

# Mirtha Rosaura MUÑIZ CASTILLO

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(CV as at June 2018)

## Summary

Economist, master in business administration and master in social protection financing, with doctoral specialisation in human development and aid cooperation. Work experience of 7 years in the Peruvian public sector, 7 years in the Peruvian private sector, 6 months in the International Labour Office, and more than 10 years in the academia (research and graduate teaching, in Peru and the Netherlands).

Professional experience in public policy analysis, social protection, results-based budgeting, performance audit, strategic planning, and financial analysis. Academic research experience in human development, autonomy and project evaluation, using an interdisciplinary approach and mixed methods analysis.

With excellent analytical skills and decision-making skills. Results-oriented, with initiative, leadership, creativity and empathy. Strong communicator, well-organised and with team work skills. Able to adapt to different contexts. Has lived in Chile, the US, the Netherlands, the United Kingdom and Switzerland. For work reasons, has visited Zambia (Africa) and India; for academic reasons, has visited Nicaragua and El Salvador.

Proficient in Spanish and English; working knowledge of French.

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## Education

**Maastricht University**, Maastricht, The Netherlands.

*Doctor of Philosophy.*

2009

- Dissertation: "Human Development and Autonomy in Project Aid: Experiences from four bilateral projects in Nicaragua and El Salvador" [<https://goo.gl/6cNlqt>]

**Maastricht University**, Faculty of Economics and Business Administration, Maastricht, The Netherlands.

*Master of Science* in Social Protection Financing.

2003

(GPA: 9/10)

**Pontificia Universidad Catolica de Chile**, Graduate School of Business Administration, Santiago, Chile.

*Master in Business Administration (MBA).*

2000

Specialisation: Finance (GPA: 6/7)

- With an exchange period in **New York University**, Stern School of Business (Fall 1999).

**Universidad del Pacifico**, Faculty of Economics, Lima, Peru.

*Licentiate* in Economics (professional title).

1996

*Bachelor* in Economics.

1994

5-year degree completed in 1993 (GPA: 15.6/20)

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## Professional experience

**Contraloria General de la Republica (CGR)**, Lima, Peru

CGR is the Supreme Audit Institution (SAI) of Peru. With the approval of a Law to strengthen the CGR and the National System of Control, in March 2018, the institution started a process of reorganisation started, which led to a new organisational structure, in May 2018.

*Deputy Director (Studies and Research) of Escuela Nacional de Control (ENC).*

Since 05/2018

- Leads and supervises studies on public management with information from control services and other sources.
- Develops exploratory studies on strategic, operational or support processes of public interventions with mixed methods of analysis.
- Promotes the use of evidence generated by the studies and research of ENC and other public or private entities, in order to identify improvements or innovations in the control services.

- Provides technical assistance on research methods to the organic units of the Office of the Comptroller General, so that they can be used in the control services and related services.
- Methodological advice to graduate students of ENC.

*Manager of Studies and Research.*

**10/2017-05/2018**

- Proposed, led and supervised studies and technical reports aimed at internal users, in order to contribute to the construction of a new results-oriented management model for the national control system and to improve existing control services.
- Supervised the development of studies and reports on government control and public management and the preparation of statistical bulletins.
- Led or participated in Commissions appointed by Senior Management in order to develop proposals for management instruments to implement the institution's modernization process.
- Managed an information system to promote transparency in the public works execution called IN-FOBRAS (<https://apps.contraloria.gob.pe/ciudadano/>) and other systems to promote public accountability in the management of social programmes.
- Started a project to develop and implement a new approach in INFOBRAS, for the online monitoring of the execution of the works, which allows to improve the planning of the control services and strengthen citizen participation in external control.

**Centre for National Strategic Planning (CEPLAN), Lima, Peru.**

CEPLAN is the specialised technical body that governs, guides, and coordinates the System of National Strategic Planning of Peru. It is attached to the Presidency of the Council of Ministers.

