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PROFILE

Mr. Bellamy is a sustainability professional primarily engaged in designing, implementing and evaluating sustainable development initiatives such as sustainability governance, sustainable development planning, environmental management systems, environmental education, corporate sustainability and integrated rural development. He has created innovative solutions for over 20 years to develop analytical products (mappings/situational analyses) and to build the capacity of organizations and individuals. With an emphasis on creativity, Mr. Bellamy obtained noteworthy experience in programme management, in knowledge management and in business management.

With over 35 years of experience in putting sustainability into practice, Mr. Bellamy gained first-hand knowledge in policy & programme development, public sector reform, governance and development of public/private partnerships to create opportunities and incentives for sustainability solutions. He has developed innovative local applications in response to international frameworks such as Agenda 21, Capacity 21, Millennium Development Goals, MEAs and the overall CSD process as well as the SIDS process. He was engaged in numerous policy dialogues with government officials, donors, civil society and private sector leaders. Among others, he was part of the Government of Jamaica Technical Team to develop the “Public Sector Modernization - Vision and Strategy 2002-2012” White Paper. He was also involved with a working group to develop a National Sustainable Development Framework for Jamaica with emphasis on sustainability governance and in 2002; he became a member of the Jamaica National Planning Council (NPC), chaired by the Minister of Finance.

Mr. Bellamy’s innovative management and analytical capabilities have been developed through academic preparation in international development, project management and business administration as well as 20 years of professional experience in Europe, Africa, Asia, the Caribbean and Canada. He guided and motivated teams leading to high performance with emphasis on staff development through on-the-job coaching and staff mentoring.

Mr. Bellamy begins each mandate by conducting an in-depth evaluation of the client’s needs. He delivers quality environmental services that have repeatedly earned him the confidence of Clients such as UNDP, UNEP, FAO, CIDA, WB and IADB and their partners in developing countries. Mr. Bellamy has built a strong reputation for providing superior services that strengthen program effectiveness and promotes local ownership of interventions. He is committed to working closely with its clients to enhance their capability to manage environmental and social risks. A key to Mr. Bellamy’s success has been to use a rigorous process of assessment and analysis and apply this knowledge to the development of custom-made solutions that enhance client’s ability to make informed decisions and strengthen the performance and effectiveness of their operations.

EDUCATION

- **Master of Business Administration (MBA)**, University of Ottawa, Canada, 1991
- **Degree in Agricultural Engineering (ITA)**, Institut National de Promotion Supérieure Agricole, Dijon, France, 1984
- **Certificate in Rural and Agricultural Capacity (CCTAR)**, Gironde, France, 1975
- **Was a Certified Management Consultant (CMC) (2000-2020)**

QUALIFICATIONS HIGHLIGHTS

- *Good knowledge of international frameworks such as Agenda 21, SDGs, SIDS and MEAs such as biodiversity, climate change, POPs and sustainable land management*
- *Broad international programme/project management experience*
- *Strong management skills in business strategy, finance, knowledge management, change management and programme/project management (Log Frame, Results based Management, Performance Review Framework, etc.)*
- *Solid technical skills in rural development, sustainable development, corporate sustainability and capacity development*
- *Creative with excellent analytical and problem-solving capabilities*
- *Well-developed communication skills and strong contributor to team building*
- *Dedicated to a total quality approach and highly motivated toward goal achievement*
- *International experience with exposure to many cross-cultural experiences*
- *Completed MBA in top 5th percentile (recipient of Ontario Graduate Scholarship and U of Ottawa Scholarship, 1990-91)*
- *Extensive PC and software knowledge as well as information system development*
- *Fully bilingual (English - French)*



OTHER SKILLS

Capacity Development

- Implemented capacity development initiatives within the public and private sectors, the general public and the communities in Jamaica. The programme seek to transfer skills and knowledge to individuals, to improve structures and mechanisms within organizations and to develop an enabling supportive policy, legal and institutional frameworks;
- Developed and implemented key implementation principles for developing capacities; including emphasis on a participatory method, building multi-stakeholder partnerships, keep ownership of the process with stakeholders, maximizing the use of local resources, build on primary processes and planning of activities that is iterative and flexible;

Finance and Accounting

- Designed and implemented integrated project information management systems (PIMS) including computerized financial systems dealing with multiple currencies;
- Set up financial control systems to improve budget/cost control;
- Managed project cash flows for large size overseas projects;

Training

- Developed a partnership with the Management Institute for National Development (MIND) in Jamaica and supervised the institutionalization of a training programme composed of formal courses, ad-hoc workshops, seminars and study tours focusing on applications of sustainable development;
- Supervised training need analyses in Jamaica to identify current capacities, capacity gaps and training needs in the application of sustainable development;

Information Technology

- Designed/built a web site;
- Moderated a mailing list
- Extensive PC knowledge including office productivity software, project management, computer maintenance/troubleshooting and design of small computer architectures;
- Developed simulation models in the areas of finance, budgeting, staffing, and projects.

More at www.bellamy.ws

SUMMARY OF EXPERIENCE

2005-2019:

- Led 60+ GEF funded project evaluations for UNDP, FAO, UNEP, UNESCO and IFC;
- Advised the Adaptation Fund (AF) Secretariat in developing their evaluation function
- Evaluated Climate Change Joint Programmes in China, Jordan, Egypt and Senegal funded by the MDG Achievement Fund;
- Evaluated the “National Dialogue Initiative (NDI)”; a multi-focal area GEF corporate programme;
- Prepared the global Synthesis Report for the NCSA initiative funded by GEF
- Leading Expert to design environmental projects for UNDP-GEF in Latvia, Lithuania, Slovakia, Armenia, Trinidad & Tobago, Palau, Vanuatu, Kiribati, Fiji, Cambodia, Egypt and in Mauritania;
- Advised UNDP-GEF projects in Armenia (environmental monitoring), Tajikistan (environmental education) and Romania (environmental decision-making);
- Reviewed the ENVSEC initiative in Central Asia for UNDP;
- Finalized a CD Monitoring and Evaluation Scorecard for GEF projects;
- Delivered a GEF training programme to AfDB, Tunis;
- Assessed the environmental governance framework and the capacity of the Ministry of Environment in Kosovo;
- Led the evaluation of the Canada POPs Trust Fund implemented by the World Bank and UNEP;
- Evaluated IFC’s GEF portfolio biodiversity projects; included the Eco-Enterprises Fund in Costa Rica;
- Developed chapter on harmonization of Ukrainian environmental legislation with EU *environmental acquis*;
- Conducted a Country Environmental Assessment (CEA) of Jamaica for IADB;
- Conducted a review of the UNDP-GEF funded Global National Capacity Self-Assessment (NCSA) programme;
- Developed a capacity development needs assessment initiative for Mexico within the Puebla Declaration for the Commission for Environmental Cooperation (CEC);

■ **1998-2004:** Programme Manager of the \$15M Environmental Action Programme (**ENACT**) in Jamaica funded by both CIDA and the Government of Jamaica. A capacity development programme rooted in Agenda 21 aiming at increasing the related skills and knowledge of individuals, improving the structures, mechanisms and procedures within organisations and developing an enabling supportive policy, legal and institutional frameworks.

1991-98:

- Canada-based Coordinator of the \$9M CIDA-funded Natural Resources and Environment Management (NREM) Project in Thailand;
- Canadian Coordinator of the \$15M CIDA-funded Small Projects Implementation Facility II (SPIF) program to support the Leeward and Windward Islands of the Caribbean;
- Canadian Coordinator of a \$26M rural integrated CIDA project in Northern Ghana (NORRIP);
- Developed a Strategic Long Range Information Management Plan (SLRIMP) for Transport Canada (five Directorates, 400 people and an annual budget of \$66M);

■ **1987-88:** Led a team of 6 people to start-up a National Coordination Bureau on Domestic Energy issues in Niger, funded by the EC and GTZ;

■ **1984-86:** Managed the NGO ABF; an organization focused on deforestation and domestic energy issues in the Sahel.

