

## Dr. Andy Tamas

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### Summary

Governance and capacity development specialist with a focus on national and sub-national institutional analysis, policy development and reform in fragile and conflict-affected states, peacebuilding, decentralization systems, anti-corruption organizational analysis and training, design and evaluation of development projects, civilian-military collaboration, contextually-appropriate institutional design, human resource management, intercultural team building and communication, gender equality, and participatory strategic planning in low-predictability environments.

Expertise in training for policy development, anticorruption measures, peace and security operations, organizational analysis and change management, staff development, performance management and evaluation, and other related activities.

Experience in Afghanistan, the Middle East (Iraq, Egypt, Libya, Qatar, Yemen, Libya), Africa, South America, Asia, Haiti, Ghana, the Canadian north and Alaska; background in Governance, Adult Education, Community Development and Social Work Education in intercultural contexts.

### Education

*DGov (Doctorate in Governance)* Whitaker School of Government & Management, Institute of Public Administration, University College Dublin (2018). Thesis title: *Contextually-appropriate institutional development in fragile states – lessons from policy implementation in Afghanistan.*

*Post-Masters Coursework:* University of Alaska (Fairbanks) College of Human & Rural Development. Cross-Cultural Education in the Public Service (1987).

*MCEd (Master of Continuing Education)* University of Saskatchewan (1978). Focus: Distance education for development, northern/rural socio-economic development, intercultural relations, community development. Thesis area: *Distance Education for Administration of Isolated Indian Reserves.*

*BSW (Bachelor of Social Work)* University of Regina (1976) Focus: Development education, northern/rural social development, community development.

*BIS (Bachelor of Independent Studies, Integrated Studies)* University of Waterloo (1972). Focus: Structure of post-secondary education, community media, applied social sciences.

## Experience

**Lead Researcher** – Integrity Watch Afghanistan (2021) – Support for embedding good governance and anticorruption measures in Afghanistan peace negotiations and settlement.

**Consultant** – Integrity Watch Afghanistan (2021) Review of draft Conflict of Interest Management Law.

**Consultant** – FCG Sweden (2020). Analysis and recommendations for SIDA’s support for public institutions in Afghanistan 2020-2024.

**Team Leader** – UNDP/Particip GmbH Afghanistan (2019-2020). Structural and Functional Analysis of the Independent Directorate of Local Governance (IDLG).

**Research Consultant, Program Development Advisor** – Integrity Watch Afghanistan (2018-2020). Gap analysis of Conflict of Interest regulations for the President of Afghanistan.

**Senior Evaluator** – IMC Worldwide/NDI Libya (2019). Baseline assessment for USAID-funded democracy and civic engagement project focusing on elections and parliament.

**Team Leader** – Checchi Consulting/USAID Kabul (2018). Governance Sector Assessment to generate information for USAID’s future supports for subnational governance in Afghanistan.

**Senior Governance Advisor** – UNISHKA Research Service (2018). Organizational analysis and change training: Systems Integrity Analysis for MENA anti-corruption civil society activists.

**Policy Advisor** – GIZ Afghanistan (2017). Open Policy Advisory Fund (OPAF) support for development of a national policy management framework in Afghanistan.

**Capacity Development Specialist** – GIZ Iraq (2017). Governance project design assistance: *Strengthening decentralization and subnational administration in Iraq*.

**Policy Advisor** — Regional Capacity Development Project, GIZ Afghanistan (2014 - 2016). Policy advisor for strengthening subnational governance and Centre of Government in Afghanistan.

**Governance Advisor – Governance Assessment** – GIZ – Northern Afghanistan (2013). General assessment of governance to contribute to German development programming for Afghanistan.

**Evaluation Specialist – Evaluation of RAMP UP Project, Afghanistan** – USAID and Checchi Consulting (2013). Evaluation of a large (\$260M+) four-contract project strengthening municipal governance in Afghanistan.

**Team Leader – Performance Evaluation of Support for Subnational Governance Structures, Afghanistan** – USAID and Checchi Consulting (2012). Evaluation of a subnational governance and democratization project serving all 34 Afghan provinces.

**Governance Specialist – Evaluation of Responsive Governance Project, Yemen** – USAID & IBTCI (2012). Mid-term assessment of a three-level (CSO, executive, legislative) governance project.

**Team Leader – Performance Evaluation of District Delivery Program** – USAID & Checchi Consulting, Kabul (2012). Analysis of the DDP, input to USAID governance programming.

**Transition Advisor** – DFID & Adam Smith International, Kabul (2011). Helping Afghanistan's Independent Directorate of Local Governance strengthen subnational governance and prepare for withdrawal of international military and civilian supports.

**Team Leader and Capacity Development Senior Expert** – USAID & Checchi Consulting - Louis Berger Group Inc., Kabul (2011). Drafting a plan for organizational reform in the Ministry of Women's Affairs, Afghanistan.