*Adviser to the Presidency of the Board of Directors*

**02/2017-09/2017**

- Develops advisory functions on multidisciplinary research methods, strategic planning, performance budgeting and auditing, mixed-method evaluation and public management.

**Ministry of Women and Vulnerable Populations (MIMP), Lima, Peru.**

The Ministry designs, promotes and oversees public policies in favour of women, children, adolescents, older people, disabled people, displaced persons and internal migrants.

*General Director of Monitoring and Evaluation of Policies and Decentralised Management.*

**10/2016-02/2017**

- Managed the processes of data registry, monitoring and evaluation of policies, plans and programmes under responsibility of the Ministry.
- Promoted the decentralised management of functions and services of the Ministry transferred to the regional and local governments.

**Contraloría General de la República (CGR), Lima, Peru.**

Performance audits assess the efficacy, the efficiency, the economy and the quality in the production and delivery of public goods and services.

*Supervisor of the Performance Audit Department.*

**04/2014-07/2016**

- Supervised the development of all performance audits carried out in the Department by interdisciplinary teams examining public services offered by the national government, regional or local governments.
- 7 performance audits completed in 2014-2015. 10 audits started in 2016.
- Designed the audit methodology applied and was lead author of the Performance Audit Manual. [<http://goo.gl/oV54vi>]
- Supervised directly the execution of audits (as part of the audit teams) in the sector of transportation (maintenance service of rural roads) and social development (day care service of the "Cuna Mas" programme), which have actions plans under implementation.
- Represented the institution before the performance audit subcommittee (PAS) of the International Organisation of Supreme Audit Institutions (INTOSAI).

**Ministry of Economics and Finance (MEF), Directorate-General for Public Budget, Lima, Peru.**

*Monitoring and Evaluation Specialist.*

**01/2012-04/2014**

In the framework of results-based budgeting:

- Supported the design and monitored *budget programmes* in charge of public entities; organised training activities and technical assistance with external consultants.
- Monitored external *evaluations* of public interventions (incl. participation in fieldwork activities and organised of workshops and special events), in coordination with the German technical cooperation agency (GIZ) that financed those evaluations. Sectors: criminal justice and citizen security.

- Facilitated the achievement of *performance agreements* with public entities based on the evaluation recommendations. Sectors: housing (formalisation of informal property), economics (government procurement) and justice (public registries and penitentiary system).

**Domiruth Travel Service SAC, Lima, Peru.**

Leading company in travel and tourism services, started in 1984. From 2004, it has the ISO 9001:2000 certification. It has six branches nationwide and worldwide presence through its strategic alliance with American Express.

*Manager of Administration and Finance.*

**07/2011-12/2011**

- Led and oversaw the areas of finance, administration, settlement, billing, accounting and human resources.

**Ministry of Transport and Communications, General Office of Planning and Budget, Lima, Peru.**

*Specialist in Economic and Financial Research and Public Policy.*

**03/2011-06/2011**

- Team leader, research project on 'Freight road transport' to guide policy making aiming at promoting the transport service quality and the Peruvian economy's competitiveness.
- Participated in the elaboration of road concession models and examined road safety policies.

**Centre for National Strategic Planning (CEPLAN), Lima, Peru.**

*National Director.*

**03/2010-05/2010**

- Managed the Direction of Coordination and Strategic Planning, which interacts with public entities, the private sector and the civil society.

**International Labour Office (ILO), Social Security department, Geneva, Switzerland.**

*Technical Officer.*

**08/2007-01/2008**

In a technical cooperation project of the ILO, funded by the UK Department for International Development (DfID), supporting the 'Global campaign on social security and coverage for all':

- Analysed the social protection expenditure of the Republic of Zambia.
- Elaborated the social budget model for a 20-year period; carried out simulations of social policy options.
- Participated in technical meetings and a mission to Lusaka; co-authored the final report.
- Worked as an *external collaborator* based in Lima (05/2008).