DETAILED PROFESSIONAL EXPERIENCE

.... Recent Experience

- As an International Evaluator, conducted remotely the terminal evaluation of the UNDP-GEF Project: “*Mainstreaming Sustainable Land and Forest Management in Mountain Landscapes of North-eastern Armenia*” (ongoing). The objective of the project is: Sustainable land and forest management in the Northeastern Armenia secures continued flow of ecosystem services.
- As an International Evaluator, conducted remotely the mid-term review of the UNDP-GEF Project: “*Conservation and sustainable management of key globally important ecosystems for multiple benefits*” in **Kazakhstan** (ongoing). The objective of the project is to improve the conservation status and the management of key forest and associated grassland, riparian and arid ecosystems important for conservation of biodiversity, land resources and provision of livelihoods for local communities.
- As an International GEF Project Monitoring Consultant, conducted remotely the technical review of 16 project implementation review reports, including the review of the necessary documentation on each project and the liaison with FAO colleagues and the GEF unit M&E team (2020).
- As an International Evaluator, conducted remotely the mid-term review of the UNDP-GEF Project: “*Conservation-oriented management of forests and wetlands to achieve multiple benefits*” in **Belarus** (2020). The objective of the project is to introduce a conservation-centered and financially self-sufficient approach to management of forests and wetlands that harbor internationally important biodiversity and are important for climate and land integrity.
- As an International Evaluator, conducted remotely the terminal evaluation of the UNDP-GEF Project: “*Transboundary Cooperation for Snow Leopard and Ecosystem Conservation*” based in **Kyrgyzstan** (2020). The objective of the project is to strengthen transboundary conservation of snow leopard ecosystems and landscapes to ensure stability of global snow leopard population by addressing drivers of existing and emerging threats with special focus on Central Asia.

.... Evaluations / Analyses / Assessments

- As an International Evaluator, conducted the mid-term review of the UNDP-GEF Project: “*Conservation and Sustainable Use of Pamir Alay and Tien Shan Ecosystems for Snow Leopard Protection and Sustainable Community Livelihoods*” in **Tajikistan** (2019-20). The objective of the project is the conservation and sustainable use of Pamir Alai and Tian Shan ecosystems for snow leopard protection and sustainable community livelihoods.
- As an International Evaluator, conducted the mid-term review of the UNDP-GEF Project: “*Sustainable natural resource and forest management in key mountainous areas important for globally significant biodiversity*” in **Uzbekistan** (2019). The objective of the project is to enhance the conservation, and sustainable use, of natural resources in the biodiverse high altitude mountain ecosystems of Uzbekistan
- As an International Consultant conducted the mid-term evaluation of the UNDP-GEF Project: “*Conservation of globally important biodiversity and associated land and forest resources of Western Tian Shan mountain ecosystems to support sustainable livelihoods*” in **Kyrgyzstan** (2019). The objective of the project is to promote a landscape approach to protection of internationally important biodiversity, and land and forest resources in the Western Tian Shan mountains in Kyrgyzstan.
- As an International Evaluator conducted the terminal evaluation of the UNDP-GEF Project: “*Capacity-building for the strategic planning and management of natural resources in Belize*” (2019). The objective of the project was to strengthen institutional and technical capacities for: a) improved monitoring and assessment; b) natural resource valuation and impact assessment; and c) resource mobilization.

- As an International Evaluator conducted the terminal evaluation of the UNDP-GEF Project: “*Strengthening Capacities to Measure, Report and Verify Indicators of Global Environment Benefits*” in **Papua New Guinea** (2019). The objective of the project was to strengthen national capacities to measure, report and verify internationally agreed targets and indicators of global environment benefits.
- As an International Evaluator conducted the terminal evaluation of the UNDP-GEF Project: “*Effective and responsive island-level governance to secure and diversify climate resilient marine based coastal livelihoods and enhance climate hazard response capacity*” in **Tuvalu** (2019). The objective of the project is to strengthen the resilience of island communities to climate change variability and risks through participatory island-level planning, budgeting and execution and community-led investments.
- As an Evaluation Expert led the evaluation of the UNDP’s programme “*Stage I HCFC Phase-out Management Plans (HPMPs)*” (2018-19). As one of the four implementing agencies designated by the Multilateral Fund (MLF) to implement the Montreal Protocol’s Ozone Depletion Substances (ODS) phase-out projects, UNDP has been implementing HPMPs in **47 countries** covering both large and small ODS consumers. The objective of the evaluation of Stage I HPMPs is to analyze and document the results and lessons learned from the funding received by the MLF for countries to develop national strategies to achieve the 2013 freeze and 2015 control target (“Stage I”), to provide recommendations regarding the achievement of the 2020 control target (Stage II) as well as the upcoming hydrofluorocarbon (HFC) phasedown, and highlight opportunities for scaling up and replicating good practices.
- As an International Evaluator, conducted the terminal evaluation of the UNDP-GEF project: “*Harmonization of information management for improved knowledge and monitoring of the global environment in Georgia*” (2018). The objective of the project is to develop individual and organizational capacities in the MENRP and EIEC for improved monitoring of environmental impacts and trends for elaboration of collaborative environmental management.
- As an International Evaluator, conducted the mid-term evaluation of the UN Joint Programme “*Building the resilience of communities affected by the Aral Sea disaster through a Multi-Partner Human Security Trust Fund for the Aral Sea Region*” in **Uzbekistan** (2018). The goal of the programme is to mitigate inter-connected risks to Human Security and building the resilience of communities affected by the Aral Sea Disaster through an integrated and multi-level approach and ensuring sustainable support through the establishment of a Multi-Partner Human Security Fund for the Aral Sea.
- As the Team Leader, coordinated the Evaluation Team’s activities to carry out the evaluation of the FAO-GEF project “*Decision Support for Mainstreaming and Scaling Up of Sustainable Land Management*” covering **15 participating countries** (2018). The aims of this project are: (i) to promote the scaling up of sustainable land management practices based on evidence and informed decision-making, and (ii) to increase the provision of ecosystem goods and services and enhance food security in countries and regions affected by Desertification, Land Degradation and Drought.
- As an International Evaluator conducted the Mid-Term Evaluation of the UNDP-supported GEF-financed “*Elimination of obsolete pesticide stockpiles and addressing POPs contaminated sites within a Sound Chemicals Management Framework in Armenia*” full-sized project (2018). The objective of the project is to protect human health and the environment globally as well as locally through elimination of POPs and obsolete pesticide stockpiles and addressing associated contaminated sites within a sound chemicals management framework in Armenia.
- As an International Evaluator, conducted the mid-term review of the UNDP-AF project: “*Developing climate resilience of farming communities in the drought prone parts of Uzbekistan*” (2017-18). The objective is to develop climate resilience of farming and pastoral communities in the drought prone

parts of Uzbekistan, specifically *Karakalpakstan*.

- As an International Consultant, conducted the terminal evaluation of the UNDP-GEF Project: *Strengthening the Institutional and Financial Sustainability of the National Protected Area System in Croatia* (2017). The objective is to enhance the management effectiveness and sustainability of national protected areas to safeguard terrestrial and marine biodiversity.
- As an International Expert, conducted the mid-term review of the UNDP-GEF Project: *Supporting sustainable land management in steppe and semi-arid zones through integrated territorial planning and agro-environmental incentives in Kazakhstan* (2017). The objective is to transform land use practices in steppe and semi-arid zones of Kazakhstan to ensure ecological integrity, food security and sustainable livelihoods.
- As an Evaluation Expert, supported the Adaptation Fund (AF) Secretariat in developing options for providing the Fund with an evaluation function (2016-17). A first report was prepared and submitted to the 19th meeting of the Ethics and Finance Committee (EFC) of the Fund in October 2016. This report included some background on evaluation functions, a review of evaluation arrangements in international organizations, and options for the Fund to establish its evaluation function. A second report was prepared and was submitted to the 20th meeting of the EFC in March 2017. It included further information – including cost implications - on two possible options for structuring an evaluation function for the AF.
- As an International Evaluation Consultant, conducted the Mid-Term Review of the UNDP-GEF Project: *Strengthening Community Resilience to Climate-induced disasters in the Dili to Ainaro Road Development Corridor, Timor-Leste* (2017). The objective was to protect critical economic infrastructure for sustained human development from climate-induced natural hazards (flooding, landslides, wind damage) through better policies, strengthened local DRM institutions and investments in risk reduction measures within the Dili to Ainaro development corridor.
- As a Senior Consultant, conducted a study to assess the extent to which the GEF Cross-Cutting Capacity Development (CCCD) portfolio (73 projects in 64 countries) has contributed to the GEF's mandate to helping countries meet and sustain global environmental outcomes (2016-17). It included the identification of lessons learned and best practices and identify future opportunities to improve capacity development synergies with countries' broader GEF focal area portfolios.
- As a Principle Reviewer, conducted an independent review and revised the final evaluation report of the FAO-GEF “*Transboundary Agro-Ecosystem Management Programme for the Kagera River Basin (Kagera TAMP)*” (2016-17).
- As an International Evaluation Consultant, conducted the Mid-Term Review of the UNDP-LDCF Project: *Effective Governance for Small-scale Rural Infrastructure and Disaster Preparedness in a Changing Climate in Lao PDR* (2016). The objective was to improve the local administrative systems affecting the provision and maintenance of small-scale rural infrastructure through participatory decision making that reflects the genuine needs of communities and natural systems vulnerable to climate risk.
- As a Reviewer Consultant, conducted the mid-term review of the FAO-GEF project “*Rehabilitation of forest landscapes and degraded land with particular attention to saline soils and areas prone to wind erosion*” in *Iran* (2016). The project objective was to remove barriers to participatory integrated sustainable land and forest management (SLFM) in the Islamic Republic of Iran by strengthening the capacity of local communities, provincial and local institutions to plan, implement and evaluate participatory and integrated SLFM initiatives at the village and watershed scales; adopting and implementing defined plans including sustainable alternative livelihood options with socio-economic and environmental benefits sustaining ecosystem services; and by enhancing capacity at local and national levels to mainstream these approaches into national plans, policies and processes.