**Public Administration Reform Project Design Expert** – USAID & Checchi Consulting - Louis Berger Group Inc., Kabul (2011). Assisting with the design of a \$400M+ Governance and Public Administration Reform project in Afghanistan.

**Public Administration Reform Expert, Afghanistan** – USAID & Checchi Consulting - Louis Berger Group Inc., Kabul (2010). Assessment of \$84M Afghanistan Civil Service Support (ACSS) program and recommendations for follow-on program design.

**Central Support Unit Advisor, Afghanistan District Delivery Program (DDP)** – Adam Smith International, Kabul. (2010) Diagnostic of the DDP, the Afghan program providing services and strengthening legitimacy of government in recently-secured districts.

**Capacity Building Specialist** – Pearson Peacekeeping Center, Ottawa. (2010) Preparing a Capacity Building Handbook for design and implementation of peace and security operations.

**Chief Technical Advisor, Iraq Public Sector Modernization Program** – UNDP/Geopolicity Inc. Baghdad (2010). Supporting modernization of Iraq's public administration, focusing on civil service reform and increasing legitimacy of government.

**Senior Advisor – USAID/Tatweer Public Administration Reform Program, Iraq: Operations Research, Public Administration Advisor** – Management Systems International (MSI) Baghdad and Erbil (2009). Helping the Kurdistan Regional Government set up a Center for Administrative Development, evaluating sustainability of training impacts, helping establish the new Iraqi Federal Civil Service Commission and strengthening the new Civil Service Law.

**Team Leader, Provincial Civil Service Program, Iraq** – RTI International Baghdad (2008): Senior Governance Advisor on the Local Governance Program (LGP2), strengthening sub-national governance in Iraq; a USAID-funded post-conflict reconstruction initiative. Structural and functional analysis of provincial governments, defining administrative structures required to implement subnational governance legislation, analyzing absorptive capacity, impact evaluation of a 5-year \$580M local governance project.

***Institutional Development Consultant, Civil Service Leadership Development Project*** – UNDP Afghanistan (2007/08): Developing a strategic plan and change management process for the Afghanistan Civil Service Institute.

***Chief Technical Advisor, Coaches and Advisors Program*** – UNDP Afghanistan (2007): Chief Technical Advisor, Capacity for Afghan Public Service (CAP) project, strengthening the public service in Afghanistan.

***Capacity Development Specialist*** – CIDA (Afghanistan) (2005/06): a one-year posting with the Strategic Advisory Team, a Canadian military-led planning and change management initiative to strengthen the Afghan government. Senior Training and Capacity Development Advisor to the Director of the Training and Development Department of Afghanistan's Independent Administrative Reform and Civil Service Commission.

***Professor, Part-time*** - University of Ottawa, School of Management (2003/05). Teaching *Comparative Management* in MBA and Undergraduate programs.

***Performance Evaluation System Advisor*** – Ministry of Justice, Canada (2001-2001). Design and implementation of results-based employee performance management and assessment training in Canada's Ministry of Justice.

***Evaluation Specialist*** – UN Habitat, Afghanistan (1998) Documentation of community development strategy in Mazar-e-Sharif and other cities in Afghanistan.

***Director, Tamas Consultants Inc.*** - Privately-owned consulting firm (since 1982). Analysis and training for strengthening governance and public sector reform, development-military collaboration for capacity development and organizational change in fragile post-conflict states; design, administration and evaluation of development and education programs; community development and education program research, design and evaluation; fostering a diversity-valuing workplace, race relations, team building and performance evaluation; corporate culture analysis and policy development; work group diagnosis for participatory management and organization development; culturally-appropriate leadership training and institutional design; refugee and immigrant program design & evaluation. Experience in the north (Alaska and Canada), and in Afghanistan, Africa, the Middle East, India, the Americas and the Caribbean.

***Training and Development Program Manager*** - Department of Health and Human Resources, Government of Yukon, Whitehorse (1984/87). Staff training for organizational change, management development, performance management and evaluation, accredited field-based/distance education social development training; teaching (community development); equity programming; cross-cultural education.

***Team Leader, Water Utilization Project*** – Bolgatanga, Upper Region, Ghana (1981/82). Canadian International Development Agency (CIDA). Planning and administration of health, education, social development and maintenance aspects of a 2500-borehole rural water supply project.

***Rural Adult Education Program Co-ordinator*** - Government of Yukon, Whitehorse (1979/81). Community needs assessment, planning, development and operation of adult education programs

(formal and non-formal) in rural Yukon - focus on distance education for middle level management, community development, literacy and basic trades.

**Social Work Education Program Director** - Blue Quills School, St. Paul, Alberta (1978/79). Development and operation of a BSW program for Aboriginal students — program planning, staff/faculty recruitment and orientation, teaching (counseling skills and community development), student counseling, administration.

**Social Development and Community Administration** - Government of Northwest Territories, Chesterfield Inlet, Rankin Inlet, and Fort Smith, NWT (1972/78). Community development, social work, community administration. Education leave with Saskatchewan Indian Social Work Education Program, Saskatoon.