**Banco de Credito del Peru (BCP), Lima, Peru.**

BCP is the largest bank in Peru in terms of total assets, loans, deposits, and branch network. She held the work relation for ten years (1994-2004). During this period, she had unpaid leave to study a MBA in Chile and a MSc in The Netherlands (extended until 03/2004).

Research department, Capital Market Division, BCP (Head office).

*Senior research analyst.*

**02/2000-08/2002**

- Advised on investment portfolios, elaborated firm valuation models (in electricity and mining sectors), participated in private and public share offers.
- Coordinated the division's budget and strategic plan, improved the financial monitoring system of the Treasury and Foreign Exchange Desk.
- Projected macro-economic figures of Peru, followed up Latin American economies, and co-designed the country risk model for fund allocation used by the holding company.
- Prepared periodic and special technical reports, presenting her work to internal and external clients, interacting with media and public institutions, etc.

Personal Banking Division, BCP (several locations in Metropolitan Lima).

*Credit Executive in the SME Banking Area.*

**05/1997-02/1998**

- Managed a mixed portfolio of over 300 clients at a local branch, including small and medium enterprises (SME) and high-income individuals ('exclusive banking').
- Evaluated and approved credits, negotiated loan conditions, collected repayments, offered several bank products and raised funds (cross-selling).
- Maximum credit line per client: USD450,000

*Business Assistant.*

**04/1994-04/1997**

- Supported the work of a credit executive who managed a portfolio of over 1,000 clients (mainly SME).
- Trained peers and credit executives on tax system, project evaluation and financial software. Since 1996, she replaced credit executives in several branches.
- During on-site training, worked in both front and back office operations for personal, entrepreneurial, investment and international banking (04/1994-12/1994).

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## Academic Research and Teaching experience

**Pontificia Universidad Catolica del Peru (PUCP)**, Social Sciences department, Lima, Peru.

*Adjunct Lecturer.*

**03/2010-present**

- Courses in Economics for master programmes in Human Development and Law.
- Courses on Development Projects for master programmes in Human Development and Economics.

**Maastricht University**, Maastricht Graduate School of Governance, Maastricht, the Netherlands.

*Affiliated Researcher.*

**10/2009-present**

Affiliated also to the **United Nations University**.

- Visit to disseminate doctoral research findings (07/2010-08/2010).
- Participated in conferences in Latin America (Brazil, Nicaragua and Peru) and Europe (Luxembourg)

*Researcher.*

**04/2004-09/2009**

- Examined how foreign aided projects can support the autonomy of ultimate beneficiaries, based on the analysis of four infrastructure projects, financed by Luxembourg and executed by the bilateral agency Lux-Development S.A. (LuxDev) in Nicaragua and El Salvador between 1999 and 2005.
- Visiting researcher at the ESRC Research Group on Wellbeing in Developing Countries, **University of Bath**, UK (05/2006-07/2006)
- Participated in the Summer School of Social Science Data Analysis and Collection, **University of Essex**, UK (07/2006) – 3 weeks full time
- Participated in conferences and seminars in Europe (Belgium, Germany, Italy, Luxembourg, the Netherlands, Poland, and UK) and Latin America (Uruguay, Peru).

*Lecturer.*

**03/2007**

- Course ‘Poverty and Inequality’, for the master programme in Public Policy and Human Development.

*Academic Coordinator.*

**07/2004-10/2004**

- Master programme in Social Protection Financing, Faculty of Economics and Business Administration.

**Universidad Alas Peruanas**, Graduate School of Government and Planning, Lima, Peru.

*Contract Teacher (for virtual learning environment).*

**10/2011-11/2011**

- Organised and taught the course ‘Theories of Development’, for the master programme in Strategic Planning for Development.

**Universidad Nacional del Altiplano**, Graduate School, Puno, Peru.

*Contract Teacher.*

**11/2003-12/2003**

- Organised and taught the course ‘Corporate Finance’, for the master programme in Economics.