- As an International Evaluation Consultant, conducted the Outcome Evaluation of the Energy and Environment Programme (EEP) of UNDP-**Tajikistan** and developed the Energy and Environment Programme 2016-2020 (2016). This outcome evaluation assessed progress towards achievement of the outcome and made recommendations on the realignment of programme design and response arrangements to be adopted both for the immediate, short term and long term. The findings and recommendations were used to identify UNDP involvement in this thematic area in Tajikistan within the context of corporate planning frameworks and documents such as United Nations Development Assistance Framework (UNDAF), Country Programme Document and Country Programme Action Plan (CPAP). A programme document was drafted for the next five years.
- As an International Consultant undertook the mid-term evaluation of the UNDP-AF Project: “*Enhancing adaptive capacity of communities to climate change-related floods in the North Coast and Islands Region of Papua New Guinea*” (2015). The overall objective of the project is to strengthen the ability of coastal and riverine communities in Papua New Guinea to make informed decisions about and to undertake concrete actions to adapt to climate change-driven hazards affecting their specific locations. In particular, the project will improve the resilience towards occurrences of coastal and inland flooding events in the North Coast and Islands Region of Papua New Guinea.
- As an Evaluation Expert, managed and advised on the Phase I of the Overall Evaluation of the Adaptation Fund (AF), which is a process evaluation intended to inform discussions and decisions on the Fund’s operational aspects (2014-15). The role of the Evaluation Expert was to (i) manage and advise the evaluation coordinator during the design and implementation of phase I of the evaluation; (ii) liaise with the evaluation Independent Review Panel (IRP) (iii) manage the work of the selected evaluators; and (iv) take the lead in resolving any conflicts that may arise from the process.
- As an International Consultant undertook the terminal evaluation of the UNDP-GEF Project “*Strengthening capacities to undertake environmental fiscal reform to meet national and global environmental priorities*” in **Moldova** (2015). The objective of the project was to build capacities for implementing environmental fiscal reforms (EFR) that would produce increased national and global environmental benefits through the adoption of selected subsidies, fees, fines, taxes and other appropriate fiscal instruments.
- As an International Consultant, conducted the terminal evaluation of the UNDP-IBSA “*Support to Integrated Irrigated Agriculture in 2 Districts in Bolikhamxay (SIRA)*” project in **Lao PDR** (2015). The overall objective of the project was to contribute to sustainable livelihoods improvement and food security through the development of irrigated agriculture and the promotion of more sustainable management watershed resources in the selected communities of Bolikhan and Viengthong Districts in Bolikhamxay Province.
- As a Senior Consultant rated project implementation reviews (PIRs) of over 100 ongoing full-sized and medium-sized projects funded by the Global Environment Facility (GEF) and implemented by UNDP (2015). The review was designed to encourage greater accuracy, internal consistency, and completeness in the monitoring and reporting exercise.
- As the Team Leader coordinated the Evaluation Team’s activities to carry out the evaluation of the FAO project “*Monitoring & Assessment of GHG and Mitigation Potential in Agriculture*” (2014). The outcome of the project was to enhance the global knowledge base on GHG emissions, and mitigation potentials, within the agriculture sector. This evaluation had the dual purpose of providing accountability to all stakeholders, including the donor and project participants, and contributing to organizational learning. It also served as an input to the donor’s decision-making on how best to support a second phase of the project.
- As a Senior Consultant developed criteria and rated project implementation reviews (PIRs) of just

over 320 ongoing full-sized and medium-sized projects funded by the Global Environment Facility (GEF) and implemented by UNDP (2014). The review was designed to encourage greater accuracy, internal consistency, and completeness in the monitoring and reporting exercise.

- As a Senior Consultant, conducted the terminal evaluation of the UNDP-GEF (LDCF) “*Reducing climate change-induced risks and vulnerabilities from Glacial Lake Outburst Floods (GLOF) in the Punakha, Wangdue and Chamkhar Valleys*” Project (2013). The goal of the project was to enhance adaptive capacity to prevent climate change-induced Glacial Lake Outburst Floods (GLOF) disasters in **Bhutan**. It sought to reduce climate change-induced risks of GLOFs in the Punakha-Wangdi and Chamkhar Valleys.
- As Senior Consultant, conducted the study of cross-cutting capacity development projects (CB2s) funded by the GEF (2013). This study was to assess the extent to which the GEF Cross-Cutting Capacity Development portfolio has catalyzed the work of the GEF to helping countries meet and sustain global environmental outcomes. To this end, the study assessed the portfolio's range of strategic approaches, showcase successes, lessons learned, best practices, and opportunities to create capacity development synergies with countries' broader GEF focal area portfolios.
- As Team Leader, conducted the mid-term evaluation of the FAO/GEF Project “*Transboundary Agro-Ecosystem Management for the Kagera River Basin (Kagera TAMP)*” (2013). The overall long-term environment and development goal of the project was to support the adoption of an integrated ecosystems approach for the management of land resources in the **Kagera Basin** which will generate local, national and global benefits including: restoration of degraded lands, carbon sequestration and climate change mitigation, agro-biodiversity conservation and sustainable use, protection of international waters and improved agricultural production, food security and rural livelihoods.
- Conducted the terminal Evaluation of the UNDP-GEF (SPA) “*Adaptation to Climate Change Impacts in Mountain Forest Ecosystems of Armenia*” Project (2013). The project aimed at increasing the adaptive capacity of **Armenia's** south-east mountain forest ecosystems to be resilient to climate change, including the development of strategies to moderate, cope with, and take advantage of the consequences of climate change in the Syunik region.
- Conducted the final evaluation of the UNDP-GEF “*Demonstrating Sustainable Mountain Pasture Management in the Suusamyр Valley, Kyrgyzstan*” (2013). The objective of the project was to develop a cost-effective and replicable pasture management mechanism in the Suusamyр Valley which will reduce the negative effects of livestock grazing on land and which improves rural livelihoods.
- Conducted the mid-term and the final evaluations (MTE & FE) of the “*Adaptation to Climate Change to Sustain Jordan's MDG Achievements*” funded by the MDG Achievement Fund (2010 & 2013). The objective of this joint programme was to enhance the capacity to adapt to climate change by addressing Jordan's long-term adaptation needs, including the sustained access to improved water supply sources despite increased water scarcity induced by climate change and the strengthened adaptive capacity for health protection and food security to climate change under water scarcity conditions.
- Reviewed all UNDP-GEF 2012 APR/PIR monitoring reports for projects (355) that have been under implementation for at least one year (2013). The review was based on a set of criteria; including a rating system for each criterion. The resulting ratings, conclusions and recommendations were compiled into a summary report for UNDP results management purposes.
- Conducted the final evaluation of the “*Climate Change Risk Management in Egypt*” joint programme funded by the MDG Achievement Fund (2012). This joint programme aimed at helping Egypt to align its climate risk management and human development efforts in pursuing the achievement of MDGs.