**Previous Experience** - (1963/72) includes: Asbestos mill laboratory supervisor, Clinton Creek, Yukon; Steel sales, Algoma Steel Corp., Montréal; Television production, CKCO TV, Kitchener; Logging, MacMillan Blodel, Port Alberni BC, Taxi driver, Montréal, and others.

#### **Professional Affiliations (Examples)**

International Studies Association, International Association for Cross Cultural Psychology, International Initiative for Impact Evaluation (3ie), Institute of Public Administration of Canada, Organization Development Network.

#### **Publications, Papers & Reports (Partial sample)**

- Tamas, A. et al (2020) - *Strengthening Public Institutions in Afghanistan: Context and Priority Areas for Sida Support 2020-2024*. FCG/Sida, Stockholm.
- Tamas, Andras, Aryan, Fareed et al (2019-2020) – *Structural and Functional Analysis of the Independent Directorate of Local Governance (5 reports)*. UNDP/Particip GmbH Afghanistan, Kabul.
- Tamas, A, Helling, Louis, et. al. (2018) – *Afghanistan Governance Sector Assessment*. USAID/Checchi Consulting, Kabul.
- Tamas, A. (2018) – *Contextually-Appropriate Institutional Development in Fragile States: Lessons from Policy Implementation in Afghanistan*. Doctoral dissertation, Institute of Public Administration, University College Dublin.
- Tamas, A. Afghan, Hamidullah (2018) – *Gap Analysis of Afghanistan's Conflict of Interest Regulations*. Integrity Watch Afghanistan, Kabul.
- Tamas, A. (2016) – Ch. 5: Next steps – Policy development and implementation sequence. In *Policy Framework for Results-Based Monitoring & Evaluation*, prepared by GIZ Afghanistan for the Administrative Office of the President, Kabul.
- Tamas, A. Culture and Communication. in Norbert Kraft et al (eds.) *Mars One – Humanity's Next Great Adventure*. BenBella Books, Dallas. 2016: 73-92.
- Tamas, A. *General Assessment of the Governance Sector in Afghanistan – Study Report*. GIZ (2013)
- Purcell, J. Tamas, A. et al. *Performance Evaluation of Regional Afghan Program for Urban Populations (RAMP-UP South, East, North and West)*. USAID and Checchi Consulting, August 2013.

- Tamas, A. *Values and Choices in Governance in the European Union – Lessons for the Evolution of Global Governance and Support for Fragile States*. Institute of Public Administration, University College Dublin, 2013.
- Tamas, A. *Decentered Regulation in Fragile States (Hybrid Political Orders)*. Institute of Public Administration, University College Dublin, 2013.
- Tamas, A. et al. *Performance Evaluation of Sub-national Governance Structures*. Afghanistan. USAID and Checchi Consulting, Kabul 2013.
- Tamas, A. *Policy Implementation in International Development in Fragile States*. Institute of Public Administration, University College Dublin, 2012
- Britt, Heather and A. Tamas – *Evaluation of Responsive Governance Project – Yemen*. USAID and IBTCI, Washington 2012.
- Tamas, A. *Corporate Social Responsibility, Governance and Fragile States: Window-Dressing or Nation Building?* Institute of Public Administration, University College Dublin, 2012.
- Tamas A. *Emerging from the Bottom Billion: Economic and Governance Dimensions*. Institute of Public Administration, University College Dublin, 2012.
- Tamas A., Dunn, D. et al. *Performance Evaluation of the District Delivery Program*. USAID Afghanistan, 2012.
- Tamas, A. *International Intervention in Afghanistan – Evolution of Global Governance in an Evolving State*. Institute of Public Administration, University College Dublin, 2011.
- Tamas A. *Transition Risk Analysis – IDLG Governance Implications*. Prepared for the Independent Directorate of Local Governance, Kabul 2011
- Tamas, A. *Strategic Framework for IDLG's Role in Transition*. Prepared for the Independent Directorate of Local Governance, Kabul 2011
- Tamas, A. et al. *Organizational reform and capacity development in the Ministry of Women's Affairs, Afghanistan*. Checchi Consulting, Louis Berger Group, and USAID Afghanistan, June 2011.
- Tamas, A. *Progress Note and Recommendations – Design of Governance and Public Administration Reform Project, Afghanistan*. Checchi Consulting, Louis Berger Group, and USAID Afghanistan, March 2011.
- Tamas A. and Denis Dunn. *Assessment of Afghan Civil Service Support (ACSS) Program*. Checchi Consulting, Louis Berger Group and USAID Afghanistan. December 2010
- Tamas A. *Diagnostic of District Delivery Programme, Afghanistan*. Adam Smith International and DFID. October 2010.
- Tamas A. *Strengthening Governance in Post-Conflict Fragile States: What works and what does not – Lessons from Afghanistan and Iraq*. Conference proceedings, US Army War College and Queens Centre for International Relations, Kingston, 2012
- Tamas, A. *Capacity Development in Post-Conflict Fragile States – Experience in Iraq and Afghanistan*. Policy Briefing Note, 2010.
- Tamas, A. *Civil Service Reform in Post-Conflict Fragile States – Experience in Iraq and Afghanistan*. Policy Briefing Note, 2010.
- Tamas, A. *Large-Scale Capacity Development in Iraq: a Whole-System Approach*. USAID/Tatweer Program, Baghdad, 2009.
- Tamas, A. *Warriors and Nation Builders: Development and the Military in Afghanistan*. Canadian Defence Academy Press, Kingston ON, 2009.
- Andy Tamas et al. *Impact Evaluation of Iraq Local Governance Program 2003 - 2008*: USAID and RTI International, RTP, 2008
- Tamas, A. *Structural and Functional Analysis of Provincial Governments in Iraq*: USAID and RTI International, RTP, 2008
- Tamas, A. *Administrative Structures Required to Implement the Governorates Law*: USAID and RTI International, RTP, 2008

