of experience and/or achievement against each of the core points highlighted from within the position description or Duty Statement?
- Do past experience examples demonstrate achievement for similar tasks required of this position?
- If required, are referees named?
- Have you let your referees know?
- Does your CV demonstrate you can effectively perform the role's requirements?
- Is the language of your CV active and demonstrating skills and experiences?
- Have you emphasized relevant elements that are required of the role to be undertaken?
- If the format requirements are flexible, have you put the most powerful information about you at the beginning?

# CV Guide FAQ

Below is a range of questions and answers to assist you to get the most out of using the CV Guide and ultimately preparing an effective CV.

## **My CV goes over the page limit by only a few lines, is this OK?**

While we cannot answer for the assessment agency, we seriously suggest you find a way to get your content within the page limit that was advised. We would not want the assessor to consider non-compliance with basic tendering instructions as a pattern that could be considered a risk to the project's implementation.

## **My CV does not use the entire allowed page limit, is this OK?**

Yes. We believe it is better to present quality content, that answers the questions asked, and not pad it out with superfluous information.

## **What if there is only a very basic duty statement for the position?**

This is a great opportunity to demonstrate your understanding of the project's and the role's requirements. Equally, there are other business development strategies and processes that could be employed at that point to gather additional information. If you still only have the basic duty information, consider what the project seeks to achieve, and hence what you would need to do to ensure it contributed to such achievement, and write to that. The approach and methodology should have dealt with roles and responsibilities, which would also inform your CVs compilation.

## **I was recently listed as a team member in another tender for the same position title that is being sought in this new tender, can I just use the same CV as before?**

We do not believe that any two projects are identical, and as such, the roles required could at a minimum vary slightly. While, for example, you may be an M&E expert, specializing in basic education, specific skills and past experiences requiring emphasis in a CV can vary for many reasons including – location, new or continuing project, agency, counterpart involvement, duration – and so on. All CVs should be tailored to the purpose for which they are being presented. This does not necessarily mean a re-write or a significant amount of work.

## **Can I use examples that are not project or development related?**

Of course! Participation in a development activity is no different from participation in any career activity – you have roles, responsibilities, stakeholders, targets, challenges – and the list goes on.

The purpose of the CV is to demonstrate that you are a suitable candidate for the role sought. To do this you need to draw on past experiences and achievements, regardless of how they were gained. If in doubt, always ask yourself the question – *is this information relevant to this role, and does it help them understand that I can successfully perform the role?*

### **What if I am not applying for a specific position?**

That is fine, but we suggest that many of the principles remain important. Even if you are not currently responding to a defined Terms of Reference or similar, you are most likely to be seeking a certain position, so make sure you are demonstrating what you have done, not just when.

### **I know the ideal referee, but I do not know how to contact them. Can I use them?**

If the provision of referees is a condition of the position, as it relates to the CV, then the assessing agency probably wants the option to contact referees. We recommend that only referees that could be contacted, and that have ideally been approached by you first, be presented.

### **Do I really have to complete a checklist every time I prepare a CV?**

This is really up to you. We fundamentally believe that if it is not worth reviewing for quality and compliance, why submit the CV in the first place? We believe this is as much about enhancing business outcomes as it is valuing the importance of the activity you are pursuing.

If you did not find the answer you needed, or if you would like to discuss how we can assist with your CV preparation, or to review your completed document/s, please contact Devex at [ipm@devex.com](mailto:ipm@devex.com).