It sought to reduce poverty and mitigate risk by developing mitigation and adaptation strategies with a special attention given to the vulnerable poorest populations of Egypt. The programme built awareness and capacity of key decision makers and development actors to support the systematic integration of climate change as a new variable in key policy, regulatory, institutional and operational frameworks and implement pilot projects.

- Conducted an in-depth meta-evaluation of previous evaluations conducted by the GEF EO, its Agencies and other stakeholders to collect evaluative evidence about Enabling Activities (EAs) funded through the GEF-EA modality (2012). The meta-evaluation was conducted by focal area. It also included reviews or evaluations of the methods used for the preparation and implementation of EAs.
- Conducted the final evaluation of the UNDP-GEF “*Capacity Building for Improved National Financing of Global Environmental Management in **Kyrgyzstan** (CB2)*” project (2012). The objective of the project was to improve fiscal measures for collecting, managing and allocating revenues for global environmental management.
- Conducted a “*systematization of evidence building*” from several mid-term evaluations of joint programmes funded by the MDG Achievement Fund (2012). This systematization of the experience was an effort to distil common patterns from the completed mid-term evaluations of wide ranging initiatives in order to identify the Fund’s contribution to the development effectiveness agenda; including the contribution to national development and to strengthening national capacities.
- Reviewed the UNDP-GEF project portfolio using the 2011 APR/PIR monitoring report database as well as previous evaluations on the NCSA and capacity development programmes (2012). A set of criteria was used to analyze to what extent UNDP’s green economy policy instrument experiences embedded in the UNDP-GEF portfolio, provide direct or indirect benefits to the poor and marginalized communities, including the active involvement of communities and stakeholders, and the willingness/capacity to apply minimal standards for transparency and legal systems. Key findings were incorporated in UNDP’s publication for the Rio+20 process.
- Reviewed all UNDP-GEF 2011 APR/PIR monitoring reports for projects that have been under implementation for at least one year (2011-2012). The review was based on a set of criteria; including a rating system for each criterion. The review was designed to encourage greater accuracy, internal consistency, and completeness in the monitoring and reporting exercise. The resulting ratings, conclusions and recommendations were compiled into a summary report for UNDP results management purposes.
- Conducted the final evaluation of the “*Joint UN Programme on Economic Governance, Regulatory Reform and Pro-Poor Development in **Albania***” funded by the MDG Achievement Fund (2011). The objective of this joint programme was to help national stakeholders to develop the individual and institutional capacity required to contribute to a more effective management, regulation and monitoring of key public utility sectors such as electricity and water and to strengthen the voice of consumers to promote and protect their rights and encourage accessible and affordable electricity and water services.
- As a Senior Consultant, participated in the evaluation of the NCSA initiative (2011) as the main capacity development support funded by GEF. Issued from the GEF Capacity Development Initiative (CDI), GEF provided financial assistance to countries that wished to undertake National Capacity Self-Assessments (NCSA). The purpose of these assessments were to support a country-driven consultative process of analysis and planning that would determine national priorities and needs for capacity development to protect the global environment and implement the CBD, UNCCD and UNFCCC conventions. About 150 NCSAs were undertaken and a technical support to countries was provided through the Global Support Programme (GSP).

- Conducted (2010) the mid-term evaluation of the joint programme “*Projet d’Amélioration et de Valorisation des Services des Ecosystèmes Forestiers au Sénégal (PASEF)*” funded by the MDG Achievement Fund. This joint programme seeks to contribute to poverty reduction through conservation and equitable management of services from forestry ecosystems. It included the development of a national information system on the total economic value of different services from forestry ecosystems and a better understanding of policies, economic and social strategies necessary for the management related to environmental changes. It also included the integration of the real economic value of services of forestry ecosystems in the decentralized fiscal policy in order to encourage the sustainable use of these services; and to ensure the ownership and the participation of local communities, NGOs and the private sector in the process of revising the forestry taxation and of strengthening the environmental taxation in order to improve the pollution control and nuisances as well as restoration of contaminated sites.
- Conducted the mid-term evaluation of the “*China Climate Change Partnership Framework (CCPF)*” funded by the MDG Achievement Fund (2010). The CCPF project had a twofold strategy: (a) support national level policies needed to achieve climate change goals in China; and (b) promote dissemination of innovative pilot partnerships and technologies at the local level. Under these two strategies three outcomes were expected: mainstreaming climate change mitigation and adaptation into national and sub-national policies, planning, and investment frameworks; establishment of innovative partnerships and dissemination of technologies to mitigate climate change and increase local access to sustainable energy; and accelerated action by China in assessing vulnerability to climate change and developing adaptation plans and mechanisms.
- Conducted the mid-term and final evaluations of the UNDP/GEF Project “*Lake Balaton Integrated Vulnerability Assessment, Early Warning and Adaptation Strategies*” in **Hungary** (2008 & 2010). These evaluations were intended to assess the relevance, performance and success of the project. It included the assessment of the achievement of the project objective that was to contribute to a better understanding of the Lake Balaton ecological and socio/economic system’s vulnerability and resilience arising from multiple forces of global and local change, including land use, demographic, economic and climate change and build capacity for more effective policy making and adaptation measures in response.
- Conducted the independent evaluation (2009) of the “*National Dialogue Initiative (NDI)*” a corporate GEF programme implemented by UNDP. Analyzed the contribution of the programme against its objectives as stated in the project document, as well as in taking on board the guidance received from the programme’s Inter-Agency Steering Committee. The evaluation considered the effectiveness, efficiency, relevance, impact and sustainability of the project. It also identified factors that have affected project implementation and facilitated or impeded the achievement of the objectives and attainment of results. The evaluation led to recommendations and lessons learned to assist in defining the future directions of the ongoing multi-stakeholder dialogue process.
- As Team Leader, conducted (2009) the mid-term evaluation of the UNDP/GEF project “*Conservation, Restoration and Wise Use of Rich Fens in the Slovak Republic*”. The project aimed at the conservation of Carpathian peatland biodiversity, with a focus on calcareous fens, a unique ecosystem with its center of distribution in Slovakia. In particular, the following is being addressed: 1) drainage of fens, 2) lack of appropriate management of protected fen areas, 3) lack of public awareness and appreciation of peatland biodiversity, 4) low institutional capacity to address threats to fen biodiversity, and 5) weak policy environment to ensure adequate protection of fen biodiversity. The overall project objective was to conserve biologically diverse rich fen habitats throughout Slovakia by building the capacity of government and other stakeholders to restore and manage key fen habitats within the agricultural landscape.
- As the Team Leader, conducted (2009) the final evaluation of the UNDP/GEF Project “*Environmentally Sound Disposal of PCBs Containing Equipment and Waste in Latvia*”. The main

objective of the project is to avoid the release of PCBs from working and obsolete electrical equipment and creating a firmer legal, policy and knowledge base for well-targeted Persistent Organic Pollutants (POPs) risk reduction measures in the future.