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## Selected publications

- Muñiz Castillo, M.R. (2014). ‘Development projects from the inside out: Project logic, organizational practices and human autonomy’, *Journal of Human Development and Capabilities*, 15 (1), pp. 79-98. ISSN: 1945-2829. <http://dx.doi.org/10.1080/19452829.2013.837034>
- Muñiz Castillo, M.R. & D. Gasper (2012). ‘Human autonomy effectiveness and development projects’, *Oxford Development Studies*, 40 (1), pp. 49-67. ISSN: 1360-0818. <http://dx.doi.org/10.1080/13600818.2011.646975>
- Muñiz Castillo, M.R. (2011). ‘Human autonomy and development effectiveness: Introducing a people-centred framework for project assessment’, in Lessmann, O., Otto, H-U. & Ziegler, H. (eds.), *Closing the capabilities gap: renegotiating social justice for the young*, pp. 91–103. Leverkusen: Barbara Budrich Publishers. ISBN: 978-3-86649-325-4.
- Muñiz Castillo, M.R. (2010). *Autonomía y proyectos de desarrollo: Cuatro experiencias en Nicaragua y El Salvador*, Lima: Corporacion Inthelios S.A. ISBN: 978-6-12000-267-4.
- Muñiz Castillo, M.R. (2009). *Human Development and Autonomy in Project Aid: Experiences from four bilateral projects in Nicaragua and El Salvador*, MGSOG Dissertation Series 4, Maastricht: Boekenplan. ISBN: 978-9-08666-109-1.
- ILO (2008). *Zambia: Social Protection Expenditure and Performance Review and Social Budget* (co-authored). Social Security department, Geneva: ILO. ISBN: 978-9-22121-251-5.
- Muñiz Castillo, M.R. (2008). Book review of ‘Latin America. A new developmental welfare state model in the making?’ *European Review of Latin America and Caribbean Studies*, 84, pp. 118-120. ISSN: 0924-0608. <http://www.jstor.org/stable/25676319>

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## Research grants and scholarships

- Research grant, Fonds National de la Recherche, Luxembourg (11/2008-09/2009).
- Research grant, Ministry of Culture, Higher Education and Research, Luxembourg (2004-2006).
- PhD scholarship, Maastricht University (04/2004–03/2007).
- Full MBA scholarship, Inter-American Development Bank (IDB), Japan-IDB scholarship programme (1998-1999).

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## Other grants

- Full grant to attend the 127<sup>o</sup> International Training Programme on ‘Performance audit’, organised by the International Centre for Information Systems and Audit (iCISA). Sponsored by the Indian Technical & Economic Cooperation Programme (ITEC), Ministry of Foreign Affairs, India (11/2015).
- Full grant to present at the academic event “Passarellas vers l’autonomie en microfinance”, ADA, Appui au Développement Autonome, Luxembourg (10/2014).
- Publication and travel grant for dissemination activities in Nicaragua and El Salvador, Universiteitsfonds Limburg / SWOL, Netherlands (2010).
- Publication grant, Fonds National de la Recherche, Luxembourg (09/2009).
- Full grant to attend the conference and workshop ‘Ethics and Politics in Qualitative Methods’ in Warsaw-Poland, Qualitative Research in the Social Sciences in Europe (Euroqual) (06/2009).
- Partial grant to attend the Essex Summer School of Social Science Data Analysis and Collection, European Consortium for Political Research (ECPR) (07/2006).
- Travel grant for PhD fieldwork, Ministry of Foreign Affairs of Luxembourg and Maastricht University (2005).