- Tamas, A. *Women Leading in Defence* – presentation on gender equity for the Canadian Forces, Ottawa, 4 March 2008.
- Tamas A. *Strategic Plan for the Operationalization of the Afghanistan Civil Service Institute*. UNDP Afghanistan, January 2008
- Tamas, A. *Capacity Development in the Office of the Auditor General of Bangladesh*: CIDA, 2005.
- Tamas, A. *Diversity in the Ranks: Contributions of Visible Minorities to Canada's Military History*. Ottawa: Department of National Defence, 2002.
- Tamas, A and Ryan, W.sj. *Belief and Culture in Development*. Ottawa: Canadian International Development Agency, 2001.
- Tamas, A. *Ethnocentric Organizations – Helping them Become Polycentric*. Presentation at the Global Conference on Tolerance and Human Rights, Prague, 2001.
- Tamas, A. *Performance Review and Employee Assessment (PREA) Training Manual*. Ministry of Justice, Canada, 2001.
- Tamas, A. and Tamas, P. – *Security Services Workplace Assessment*. Toronto: Metro Toronto Housing Authority, 1999.
- Tamas, A. - *Implementing Common Programming in Afghanistan*. Islamabad: UNDP/UNOCHA, 1998.
- Tamas, A. (1998) - *The Origins of the Community Fora Programme: Innovative Community Development in Mazar-e-Sharif, Afghanistan 1995 - 1998*. Islamabad: UNCHS (Habitat).
- Tamas, A. *Gender Equity and Newcomers – Implications for Service Provider Training*. Ottawa-Carleton Immigrant Services Organization (1997)
- Tamas, A. - *Spirituality and Development: Concepts and Categories*. Ottawa: CIDA, 1996.
- Tamas, A. - The Manager and the New Public Service. in *Canadian Public Administration*, Vol.38 No.4 (Winter, 1995).
- Tamas, A., Doyle, F. and Nellis, B. *Employment Systems Review*. Office of the Auditor-General of Canada, 1998.
- Tamas, A., Jensen, M. and Johnson, I. - *Yukon Intercultural Relations*. Whitehorse: Public Service Commission of Canada, 1997.
- Tamas, A. and Tamas, S. - *Fostering Equity of Access to Opportunity*. Ottawa: Department of Foreign Affairs and International Trade, 1996.
- Tamas, A. - *Systemic Approach to Increasing School Effectiveness in a Changing Community*. Ottawa: Ottawa Board of Education, 1992.
- \_\_\_\_\_ - *Gender Equity and Newcomers – Implications for Service Provider Training* Ottawa: Ottawa-Carleton Immigrant Services Organization, 1991.
- \_\_\_\_\_ - *Evaluation of TFN Training (Tungavik Federation of Nunavut)*, Ottawa: Atii Training, 1990.
- \_\_\_\_\_ - *Employment Equity in Small Firms*. Ottawa: Employment and Immigration Canada, 1990.
- \_\_\_\_\_ - *Participatory Evaluation in Indian Schools*. Ottawa: DIAND, 1989.
- \_\_\_\_\_ - *Reception Houses and the Refugee Settlement Process*. Ottawa: CIC, 1988.
- \_\_\_\_\_ - *Summary Report of a Symposium on Education for Indian Self-Government*. Ottawa: Indian and Northern Affairs Canada, 1988.
- \_\_\_\_\_ - *The Real Gold: Yukon People (2nd Ed)*. Whitehorse: Medical Services Branch, Health & Welfare Canada, 1988. (Collaborating author of a cross-cultural orientation manual.)
- \_\_\_\_\_ - *Success and Suicide: A Discussion of Resistance to Identity Change*. In *NORTHERN ISSUES*: Vol 1 No 1. Whitehorse.,1986.
- \_\_\_\_\_ - *Wholistic Educational Evaluation* and Discussion Paper Nine: *Helping Your Community*. In Bopp, Judie et al, *Adult Education Series*. Four Worlds Project: University of Lethbridge, 1984.
- \_\_\_\_\_ - *Psychology of Culture Change and Education for Economic Development*. In Barnhardt, Ray, ed. *Cross-cultural Issues in Alaskan Education, Vol II*. Fairbanks: Univ. of Alaska, 1983.