- As the Lead Evaluator, conducted (2009) the mid-term evaluation of the UNEP/FAO/GEF Project “*Land Degradation Assessment in Drylands (LADA)*” covering **6 participating countries**. Its objectives were (i) to develop and implement strategies, methods and tools to assess, quantify and analyse the nature, extent, severity and impacts of land degradation on ecosystems, watersheds and river basins, and carbon storage in drylands at a range of spatial and temporal scales; and (ii) to build national, regional and global assessment capacities to enable the design, planning and implementation of interventions to mitigate land degradation and establish sustainable land use and management practices.
- As the Team Leader, conducted (2008) the mid-term evaluation of the UNDP/GEF Project “*Integrating Global Environmental Issues into Bulgaria’s Regional Development Process*”. Its objective was to measure the effectiveness and efficiency of project activities implemented in relation to the stated objective that was to promote a proactive integration of global environmental issues into the process of regional and local development, as well as spatial planning. It was to be achieved by developing the capacity of the ministry of regional development to integrate global environmental objectives into the regional and local development policies and practices, as well as into the spatial planning process.
- Conducted the final evaluation of the UNDP/GEF Project “*Integrated Ecosystem Management in Northern Bohemia*” in **Czech Republic** (2008). The final evaluation was intended to assess the relevance, performance, management arrangements and success of the project. It looked at signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global and national environmental goals in relation to the stated objective that is to catalyze the adoption of integrated ecosystem management in the Bohemian Switzerland region of the Czech Republic to conserve globally significant biodiversity, mitigate pollution of the trans-boundary Elbe River, and provide a sustainable basis for the region’s further social and economic development.
- As the International Consultant recruited by UNDP, reviewed, identified and recorded best practices and lessons learnt from the “*Environment and Security initiative (ENVSEC)*” activities in **Central Asia** and used as a basis for developing a strategy for ENVSEC follow-up in the region (2008). The objective of the consultancy was to discern the strategic niche for ENVSEC in Central Asia; to identify the signature elements of ENVSEC in Central Asia, which worked best and are worth disseminating; and to build upon this knowledge to further develop the ENVSEC Central Asia Work Programme. In addition to familiarity with the ENVSEC Central Asian projects per se, it involved investigating prospects for inter-project synergies, and for replicating or scaling up successful initiatives (i.e., moving from the assessment and pilot phases to the remediation phases).
- As the Team Leader, conducted the Final Evaluation of the UNDP/GEF Project “*Capacity Building for Sustainable Land Management in Bulgaria*” (2008). The objective was to provide project managers with complete and convincing evidence in determining the success of the project and – based on the project achievements - in providing guidance to future UNDP and UNDP/GEF projects in the fields of Sustainable Land Management in areas such as adaptive management and monitoring function in future projects, accountability for the achievement of the GEF objective, organizational and development learning in future projects and informed decision-making in future projects.
- As the Team Leader, conducted the Mid-Term Evaluation (MTE) of the UNDP/GEF Project “*Strengthening Romania’s Protected Area System by Demonstrating Best Practices for Management of Small Protected Areas in Macin Mountains National Park*” (2008). The objective of this MTE was to measure the effectiveness and efficiency of project activities in relation to the stated objective so

far, and to produce possible recommendations on how to improve the management of the project until its completion in 2009. The MTE played a critical role in the future implementation of the project by providing advice on how to strengthen the adaptive management and monitoring function of the project; to ensure accountability for the achievement of the GEF objective; to enhance organizational and development learning; and to enable informed decision – making.

- As a Senior Evaluator and Environment Specialist, conducted the mid-term evaluation (MTE) of the *Marine Aquarium Market Transformation Initiative (MAMTI)*, a five-year initiative funded by GEF through the International Finance Corporation (IFC) in **Indonesia** and the **Philippines** (2007). The main purpose of this MTE was to measure to what extent MAMTI is transforming the marine aquarium trade towards ecological and economic sustainability using conservation management and rehabilitation to ensure the health of the coral reef ecosystem and their contribution to poverty alleviation and food security.
- As the Team Leader, conducted (2007) the Mid-Term Evaluation (MTE) of the UNDP/GEF Project “*Strengthening Romania’s Protected Area System by Demonstrating Government-NGO Partnership in Romania’s Maramures Nature Park*”. This MTE played a critical role in the future implementation of the project by providing advice on how to (1) strengthen the adaptive management and monitoring function of the project; (2) ensure accountability for the achievement of the GEF objective; (3) enhance organizational and development learning; (4) enable informed decision/making.
- Conducted (2007) the Mid-Term Review of the UNEP/GEF project “*Building scientific and technical capacity for effective management and sustainable use of Dry-land Biodiversity in West African biosphere reserves*”; covering **6 countries in West Africa** and executed by UNESCO-MAB. The objective of this mid-term evaluation was to assess operational aspects, such as project management and implementation of activities and also the extent to which objectives are being fulfilled. It focused on corrective actions needed for the project to achieve maximum impact and provided specific guidance on whether the project is on target for its intended closure by December 2008.
- As the International Evaluator, conducted the terminal evaluation of the UNDP/GEF Project “*Establishment of Nuratau-Kyzylkum Biosphere Reserve Project as a Model for Conservation in Uzbekistan*” (2007). This evaluation was to provide a professional assessment of the project implementation successfulness by measuring how the implementation of the project has been, what impacts it has generated, if the project benefits are sustainable in the long-term and what the lessons learnt are for future interventions in the country, region and other parts of the globe where UNDP-GEF provides its assistance.
- Conducted the mid-term evaluation of the UNDP-GEF funded project “*Biodiversity Protection in the North Vidzeme Biosphere Reserve (NVBR)*” a UNESCO-MAB biosphere reserve in **Latvia** (2007). The project had eight primary outcomes and aimed at developing a NVBR information system; establishing a voluntary monitoring system (EcoWatch programme); preparing a NVBR management plan on the basis of an ecological landscape plan; establishing a micro-grants facility; increasing the public awareness on biodiversity through campaigns, seminars and study tours; restoring habitats for globally threatened species; and successfully transferring the knowledge and experience to other protected territories in Latvia and worldwide.
- Conducted the mid-term evaluation of the UNDP-GEF funded project “*Building Sustainable Capacity and Ownership to Implement UNCCD Objectives in Latvia*” (2007) to explore the relevance, the effectiveness, the efficiency, the results and the long-term sustainability of project achievements. The project had 3 main areas of intervention: strengthening the relevant policy and legislation, piloting sustainable land management practices and building the capacity of Stakeholders.
- As an Institutional Specialist, contributed to the AIDB Country Environmental Assessment (CEA) for **Jamaica** (2006) to identify the opportunities for synergies between good environmental management and economic development, as well as environmental risks that can jeopardize economic and/or

social development. Based on a cross-sector dialogue with government, private sector, local communities and other relevant interested parties, the consultancy arrived at timely, practicable and relevant analyses, including indicators and baseline data, to assist the country and the Bank in promoting environmental mainstreaming and strategically targeted improvements in key areas of environmental management in Jamaica.

- Assessed the environmental governance framework and the capacity of the Ministry of Environment and Spatial Planning (MESP) in **Kosovo** (2006) to manage environmental issues in relation to its foreseen commitments under regional, European (“*environmental acquis*”) and international conventions and legislation for UNDP Kosovo; particularly to become a Party to the 3 Rio Conventions (FCCC, CBD and CCD). The assessment included the review of environmental priorities and the identification of key parties that should be involved. It was followed by the identification of a series of recommendations for the necessary steps that MESP would need to undertake, if it was to become eligible to ratify the three Rio Conventions.
- As a Senior Consultant, contributed to the evaluation of the Incremental cost; the fundamental operational principle of the GEF (2006). The evaluation was coordinated by the GEF Evaluation Office. The increment is funded by GEF and represents the costs associated with transforming a project with national/local benefits into one with global environmental benefits. Its application has been recognized as complex and has been identified in several evaluations as an issue that needs further clarification. The primary objectives of this evaluation were to evaluate the processes and methodologies used for incremental cost assessment, and the process of negotiation of incremental costs.
- As a Monitoring and Evaluation Specialist evaluated the Canadian POP’s Trust Fund (CPF) achievements (2006); which was established in 2000 with a budget of CAD\$ 20 million (2006) and implemented by UNEP and the World Bank. The fund objective was to reduce or eliminate the release of persistent organic pollutants (POP’s) in developing countries; by helping developing countries and economies-in-transition (EIT) to build their commitment and capacity to take measures to reduce the release of POPs, to engage these countries in addressing their POP’s commitments and to help key source countries to address their critical domestic health, environment and sustainable development issues related to POP’s.
- As a Senior Evaluator and Environment Specialist evaluated the International Finance Corporation’s GEF Funded Initiatives (2005-2006). This portfolio evaluation called for an in-depth review of 15 out of the 25 GEF funded initiatives (GEF commitments of \$15M or more) executed by the IFC. Member of a team of 6 international consultants. Conducted a field mission in **Costa Rica** and contributed to final report writing. The objectives of the evaluation were to measure to what extent the IFC’s GEF Portfolio has played a catalytic role in mobilizing private sector firms to conserve sensitive environmental resources and promote technologies and initiatives that address biodiversity issues.
- Participated in developing the Strategic Environment Document (SED) for **Ukraine** (2005), particularly preparing the chapter (#2) on harmonization of Ukrainian legislation towards the European legislation and providing comments to other chapters/sections of the SED. The chapter includes an overview of the EU “*environmental acquis*” and the EU accession process for new countries, an analysis of the Ukrainian environmental legislation context and recommendations for harmonizing the Ukrainian environmental legislation with the EU “*environmental acquis*”.
- Conducted an evaluation of the UNDP-GEF funded Global National Capacity Self-Assessment (NCSA) programme (2005); covering 11 countries. The main objectives were to assess how the NCSA process promoted synergies between the 3 Rio Conventions (UNCBD, UNFCCC and UNCCD), identify the good practices, and review the Action Plans to identify the actions promoting synergies among the three conventions. The findings were also to be used to improve the quality of the guidelines and materials for undertaking an NCSA process and to provide this information to

other countries which are at an early stage of developing an NCSA process.