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## Professional Memberships

- Netherlands Association of Latin American and Caribbean Studies (since 2007).
  - The Human Development and Capability Association, HDCA (since 09/2004).
  - The Latin American and Caribbean Economic Association, LACEA (since 08/2004).
  - Colegio de Economistas de Lima, CEL (since 2000).
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## Additional information (Appendix)

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### Doctoral research

- **Title:** “Human Development and Autonomy in Project Aid: Experiences from four bilateral projects in Nicaragua and El Salvador”
  - **Contribution:** Proposed the criterion of ‘human autonomy effectiveness’ for the design, management and evaluation of projects and programmes. This criterion reflects the principle that in order for projects to more effectively promote human development they need to expand the autonomy of project participants. Developed a conceptual model of autonomy, based on approaches of capabilities and human needs, proposed a framework for project assessment, and applied that framework to examine the four projects.
  - **Methodology:** Collected qualitative and quantitative data through survey questionnaires, focus group discussions and interviews. Performed interpretive analysis, based mainly on qualitative methods (directed content analysis) and complemented with descriptive and associational quantitative analysis (non-parametric statistics).
  - **Fieldwork:** Participated over 400 project beneficiaries, the LuxDev agency, other local stakeholders, project staff, the LuxDev agency, local partners, and ministry officials. Contacted academics in Universidad Centroamericana of Nicaragua and Universidad Centroamericana “José Simeón Cañas” of El Salvador.
  - **Supervisors:** Chris de Neubourg (Maastricht University), Des Gasper (International Institute of Social Studies-ISS, Erasmus University Rotterdam) and Janet M. Billson (George Washington University, US; Group Dimensions International).
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### Selected working papers

- Muñiz Castillo, M.R. & Gasper, D. (2011). *Human autonomy effectiveness and development projects*. ISS Working Paper, 519, The Hague. International Institute of Social Studies (ISS) of Erasmus University Rotterdam. [<http://repub.eur.nl/pub/22692/wp519.pdf>]
  - Muñiz Castillo, M.R. (2010). *Project logic, organisational practices and human autonomy: Four foreign-aided projects in Nicaragua and El Salvador*. MGSOG Working Paper, 2010-015, Maastricht. . [<http://collections.unu.edu/eserv/UNU:904/wp2010-015.pdf>]
  - Muñiz Castillo, M.R. (2009). *Autonomy as a foundation for human development: A conceptual model to study individual autonomy*. MGSOG Working Paper, 2009-011, Maastricht. [<http://collections.unu.edu/eserv/UNU:929/wp2009-011.pdf>]
  - Muñiz Castillo, M.R. & Gasper, D. (2009). *Looking for long-run development effectiveness: An autonomy-centred framework for project evaluation*. MGSOG Working Paper, 2009-005, Maastricht. [<http://collections.unu.edu/eserv/UNU:935/wp2009-005.pdf>]
  - Muñiz Castillo, M.R. (2007). *Autonomy and aid projects: Why do we care?* MGSOG Working Paper, 2007-010, Maastricht. [<http://collections.unu.edu/eserv/UNU:947/wp2007-010.pdf>]
  - Hagen-Zanker, J.S. & Muñiz Castillo, M.R. (2006). *Exploring multi-dimensional wellbeing and remittances in El Salvador*. MGSOG Working Paper, 2006-002, Maastricht. [<http://collections.unu.edu/eserv/UNU:957/wp2006-002.pdf>]
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### Unpublished theses

- *Peru. The public pension expenditure, is it sustainable?* Master thesis in Social Protection Financing, Maastricht University, August 2003.
  - *Banking and private housing credit. A proposal for the medium-income citizen of metropolitan Lima* (co-authored with C. Medina S.), Licentiate thesis, Universidad del Pacifico, December 1996 [in Spanish].
  - *The urban informal sector in metropolitan Lima and its relation with industry (1975-1991)* (co-authored with C. Medina S.), Bachelor thesis, Universidad del Pacifico, December 1993 [in Spanish].
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### Technical reports