## **Tamas Consultants Inc. – Clients & Activities**

January 2021

### **Training, Research and Capacity Development**

**FCG Sweden** – Analysis and recommendations for SIDA’s support for public institutions in Afghanistan 2020-2024.

**UNDP – Particip GmbH - Afghanistan** – Team Leader, Structural and Functional Analysis of the Independent Directorate of Local Governance,

**Integrity Watch Afghanistan** – Research consultant and program development advisor: Gap Analysis of Conflict of Interest Regulations for the President of Afghanistan.

**USAID – Checchi Consulting – Afghanistan.** Team Leader, Governance Sector Assessment; generating information for USAID’s future supports for subnational governance in Afghanistan.

**UNISHKA Research Service.** Organizational analysis and change training: Systems Integrity Analysis for anti-corruption activists.

**GIZ Afghanistan: Policy Advisor** – Open Policy Advisory Fund (OPAF) support for development of a national policy management framework in Afghanistan.

**GIZ Iraq: Capacity Development Specialist** – Governance project design assistance: Strengthening decentralization and subnational administration in Iraq.

**GIZ – Policy Advisor – Afghanistan.** Policy advisor, strengthening subnational governance and Centre of Government in Afghanistan.

**GIZ – Governance Specialist – Afghanistan.** General assessment of governance in Afghanistan to support GIZ program planning.

**USAID – Checchi Consulting – Afghanistan.** Evaluation of RAMP UP – a large (\$260M+) USAID-funded four-contract project strengthening municipalities in Afghanistan.

**USAID – Checchi Consulting – Afghanistan.** Performance evaluation of the support for Subnational Governance Structures project operated by the National Democratic Institute.

**USAID – IBTCI – Yemen.** Mid-term evaluation of Responsive Governance Project in Yemen.

**USAID – Checchi Consulting – Afghanistan.** Performance evaluation of the District Delivery Program and input to USAID’s support for governance and stabilization in Afghanistan.

**Adam Smith International – Afghanistan.** Support for Independent Directorate of Local Governance: strengthening subnational governance to prepare for withdrawal of international supports.

**USAID – Louis Berger Group Inc. – Afghanistan.** Drafting a plan for organizational reform and capacity development in Afghanistan’s Ministry of Women’s Affairs.

**USAID – Louis Berger Group Inc. – Afghanistan.** Assisting with the design of a \$400M+ Governance and Public Administration Reform project in Afghanistan.

**USAID – Louis Berger Group Inc. – Afghanistan.** Assessment of Deloitte’s \$84M Afghanistan Civil Service Support (ACSS) program to help USAID design follow-on project.

**Adam Smith International – Afghanistan.** Central Support Unit Advisor, Afghanistan District Delivery Program. Diagnostic of the DDP, strengthening public administration to increase legitimacy of government in recently-secured districts.

**UNDP-Geopolicy Inc. – Iraq.** Chief Technical Advisor, Iraq Public Sector Modernization Program, scoping phase. Supporting sector specialists in education, water-sanitation and health, drafting a road map for renewal of the Iraqi public service.