- Analysed the Puebla Declaration – 2004 - for the Commission for Environmental Cooperation (CEC) focusing on capacity building that is one of the 3 new priorities for CEC (2005). Presented the worldwide context for capacity development and the experience in Jamaica. Analysed the context of this new strategic direction and identified a capacity development needs assessment initiative for Mexico.

.... Project Design / Development

- As an International Consultant – Capacity Development and Project Design Specialist led the development of the MSP-CCCD project “*Enhancing National Capacities for Improved Public Participation for Implementing Rio Conventions*” for **Egypt** (2017) in full compliance with UNDP and GEF rules and standards.
- As an International Consultant – Capacity Development and GEF Project Design Specialist led the development of the MSP-CCCD project “*Capacity Development for improved management of Multilateral Environmental Agreements for Global Environmental Benefits*” for **Trinidad and Tobago** (2015) in full compliance with UNDP and GEF rules and standards.
- As an International Consultant – Capacity Development and GEF Project Design Specialist led the development of the MSP-CCCD “*Generate Global Environmental Benefits through Environmental Education and Raising Awareness of Stakeholders*” for **Armenia** (2014) in full compliance with UNDP and GEF rules and standards.
- As an International Capacity Development and Project Design Specialist, led the development of the **Palau** and **Vanuatu** MSP-CCCD project documents fully compliant with the UNDP and GEF rules and standards, closely collaborating with national counterparts and national consultants in both Island-countries (2014). Both titles of these two projects are: “*Mainstreaming global environmental priorities into national policies and programmes*”.
- As a Capacity Development and Project Design Specialist, led the development of the MSP-CCCD project “*Generating, Accessing and Using Information and Knowledge Related to the Three Rio Conventions*” in **Cambodia** (2014) fully compliant with the UNDP and GEF rules and standards.
- As an International Capacity Development and Project Design Specialist, led the development of the **Fiji** and **Kiribati** MSP-CCCD project documents fully compliant with the UNDP and GEF rules and standards, closely collaborating with national counterparts and national consultants in both countries on institutional, organizational and public awareness capacities and with UNDP on setting PPG implementation strategy (2014). These two projects titles are: “*Capacity Building for Mainstreaming MEA Objectives into Inter-Ministerial Structures and Mechanisms*” (Fiji); and “*Integrating global environmental priorities into national policies and programmes*” (Kiribati).
- Developed a project (MSP) proposal for UNDP **Mauritania** to be submitted to GEF for funding (2009). As a Capacity Development Specialist played a pivotal role in the task of assessing stakeholder capacities relevant for the mainstreaming of biodiversity into the country’s oil and gas (O&G) era, planning the GEF intervention for strengthening these capacities at all levels (individual, institutional and systemic) and establishing a framework for measuring the results of this intervention.
- Finalized the development of a project (MSP) proposal for UNDP **Egypt** under the CB2 programme (2007) according to the specific requirements of the UNDP and the GEF. The project was to mainstream global environmental management in national plans and policies by strengthening the monitoring and reporting system for multilateral environmental agreements in Egypt. Collaborated with a national consultant to collect the necessary information, finalize the log frame and the overall project proposal.

- Finalized the design of a project (MSP) for UNDP-GEF Slovakia under the CB2 programme (2006). The project was to improve the participation and coordination mechanisms for global environmental management in the Slovak Republic. The project was a follow up to the National Capacity Self-Assessment (NCSA) conducted in 2004-05. The overall goal was to improve compliance with the global environmental objectives in Slovakia by building on national and EU driven processes of administrative and institutional reforms.
- As an International Consultant on Environmental Policy and Management, designed a capacity development project (CB2) to improve environmental monitoring (MSP) for UNDP-GEF in **Armenia** (2006). It included an analysis of the current environmental monitoring system in place in Armenia and its barriers/issues identified during the NCSA process, explore co-financing possibilities and design the project with stakeholders.
- Designed a project (MSP-CB2) for UNDP-GEF **Lithuania** for an integrated policy approach to mainstream the MEAs in the national policy framework (2005-2006). The overall project goal was to develop an integrated policy approach to address the goals of multi-lateral environmental agreements and establish a corresponding mechanism to facilitate a cross-sectoral management and the environmental governance framework.
- Designed an environmental education and research project (MSP-CB2) for UNDP-GEF in **Latvia** (2005). The project objective was to build capacity at all appropriate levels for systematized environmental education and strategic and adaptive research focused on enhancing national responses to country obligations under the global environmental conventions.
- Designed a project to formulate an IT industry strategy for **South Africa** (CIDA 1997-98). The approach featured a strategic direction by defining business objectives and vision statement, future trends within the IT industry including business transformation and an action plan for subsequent work. This project design was conducted following the CIDA “road map” to design projects; including RBM, PRF and the new Logical Framework Analysis (LFA).
- Member of a three-person team (1986-87) to design and plan a Franco-German DM20M project (5 years) to reduce fuelwood consumption in the three largest cities in **Mali** (Bamako, Ségou and Mopti) for the GTZ and the French Ministry of Foreign Affairs.
- Designed and planned a 5-year-DM40M project (1987-88) to reduce fuelwood consumption in the department of Niamey, **Niger** for the GTZ. This assignment was conducted in collaboration with the Ministry of Energy and GTZ-Headquarters.

.... Advisory Assignments

- Chief Technical Advisor (CTA) on the UNDP/GEF Project “*Strengthening capacity for an environmental information management and monitoring system in Tajikistan*” (2015-2016). The project is to introduce a national integrated and coordinated environmental information management and monitoring system in Tajikistan. The responsibility of the CTA was to oversee capacity development activities to be implemented by the project and ensuring that the overall technical direction of the project is maintained and flexibly adapted to meet the practical challenges faced during implementation.
- Developed the long-term strategy of the Consultative Group of Experts (CGE) on National Communications from Parties not included in Annex I to the UNFCCC Convention (2014). The objective of the CGE is to improve the process of preparing national communications and biennial update reports (BURs) by Parties not included in Annex I to the Convention (non-Annex I Parties) by providing technical advice and support to such Parties. Reviewed the existing mode of provision of technical assistance to non-Annex I Parties by the CGE and developed a long-term strategy for the CGE to provide technical assistance to these Parties in a comprehensive manner.