- **Contraloría General de la República (CGR).** In 2015, she co-authored the performance audit reports on:
  - The day care service of the national program “Cuna Mas” (summary report, available at [http://doc.contraloria.gob.pe/tallerdesempeno/documentos/LIBRO\\_3.pdf](http://doc.contraloria.gob.pe/tallerdesempeno/documentos/LIBRO_3.pdf))
  - The maintenance service of rural roads (summary report, available at [http://doc.contraloria.gob.pe/tallerdesempeno/documentos/LIBRO\\_2.pdf](http://doc.contraloria.gob.pe/tallerdesempeno/documentos/LIBRO_2.pdf)).
- **Ministry of Economics and Finance (MEF):** In 2013-2014, she prepared summary reports of completed external evaluations and other materials for dissemination activities, published by MEF:
  - Evaluation of design and budget execution: Citizen Security – National Police of Peru. Available at [http://www.mef.gob.pe/contenidos/presu\\_public/ppr/eval\\_indep/2013\\_resumen\\_seguridad.pdf](http://www.mef.gob.pe/contenidos/presu_public/ppr/eval_indep/2013_resumen_seguridad.pdf)



- Evaluation of design and budget execution: National Prison System. Available at [http://www.mef.gob.pe/contenidos/presu\\_public/ppr/eval\\_indep/2013\\_resumen\\_inpe.pdf](http://www.mef.gob.pe/contenidos/presu_public/ppr/eval_indep/2013_resumen_inpe.pdf)
- Evaluation of design and budget execution: Implementation of the new code of criminal procedure. Available at [http://www.mef.gob.pe/contenidos/presu\\_public/ppr/eval\\_indep/2013\\_resumen\\_ncpp.pdf](http://www.mef.gob.pe/contenidos/presu_public/ppr/eval_indep/2013_resumen_ncpp.pdf)
- **Ministry of Transport and Communications:** In 2011, she wrote chapters for the final report on ‘freight road transport’ (topics: actors in supply and demand, freight volumes, market structure and the role of railway transport).
- **Banco de Credito del Peru (BCP):** In 2000-2002, she published over 180 articles in the Weekly Report of the Capital Market Division of BCP. In addition, either as an author or co-author, she wrote several economic situation reports, firm investment reports, asset management reports, investment strategy reports and financial market reports.

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## Selected conference and seminar presentations

- *Human Autonomy Effectiveness: A people-centred assessment framework.* Talk at the Academic Symposium “Pathways to autonomy in microfinance” for the 20<sup>th</sup> anniversary of ADA, financed by the Luxembourg Directorate for Development Cooperation and Humanitarian Affairs, Luxembourg (15/10/2014) (Invited and sponsored participant).
- *Human Development and Critical Autonomy: Development projects as social learning spaces.* Paper presented at the 5<sup>th</sup> Conference of the Latin American and Caribbean Association for Human Development and the Capabilities Approach (ALCADECA): ‘Ethics, Agency and Human Development’. Pontificia Universidad Catolica del Peru, Lima, Peru (14-16/05/2014).
- *Development projects from the inside out: Project logic, organisational practices and human autonomy.* Paper presented at the International Conference of the Human Development and Capability Association (HDCA): ‘Human Development: Vulnerability, Inclusion and Wellbeing’. Universidad Centroamericana (UCA), Managua, Nicaragua (10-12/09/2013).
- Seminar on *Economics and Development*, organized by Suma Pais, School for Political Leadership, Lima, Peru (26/11/2011).
- *Project logic, organisational practices and individual autonomy: four foreign-aided projects in Nicaragua and El Salvador.* Paper presented at the 3<sup>rd</sup> ALCADCECA Conference. Pontificia Universidade Católica do Rio Grande do Sul, Porto Alegre, Brasil (11-12/11/2010).
- Seminar on *Autonomy and Development Projects.* With the participation of the Institute for Research, Training and Development of Women (IMU), San Salvador, El Salvador (29/07/2010).
- *Looking for long-run development effectiveness: An autonomy-centred framework for project evaluation.* Paper presented at the HDCA Conference: ‘Participation, Poverty and Power’. Pontificia Universidad Catolica del Peru, Lima, Peru (10-12/09/2009).
- *Autonomy as a foundation for human development: A conceptual model to study individual autonomy.* Paper presented at the HDCA Conference in Lima (10-12/09/2009).
- *Exploring human autonomy effectiveness: Project logic and its effects on individual autonomy.* Paper presented at the 7<sup>th</sup> Development Dialogue Conference: ‘Setting the agenda for development’. Institute of Social Studies (ISS), The Hague, Netherlands (2-3/06/2009).
- *Towards an autonomy-centred framework for project evaluation.* Paper prepared for the International Conference: ‘Closing the capability gap – Renegotiating social justice for the young’. Centre for Education and Capability Research, University of Bielefeld, Germany (15-16/05/2009) (Invited and sponsored participant).
- *Looking for long-run development effectiveness: An autonomy-centred framework for project evaluation.* Paper presented at the Seminar of the thematic group on ‘Poverty and wellbeing as a local institutional process’. Institute of Development Policy and Management (IOB), University of Antwerp, Belgium (27/04/2009).
- *A proposal to analyse international aid projects: From individual autonomy to human development* [In Spanish]. Paper prepared for the 2<sup>nd</sup> ALCADCECA Conference: ‘Reflections on Poverty, Inequality, and Democracy’. Universidad de la Republica, Montevideo, Uruguay (15-17/10/2008).
- *Autonomy and aid projects: Why do we care?* Paper presented at the International Conference on ‘Wellbeing in International Development’. University of Bath, UK (28-30/06/2007).
- Seminar on *PhD research approach and fieldwork study.* General Inspection of Social Security (IGSS), Luxembourg (26/09/2006) (Invited and sponsored participant).
- *Remittances and human development: the case of El Salvador.* Paper presented at the 2<sup>nd</sup> PhD Seminar on Development Economics. ISS, The Hague, Netherlands (14/10/2005).