- Management Systems International (MSI) – Iraq.** Senior Advisor – Operations Research, and Public Administration Advisor, USAID *Tatweer* public administration reform program. Helping the Kurdistan Regional Government set up a Center for Administrative Development, assessing sustainability of training inputs, change management and defining “graduation” of agencies receiving aid; helping set up the new Iraqi Civil Service Commission and Provincial Civil Service Commissions, implementing the new Civil Service Law.
- RTI International – Iraq.** Team Leader, Civil Service Program. Senior governance advisor on the Iraq Local Governance Program, focusing on strengthening the provincial civil service in Iraq.
- UNDP – Afghanistan.** Writing *Strategic Plan for the Operationalization of the Afghanistan Civil Service Institute*.
- Pearson Peacekeeping Center – Ottawa.** Project design and proposal writing for a capacity development facility to support peace operations.
- Communications Security Establishment – Ottawa.** Awareness sessions to establish a valuing-diversity corporate culture in CSE.
- Canadian Forces Leadership Institute – Kingston.** Writing *Warriors and Nation Builders*, a book for senior officers supporting development-military collaboration in a counterinsurgency campaign.
- Comprehensive Care International – Cairo.** Project management and organization development for the start-up of a new children's cancer hospital in Cairo, Egypt.
- UNDP – Afghanistan.** Chief technical advisor, Capacity for Afghan Public Service (CAP) project.
- Pearson Peacekeeping Centre – Ottawa.** Faculty (development specialist), United Nations Integrated Mission Staff Officers Course, Cornwallis.
- Strategic Advisory Team – Afghanistan.** Capacity Development Specialist embedded in a Canadian military team providing strategic planning and change management supports to the Government of Afghanistan.
- United Nations Development Program – Qatar.** Capacity Development specialist on an assessment team drafting a framework for UNDP support for Qatar's human development program.
- Canadian International Development Agency.** Capacity Development Expert, Project Design Mission, Office of the Auditor General, Bangladesh
- CANADEM.** Screening observers for Ukraine presidential election using on-line Multicultural Personality Questionnaire.
- Canadian International Development Agency.** Capacity Development Specialist, Asia Branch.
- House of Commons, Canada.** Employment Equity policy development.
- National Network for Mental Health.** Facilitation of strategic planning for a national network of mental health NGOs.
- MDS Nordion, Fleurus, Belgium.** Cross cultural change management in the pharmaceutical sector.
- CHF – Partners in Rural Development.** Strategic planning in a rapidly-growing development NGO.
- WestWind Pictures, Toronto.** Design assistance with children's media initiative in Africa.
- National Defence Canada.** Canadian Forces recruitment in a diverse and changing society.
- KPMG Toronto.** Organizational analysis and team building for National Recruiting Team.
- Canadian International Development Agency.** Writing *Belief and Culture in Development Framework*, and facilitation of planning retreat for Indigenous Peoples Program network.
- UNDP/UNOCHA - Afghanistan.** Implementation plan for Common Programming in Afghanistan
- United Nations Centre for Human Settlements (Habitat) - Afghanistan.** Documentation of community development strategy in Mazar-e-Sharif and other cities in Afghanistan.
- City of Ottawa.** Workplace climate analysis supporting human rights and harassment prevention.

- Habitat for Humanity International.** Impact evaluation training for Habitat's Global Training Team, Bangkok.
- Department of National Defence.** Research on contributions of visible minorities to Canadian military history.
- Metro Toronto Housing Authority.** Analysis and remediation of race and equity problems in MTHA's Security Service.
- Department of Justice Canada.** Preparation of Results-based Management and Accountability Framework (RMAF) for the Access to Justice and Emerging Issues Fund.
- Health Canada HIV/AIDS Strategy.** Assessment of HIV/AIDS Strategy Public Accountability Framework, development of an Accountability Framework for the Aids Community Action Program (ACAP).
- Pearson Peacekeeping Centre.** Training design for *Gender and Peace Operations*.
- Citizenship & Immigration Canada.** *Valuing Diversity* training for CIC staff.
- Office of the Auditor General of Canada.** Presentation on Day for the Elimination of Racial Prejudice: Subtle factors in minority-group marginalization.
- Metro Toronto Housing Corporation.** *Diversity in the Community* training for security personnel.
- CIDA** Re-engineering unit work group diagnosis and team building training, (Briefing Center) Exchange of Skills training for co-operants and spouses.
- Public Service Commission.** Training and definition of performance indicators: Recruitment for a representative public service.
- Labour Adjustment Committee (Ontario Ministry of Training).** Design and production of *Labour Adjustment Committee Handbook and Roadmap*.
- Natural Resources Canada, Information Management Branch.** Training design and delivery: *Managing your Electronic Mail*.
- Citizenship & Immigration Canada – Settlement Branch.** Design and facilitation of national settlement meeting: *Working Together to Settle Future Citizens*.
- Natural Resources Canada, Information Management Branch.** *Managing Diversity* and team building training.
- Citizenship & Immigration Canada – Citizenship Branch.** Design and facilitation of national staff meeting: *Working Together to Get the Job Done: Building and Belonging*
- NORTEL.** *Change, Teams, Conflict, Creativity and Productivity* for recently merged technical groups.
- National Defence, Canadian Forces Diversity Office.** *Leaders Diversity Guide* for Commanding Officers, SME (Subject Matter Expert) for Diversity & Gender Integration planning session.
- Natural Resources Canada, Legal Surveys.** Intercultural relations with First Nations.
- Office of the Auditor-General of Canada.** Employment Systems Review for employment equity
- National Defence, Leadership and Recruit School.** Diversity and gender equity training for trainers of Canadian Forces officers and recruits
- Atomic Energy Control Board.** Organizational analysis and employment equity program development
- Solicitor-General of Canada (CSIS).** Intercultural awareness training
- RCMP North Vancouver & West Vancouver Police.** Policing in a diverse and changing society
- Indian & Northern Affairs Canada.** (Lands and Trust Services) Work group analysis & organizational change
- Public Service Commission of Canada, Yukon.** Diversity Issues Awareness & Education Project
- Citizenship & Immigration Canada.** Institution-building — National Conference Facilitation and Interim Secretariat Services: Canadian Language Benchmarks Project

**National Defence NHQ.** Managing Diversity/Managing Change training

**Department of Justice.** Reward & recognition system analysis, team diagnosis & staff retreat facilitation, management training, (*Diversity, Work Groups & Change* and *Employee Performance Evaluation*), Senior management committee consultation process training

**NORTEL.** Work Group Diagnosis and Team Building for new and expanding work groups

**Foreign Affairs and International Trade.** Analysis of Barriers to Equity of Access to Opportunity (Communications Bureau)

**Canadian Human Rights Commission.** Training-of-Trainers for Equity and Diversity

**Solicitor-General of Ontario.** OPP Senior Managers' Conference keynote presentations: *Stereotyping: A Paradox*; and *Organizational Change — Toward Participatory Management*.