- Drafted the strategy for UNDP *Tajikistan*'s newly established Energy and Environment Programme (2011) to ensure an effective management of the portfolio of projects through the development of comprehensive partnership strategies, M&E framework, tools and guidelines. The aim of UNDP's Energy and Environment programme portfolio is to contribute towards the reduction of widespread poverty in Tajikistan through: promoting income-generating end-use applications of renewable energy sources, ensuring sustainable natural resource management, reducing greenhouse gas emissions through enhancing public transport management as well as educating and involving diverse national and local stakeholders in addressing environmental issues faced by Tajikistan.
- International Capacity Development Advisor (CDA) on the UNDP/GEF Project "*Achieving Ecosystem Stability on Degraded Land in Karakalpakstan and the Kyzylkum Desert*" **Uzbekistan** (2011). The goal of the project was to achieve ecosystem stability on degraded land in Karakalpakstan and the Kyzylkum desert in Uzbekistan, thus reversing the spread of deserts, increasing carbon sequestration, enhancing habitats for biodiversity and achieving public health and socio-economic benefits, on a sustainable basis. The responsibility of the CDA was to ensure that the project has a) the greatest possible direct impact on counterpart capacity to apply integrated land use management approaches, and b) the greatest possible impact in terms of lessons learned and replication nationally / regionally of experiences gained.
- Senior International Technical Advisor on the UNDP/GEF Project "*Strengthening Capacity to Integrate Environment and Natural Resource Management for Global Environmental Benefits (CB2) – Romania*" (2009-2012). The project aimed to expand Romania's capacity to generate global environmental benefits through mainstreaming Rio Conventions into national, regional and local decision-making. The assignment was to provide technical advisory services during the implementation of the project such as project implementation strategy, risk management and potential flexible adjustments of the project implementation plan.
 - Conducted a management review of the project to assess the progress made (2011), to review the implementation schedule for the remaining part of the project and to assess the sustainability and replicability of project achievements. Identified a set of recommendations to maximize the effectiveness and efficiency for the use of remaining project resources and elaborated a proposal for a "time extension" of the project.
- Chief Technical Advisor (CTA) on the UNDP/GEF Project "*Community Learning and Institutional Capacity Building for Global Environmental Management and Poverty Reduction in Tajikistan (CB2)*" (2009-2012). This project was part of the overall GEF Central Asian Countries Initiative for Land Management (CACILM). The project built capacity to use key environmental management tools to implement Rio Conventions and to reduce poverty. This was to contribute to the "*expansion of Tajikistan's capacity to generate global environmental benefits through educating (environmental learning) and involving diverse national and local stakeholders (stakeholder involvement) in addressing Rio Convention themes*". The responsibility of the CTA was to ensure that the overall technical direction of the project is maintained and flexibly adapted to meet practical challenges faced during implementation.
- International Technical Advisor on the UNDP/GEF project "*Developing Institutional and Legal Capacity to Optimise Information and Monitoring System for Global Environmental Management in Armenia (CB2)*" (2008-2011). The project supported the introduction of a national integrated and coordinated environmental information management and monitoring system in order to strengthen the environmental information availability and the national environmental reporting capacity of Armenia to fulfil its obligations under three global MEAs. The assignment consisted of working together with the National Project Implementing Partner in supporting project implementation by providing technical advisory services.

.... Capacity Development

- Prepared the global Synthesis Report for the National Capacity Self-Assessment (NCSA) initiative funded by GEF to raise the sustainable development baseline of lessons learned to achieve environmental sustainability (2010). This report built upon the unique set of countries' extensive experiences to address their challenges in meeting obligations under the Rio Conventions. The Report served as a key tool for a broad set of social actors to target support to capacity development priorities that will meet and sustain both global and national environmental objectives. It includes the main strengths and constraints in developing countries' capacity to fulfill their commitments under the Rio Conventions, the common priority environmental sustainability issues faced by these countries when trying to fulfill convention commitments, the countries' priority capacity development needs for global and national environmental sustainability, the lessons learned from countries' experience on capacity assessment, and the best practices that emerged from this initiative.
- Under the GEF NCSA Global Support Programme's Support Unit, collaborated with UNDP, UNEP, and GEF Secretariat staff to consolidate and finalized a Capacity Development (CD) Monitoring and Evaluation framework (2007). It consisted in developing, simplifying and operationalizing a preliminary draft of the CD M&E framework; including the integration of the feedback and input from key stakeholders. In addition, 21 medium size projects (UNDP and UNEP MSPs) were retrofitted to integrate this new CD monitoring framework.
- Developed and implemented key implementation principles for developing capacities (1998-2004) in the environment in Jamaica. It included emphasis on a participatory method, building multi-stakeholders partnerships, keep ownership of the process with stakeholders, consensus based decision making, action-research based, strategic, systemic and integrative approach, maximizing the use of local resources, build on primary processes, development of a long term collective vision, commitment to the long term and the gradual change of behaviour and planning of activities that is iterative and flexible.
- Developed local applications (local capacity) in response to international frameworks such as Agenda 21 (particularly chapter 8, 28, 30, 36 and 37) the Millennium Development Goals (MDG's), the CSD Process, Multilateral Environmental Agreements (MEA's) such as biodiversity and POPs, and City Development Strategies (CDS) promoted by the Cities Alliance (WB) (1998-2004).
- Implemented capacity development initiatives within the public and private sectors, the general public and the communities in **Jamaica** (1998-2004). The programme seek to transfer skills and knowledge to individuals (*about 25,000+ people participated in courses/workshops/ seminars*), to improve structures, mechanisms and procedures within organisations and to develop an enabling supportive policy, legal and institutional frameworks.
- Led a Team of national and foreign staff to build partnerships with public and private sectors, communities and civil societies (1998-2004). Developed an approach to CD described as "responsive entrepreneurship" (see [Capacity.org newsletter #19](#)). It combines an approach where initiatives come from the participants, enhancing the client's organisational effectiveness is the priority and parties combine their resources to achieve a common goal.

.... Programme / Project Management

- Programme Manager (1998-2004) of the \$15M [Environmental Action Programme \(ENACT\)](#) in **Jamaica** funded by both CIDA and the Government of Jamaica. A capacity development programme rooted in Agenda 21 and the Rio Conference of 1992 aiming at increasing the skills and knowledge of individuals, improving the structures, mechanisms and procedures within organisations and developing an enabling supportive policy, legal and institutional frameworks. It was implemented within the frameworks of public sector reform (modernization of the public sector), Local Government Reform and the National Environmental Education Action Plan for Sustainable Development (NEEAPSD). Oversaw the planning, implementation and monitoring of the programme and reported

quarterly to an executive committee. Managed a Staff of 12 (Canadians and Jamaicans) and a portfolio of about 30 projects. Managed and administer a portfolio of ST Consultancies (150 contracts per year) and an extensive training programme (about 100 events per year).

- Canada-based Coordinator (1994-98) of the \$9M CIDA-funded Natural Resources and Environment Management (NREM) Project in **Thailand**; seeking the develop the capacity of national institutions for better managing watersheds and coastal zones. Tasks included the supervision of the financial and administration processes to manage the project, coordination of short term consultancies, development and implementation of a monitoring/reporting framework with identification of performance indicators, design of management reports and coordination of procurement activities including GIS equipment (\$1M).
- Canadian Coordinator (1992-95) of a \$26M rural integrated CIDA project in **Northern Ghana** (NORRIP). This project featured integrated sectoral development, "bottom-up" planning of small-scale economic development projects, and institution building within the regional offices of line Ministries. Supervised the financial and administrative systems, coordinated short term consultancies and training activities, managed training and procurement trust accounts and coordinated a \$16M procurement component which included suppliers located in Canada, Ghana, Europe, Asia, India and other African countries.
- Canadian Coordinator (1993-94) of the \$15M CIDA-funded Small Projects Implementation Facility II (SPIF) program to support the **Leeward and Windward Islands** of the Caribbean in infrastructural development for sustainable development projects (up to \$500,000 each). These projects were in the sectors of agriculture, forestry, fisheries, tourism, and small industry. The responsibilities were liaison with the field on the five-year \$2 million procurement program, and improvements to reporting systems and database.
- Led a team of 6 people to start-up a National Coordination Bureau in **Niger** (1987-88) on Domestic Energy (including wood demand) issues involving three Ministries and funded by the EC and GTZ. The technical assistance was to build the capacity of this organisation (and its staff) to monitor domestic energy projects throughout the country, to plan new projects and to negotiate/ coordinate project funding by donors (EC/GTZ/WB).
- Managed a Sub-Sahara agricultural research station in Ekrafane, **Niger** (1977-79); including a team of five full-time employees and 20 to 50 part-time employees. Responsibilities included the management of the research station, the implementation of the research programme on pastoral land management (pastoral production system in Sub-Sahara) including the gathering, analysis and reporting information on the status of the environment and methods to improve land management. Activities included of ecological observation studies, technical research, and surveys of land management methods used by nomads (pastoralists).

.... Applications of Sustainable Development Initiatives

- **Environmental / Natural Resources Management:** Identified and supervised initiatives to strengthen the capacity of the national environment and planning agency (NEPA) to manage and regulate the environment in Jamaica (1998-2004). Assess capacity needs and prioritized capacity gaps. Supported the introduction of a regulatory impact assessment (RIA) process to develop better regulations, develop the capacity of the organisation to implement the global multi-lateral environmental agreements such as biodiversity, climate change and POPs, improved the process to review EIA's submitted by applicants and increased the skills and knowledge of enforcement officers. Contributed to the introduction of GIS technology in watershed and coastal management in Thailand.
- **Sustainability Governance/Greening of Government Operations:** Contributed to the development of a sustainability governance framework for Jamaica, incorporating SD principles into the existing government machinery. Partnered with the government to identify and developed the

first greening of government programme in the country; including a strategic environmental assessment process of policies and programmes (supported by an SEA Policy) and an environmental stewardship programme of resources used by the government.