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## Participation in selected workshops and courses

- Participant, workshop on ‘Qualitative Analysis using ATLAS.ti’, organised by the CISEPA Research Centre of Pontificia Universidad Catolica del Peru (11-14/07/2016).
- Participant, workshop on ‘Case studies’, offered by the Training Centre of the Contraloria General de la Republica (20-27/06/2016).
- Participant, 9th meeting of the Performance Audit subcommittee (PAS) of INTOSAI, Lima, Peru (15-16/03/2016).

- Participant and speaker, 127<sup>o</sup> International Training Programme on 'Performance audit'. International Centre for Information Systems and Audit (iCISA) of the Comptroller and Auditor General of India. In representation of the Office of the Comptroller General of the Republic of Peru, talked on the Peruvian experience and its path to implement the Performance Audit (11/2015).
  - Participant, e-learning course: 'Performance audit'. Brazilian Court of Audit (15/04/2015-22/06/2015).
  - Co-moderator, Approaching Development Projects from a Human Development and Capability Perspective. Forum that took place prior to the 2013 HDCA conference in Nicaragua; co-moderated with A. Frediani (09/09/2013).
  - Workshop participant, Conference on 'Ethics and Politics in Qualitative Methods'. Qualitative Research in the Social Sciences in Europe (Euroqual). Collegium Civitas, Warsaw, Poland (8-10/06/2009).
  - Workshop moderator, Addressing unequal power structures when doing qualitative research. PhD research seminar: 'Theoretical and ethical debates in doing research in Latin America'. The inter-university Centre for Latin American Research and Documentation (CEDLA), Amsterdam, The Netherlands (06/10/2006).
  - Participant, HDCA Summer School on 'Capability, Poverty and Well-being Measurement'. University of Groningen, The Netherlands (26-29/08/2006).
  - Participant, e-learning course: 'Gender, Economic Development and Poverty Alleviation'. The World Bank Institute (11/2005).
  - Workshop participant, 'Conducting Professional Focus Group Research'. Group Dimensions International, Barrington, RI, USA (06/2005).
  - Workshop participant, 'Skills training for the trainer'. Cultural Centre of Pontificia Universidad Catolica del Peru, Lima (01/2004-02/2004).
  - Participant, course on 'Financial Analysis and Models', Graduate School of Business Administration-ESAN, Lima, Peru (11/2000-12/2000).
  - Participant, programme 'Business banking', Banco de Credito del Peru (01/1994-03/1994).
-