**Privy Council Office.** Work Group Diagnosis and Team Building retreat facilitation

**Manitoba Telephone Co.** Employment Equity and Team Building Training for senior managers

**Natural Resources Canada.** Training: *Beyond Survival and Renewal*—concepts and tools for managing people in turbulent times, and *People Skills in a Diverse and Changing Organization*

**Health Canada.** Training of Trainers for managing diversity and supporting employment equity

**Public Service Commission, Diversity Directorate.** Training for marketing special measures innovation fund (SMIF)

**Ontario Training & Adjustment Board (OTAB).** Diversity Addendum for OTAB Adjustment Manual

**Ottawa Board of Education.** Systemic Approach to Increasing School Effectiveness in a Changing Community: field test research and project design

**Sault Tribe, Sault Ste Marie, MI.** Tribal enterprise organizational analysis and management training

**NWT Department of Justice.** Senior management retreat facilitation, work group diagnosis team building

**Human Resources Symposium.** Navigation Principles for Handling Ambiguity and Change

**Poundmaker's Adolescent Treatment Center, St. Paul, Alberta.** Work group analysis & *Managing Diversity* training

**Revenue Canada.** Race relations and cross-cultural sensitization training

**Transport Canada.** Diversity awareness training for Air Traffic Controller recruiters and Flight Service Specialists

**Supply & Services Canada.** *Diversity, Work Groups & Change* training

**Immigration and Refugee Board.** *Managing Diversity* training

**Canadian Centre for Management Development.** Work Groups & Teams, and *Managing Diversity*

**Health & Welfare Canada, Health Protection Branch.** *Managing Diversity* training

**Laboratory Centre for Disease Control.** Work Group Diagnosis for participatory management

**Multiculturalism and Citizenship Canada.** Design & facilitation of symposium on integration of 1st generation immigrants

**Ottawa Board of Education.** *Managing Diversity* training for ESL personnel

**University of Guelph.** Anti-racism training for university personnel

**Kingston & Frontenac District Housing Authority.** Race relations training for social housing personnel

**Ontario Metis Aboriginal Association.** Institution-building: work group diagnosis, corporate mission statement definition, organizational and community development program design

**Comptroller-General of Canada.** Work group diagnosis and *Managing Diversity* training

**Iron Ore Company of Canada.** Improving senior level work groups: diagnosis of team blockages.

**Canadian Human Rights Commission, Bank of Canada, National Archives, Rent Review Hearings Board (Ontario), Government of Yukon.** — *Managing Diversity* training

**Department of Indian and Northern Affairs — Eastern Canada.** Native/Cross Cultural Awareness workshops for DIA personnel (in French and English).

**Tungavik Federation of Nunavut (TFN Training) — Ottawa.** Leadership training for Inuit land claims training program, Land Claims Liaison Worker training.

**Employment & Immigration Canada — Ottawa.** Culture, Employment Equity and Organizations: training for Federal Employment Equity Program staff.

**Indian & Northern Affairs - Self-Government Branch, Ottawa.** Design, facilitation and report preparation of a *National Symposium on Education for Indian Self-Government*.

**Bell Northern Research — Ottawa.** Communication and Cultural Awareness skills; technical personnel.

**The Management Centre, Algonquin College — Ottawa.** Team Building and organizational analysis.

**Catholic Immigration Centre — Ottawa.** Team building and organizational development

**Algonquin College and Cambrian College — Ottawa and Sudbury.** Intercultural relations training

**Yukon-Kuskokwim Health Corporation, Bethel, Alaska.** Management training and program design for a community-based alcohol and drug abuse program.

**Teslin Indian Band — Teslin, Yukon.** Cross-cultural workshop to improve relationships between school staff and Band Education Committee.

**Council for Yukon Indians, Whitehorse.** Planner and advisor of the *Good Spirits Festival*; Consulting assistance with CYI Social Programs Department.

## Evaluation and Program Design

**Consulting & Audit Canada.** Evaluation of Treasury Board Secretariat's *Embracing Change* initiative, a program to increase participation of visible minorities in the federal public service.

**Mood Disorders Society of Canada.** Process evaluation and capacity development of an emerging network of mental health NGOs.

**Canadian International Development Agency (CIDA).** Evaluation of a development project serving Roma in Slovak Republic.