- **Local Government Reform / Local Sustainable Development Planning:** Contributed to the local government reform programme in Jamaica by strengthening the capacity of the Parish Councils of Portland and KSA. Supported the development of a business plan for the Parish Council of Portland. Supported the projectization of the sustainable development planning process of Kingston and contributed to the submission of a planning process proposal to the Cities Alliance (WB funded) which resulted in the approval of a grant of US\$250k. Supervised the production of a SD profile for the Parish of Portland and an environmental profile for the Parish of Kingston; both being used in the development of Parish based SD plans. Supported the introduction of spatial analyses within the SD planning process.
- **Environmental Education for SD (EESD):** Supervised and contributed to the development of EESD initiatives within the formal education sector in Jamaica; including both the primary and secondary school systems and the Teacher education system. Initiatives included revision of curriculum, development of materials to support implementation of revised curriculum objectives, environmental stewardship within schools, environment extra-curricular activities and more generally the development of a “*whole-school*” approach. Oversaw environmental training and environmental education communication campaign targeting both rural and urban communities to raise environmental awareness and environmental literacy. Participated in the assessment of the implementation of the Jamaica national plan of action for EESD and contributed to the update of this plan of action for the following 5 years.
- **Corporate Sustainability:** Supervised the development of a training programme (called the “Business Advantage”) targeting middle managers in the private sector and focussing on the concept of triple bottom line and the role of voluntary compliance with regulations through the development of sector based codes of practice. Contributed to the development of codes of practice for the coffee industry, the sugar industry and the motor repairers in Jamaica. Partnered with 10 private sector organisations in Jamaica to create the Business Council for the Environment (BCE) under the leadership of the Private Sector of Jamaica (PSOJ).

.... Knowledge Management / Communication

- Structured a body of knowledge for the ENACT Programme (1998-2004) whereby all publications were electronically logged/stored in both native and pdf format. This body of knowledge became the source for packaging a full range of information products to be disseminated.
- Designed and built a web site and moderated a mailing list on the ENACT Programme to give public access to information on the ENACT programme and communicate/exchange information with stakeholders. It included an overview of the programme, the main ENACT publications, training materials and other resources.
- Member of a two-person team to identify a RIMS (Resource Information Management System) implementation strategy (2006); component of the NREM project in Thailand. This consultancy was to assess local institutions, identify “champions”, and develop an implementation plan.

.... Training Development

- As a Senior Bilingual Capacity Building and Training Expert delivered a GEF Training and Awareness Raising Seminar to the AfDB staff (*Tunis* 2007). The program provided an opportunity for the staff to familiarize with the GEF policies and procedures and get hands-on interactive training on principles and modalities for identification, selection and preparation of project proposals for GEF financing.
- Developed and oversaw a training programme composed of formal courses, ad-hoc workshops, seminars and study tours focussing on applications of sustainable development such as

environmental education, environmental stewardship, environmental management systems, environmental compliance & enforcement, SD planning and corporate sustainability.

- Supervised training need analyses in Jamaica to identify current capacities, capacity gaps and training needs in the application of sustainable development within the operations of the government of Jamaica focusing on general environment awareness, environmental stewardship, the impact of economic and social activities on the environment and the compliance and enforcement of environmental and planning laws.
- Developed a partnership with the Management Institute for National Development (MIND) in Jamaica to develop a series of courses on the applications of sustainable development such as environment and sustainable development, environmental stewardship, strategic environmental assessment and compliance and enforcement of environmental laws. These courses are now part of the regular programme of courses delivered by this training institution.

EMPLOYMENT HISTORY

Senior Consultant	Independent Consultant, Ottawa	2004 - present
Programme Manager	Dessau-Soprin / Marbek, Kingston, Jamaica	1998 - 2004
Associate	IT/NET, Ottawa	1997 - 1998
Associate	DPA, Ottawa	1994 - 1998
Senior Consultant	The ARA Consulting Group, Ottawa	1992-94
Consultant	Andersen Consulting, Ottawa	1991-92
Technical Advisor	National Domestic Energy Office (CTFED), Niger	1987-88
Consultant	German Technical Co-operation Agency (GTZ)	1986
Manager	ABF, Aix-en-Provence, France	1984-87
Agricultural Technician	Association des Volontaires du Progrès, Niger	1977-79

DEVELOPING COUNTRY EXPERIENCE

Long Term: Niger (1987-89, 1977-79), Jamaica (1998 – 2004)

Short Term: Antigua, Argentina, Armenia, Belize, Benin, Bulgaria, Burundi, Bhutan, Burkina Faso, Cambodia, China, Costa Rica, Croatia, Czech Republic, Egypt, Fiji, Georgia, Ghana, Hungary, Indonesia, Iran, Jamaica, Jordan, Kazakhstan, Kiribati, Kosovo, Kyrgyzstan, Lao PDR, Latvia, Lithuania, Mali, Mauritania, Moldova, Niger, Palau, Philippines, PNG, Romania, Rwanda, Senegal, Slovakia, South Africa, Tajikistan, Tanzania, Thailand, Timor-Leste, Tunisia, Tuvalu, Trinidad and Tobago, Ukraine, Uzbekistan and Vanuatu.

LANGUAGES

	Spoken	Written	Read
English	Excellent	Excellent	Excellent
French	Excellent	Excellent	Excellent

EDUCATION

- **Master of Business Administration (MBA)**, University of Ottawa, 1991 with focus on corporate finance, IT and project management;
- **Degree in Agricultural Engineering (ITA)**, Institut National de Promotion Supérieure Agricole, Dijon, France, 1984 with focus on rural development.
- **Rural & Agricultural Capacity Certificate (CCTAR)**, Centre de Formation Technique Agricole (CFTA), Gironde sur Dropt, France, 1975 specialized in rural development;
- **Certified Management Consultant (CMC)**, Canadian Association of Management Consultants, Canada (from 2000 to 2020).
- **Practical Certificate in International Program Evaluation**, The Norman Patterson School of International Affairs, University of Carleton, Ottawa, 2008

PRESENTATIONS / PUBLICATIONS

- May 2011 *Carbon Offsetting*, presented at the CAIDC Conference “*Developing the Future*”, Ottawa, May 12 & 13, 2011
- Sept. 2010 *Monitoring Guidelines of Capacity Development in Global Environment Facility Projects*, UNDP, UNEP, GEF publication (main contributor)
- Jul. 2010 *National Capacity Self-Assessments - Results and Lessons Learned for Global Environmental Sustainability*, UNDP, UNEP, GEF publication (main contributor)
- Jun. 2010 *Land Degradation Assessment in Drylands (LADA)*, presented at Stakeholders Workshop in Yerevan, Armenia
- Nov. 2007 *Monitoring of Capacity Development in GEF Operations*, presented at UNFCCC Expert Workshop on Monitoring and Evaluating Capacity Building in Developing Countries, St. John’s, Antigua
- May 2006 *Managing Change in Jamaica*, presented at ECDPM – Capacity, Change & Performance Workshop, Maastricht, Netherlands
- Sept. 2004 *Capacity Development – The ENACT Experience*, presented at a CEC Meeting of Experts, Mexico City
- Aug. 2004 CD-ROM on the *ENACT Programme*; including about 1,000 documents such as all publications, training material, management reports and links to partners
- Jun. 2004 *ENACT - Environment Action/Development Programme – Jamaica - Case study*, prepared for CIDA’s Stocktaking exercise on Capacity Development
- Sept. 2003 CD-ROM titled “*NEPA Judicial Symposia 2003*”; including all papers (30) presented to the 3 symposia, the body of environmental and planning legislation (about 200 pieces of legislation), environmental policies (15), codes of practice (15), action plans (6), other reports and web links
- Aug. 2003 *Capacity Development in Jamaica – The ENACT Experience*, presented at CIDA
- Jan. 2003 *Capacity Development for Sustainable Development – Jamaica*, presented at the Symposium on Aid Effectiveness, Manila, Philippines