**Rural Response for Healthy Children.** Qualitative evaluation of Health Canada funded CAPC volunteer training and management project

**Indian and Northern Affairs Canada.** Standing offer for qualitative program evaluation.

**ACCO - Assemblée des Centres culturel de l'Ontario.** Assessment of training and organizational development needs of Francophone cultural centers in Ontario.

**UNDP/UNOCHA (Afghanistan).** Design and test of an independent community-based monitoring & evaluation process for Common Programming in Afghanistan

**Congress of Aboriginal Peoples.** Research & drafting position papers for parliamentary committees on social development and economic development

**Revenue Canada, Taxation.** Design Consultant: *Prospering Through Diversity* program

**University of Guelph.** Educational Equity program design

**Catholic Immigration Centre — Ottawa.** Evaluation of refugee and immigrant settlement services

**Ontario Metis Aboriginal Association.** Training and Human Resource Development program design and implementation for culturally-appropriate economic development

**Cornwall & District Multicultural Council.** Need assessment for newcomer settlement in Cornwall

- Congress of Aboriginal Peoples.** Research for national Aboriginal health policy, Youth development program design
- OCISO and Secretary of State (Women's Directorate).** Gender Equity and Newcomers: Implications for Training of Service Providers
- United Nations Association in Canada — Ottawa.** Refugee Issues Curriculum Development Project
- ATII Training Ottawa.** Evaluation of TFN Training Program (Assessment of a training program for Inuit managers)
- Employment & Immigration Canada — Federal Contractors Program.** Assessment of impact of employment equity programming on smaller firms.
- Department of Agriculture — Ottawa.** Feasibility study for a Native Education Support Program.
- Department of Immigration — Ontario Region.** Research and program design for a new Refugee Reception House system in four cities in Ontario.
- Department of Indian and Northern Affairs — Evaluation Branch, Ottawa.** Research and program development for a systematic and participatory approach to the evaluation of band and federal schools.
- NNADAP Yukon (National Native Alcohol & Drug Abuse Program).** Participatory research project: *Identification of Yukon Native Cultural Content for Alcohol & Drug Abuse Program Design.*
- NEDAA — Northern Native Broadcasting, Yukon, Whitehorse.** Research & preparation of a background paper: *Alcohol Abuse in Northern Native Communities: an Overview of Major Issues and Approaches* — script development for a four-part television series on northern native alcohol & drug abuse.
- Health & Welfare Canada, Medical Services Branch, Whitehorse.** Evaluation and drafting of the 2nd edition of *The Real Gold: Yukon People*, a cross-cultural orientation manual for health professionals working with native people in the north.
- University of Alaska (Fairbanks) College of Human and Rural Development.** Participatory evaluation of Bernard Van Leer Project, Alaska — Parenting Education and Community Development in Rural Alaska.
- Secretary of State, Canada (with Whitehorse Boys and Girls Club).** Research project design and direction assessing Conditions of Youth in Yukon
- DPA Consultants Ltd., Calgary.** Research, design, and data analysis for a northern native management education system.
- University of Lethbridge — Four Worlds Development Project.** Research, analysis and writing related to a culturally-appropriate native-oriented formal and non-formal social, education and community development support program.
- Department of Indian Affairs, Education Branch, Yukon Region, Whitehorse.** Parenting Education Program Development, Ross River, Yukon.
- Dene Nation, Yellowknife.** Design of a research program to assess the extent and nature of alcohol and drug abuse problems in native communities in the western NWT.
- National Native Alcohol and Drug Abuse Program, Yukon.** Evaluation and development of rural social and community development projects; Design of Needs Assessment research program.

## **Other Development Activities: Non-Government Organizations & Overseas**

**FUNDAEC, Cali, Colombia.** Project Officer – proposal preparation and project support for \$1.4M CIDA project to assist with strengthening and expansion of tutorial learning program (SAT) serving some 60,000 secondary students in the region.

**Asociacion Bayan, La Ceiba, Honduras.** Assistance with CIDA-funded culturally-appropriate tutorial training program for rural development in La Mosquitia, Honduras.

**Sault Ste. Marie, ON.** Improving intercultural relations in the community. Race relations project panelist, guest speaker, seminar leader.

**Kenya, Uganda & Zambia.** Primary Health Care Program Design and Management: Collaboration with African NGOs to secure funding from Canadian Public Health Association, and assistance with implementation and management of rural PHC/Immunization projects.

**India.** Administration assistance with CIDA-funded rural education and economic development project.

**Management Training for Development, Uganda.** Design of culturally-appropriate field-based training for indigenous managers of African development projects.

**Community Radio Otavalo, Otavalo, Ecuador.** Assessment of a rural development project in Otavalo area, Ecuador.

**Anis Zunuzi School, Lilavois, Haiti.** Evaluation of operation of Anis Zunuzi School, and planning assistance with integrated rural development project (in collaboration with a CIDA-affiliated NGO in Canada).