



Mr. David Gairdner

Scanteam

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KEY QUALIFICATIONS:

- Specialised working in fragile state and conflict-affected environments, with analysis and the planning, assessment and evaluation of programmes.
- Extensive experience with Multi-Donor Trust Funds, in the design of governance, administration and programme systems and evaluation.
- Planning, assessment and evaluation of complex development programmes and individual projects.
- Twenty two years experience in development cooperation. Eleven years of resident field experience in Latin America, the Caribbean and Asia. Short-term assignments in 24 countries in Africa, Asia, Latin America and the Middle East. Senior management experience in a Government institution.

PERSONAL:

Nationality: Canadian

Date of Birth: June 10, 1960

Languages: English (Native language), Spanish (Fluent) and Portuguese (working knowledge)

COUNTRY WORK EXPERIENCE:

Resident Postings: Colombia, Dominican Republic, Guatemala, Lesotho and Mozambique.

Temporary assignments: Angola, Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Ghana, Guatemala, Indonesia, Jordan/Iraq, Kenya, Korea, Lesotho, Malawi, Mexico, Mozambique, Nepal, the Philippines, Spain, South Africa, Sudan, Timor-Leste, United States, Vietnam and Zimbabwe.

EDUCATION:

1997, Master of Arts, International Relations

York University, Toronto, Canada, Thesis on Truth Commissions

1983, Bachelor of Arts, Political Science

University of British Columbia, Vancouver, Canada

1979, Simon Fraser University, Burnaby, Canada

Completed first year credits, Communications Department

March 2008, Hostile Environment Training, Control Risks, London

EMPLOYMENT:

April 2004 to Present, Scanteam, Norway

Partner

- Partner in Scanteam, an independent Norwegian consulting firm working in developing countries and transitional economies.

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- Specialised in fragile states and conflict-affected environments, with bilateral, multilateral and multi-donor funding arrangements.
- Studies, conflict and situation analysis, and the planning, appraisal and evaluation of complex programmes.
- Recent clients include the Norwegian Foreign Ministry, Norad, DFID, CIDA, agencies in the United Nations system and the World Bank.

April 2002- May 2003, Pearson Peacekeeping Centre, Clementsport, Canada Director, Advancement Group

- Senior Manager with the Pearson Peacekeeping Centre, an internationally recognized research, education and training institution established by the Government of Canada.
- Provided leadership for renewal of the Centre, its mission, programmes, organisation structure and relations with stakeholders, during a transition period.
- Established the Advancement Group, a new department responsible for external relations, new business development, marketing and communications.
- Contributed to the Centre's policy framework on peace operations. Wrote policy briefs and programme submissions for Government, and liaison with UN DPKO.

January 2000- April 2002, Pearson Peacekeeping Centre, Clementsport, Canada Director of Programmes

- Led the research, development, delivery, and evaluation of the PPC's annual programme offering of fifteen courses, two academic round-tables and up to eight annual international activities.
- Responsible for the academic experience of 600 students annually, from 116 countries. Programme designed to build the operational effectiveness of senior to middle-level officials from civilian, military and police organisations.
- Developed new programme offerings in Colombia, Sudan and the Inter-American Defence College.
- Coordinated a department team of 15 core staff, interns and a roster of over 300 Canadian and international External Faculty.

April 1998- October 1999, International Centre for Human Rights and Democratic Development, Guatemala City, Guatemala Manager, Fund for Public Policy Research in Guatemala

- Manager with ICHRDD, a Montreal-based human rights institution created and funded by the Parliament of Canada.
- Established the Fund for Public Policy Research, a programme to support civil society participation in the implementation of the Guatemala Peace Accords.
- Conducted initial feasibility study. Developed the Fund's policy and operating infrastructure.
- Developed eleven policy research projects with Guatemalan counterparts, providing substantive and technical support, and network facilitation with other donors.
- All projects successfully completed and submitted within the peace process. Results seen in negotiations on indigenous rights, land reform, education and gender policy.

1995- 1996, Canadian Embassy, Dominican Republic Coordinator, Canada Fund for Local Initiatives

- Coordinated the Canada Fund for Local Initiatives in the Dominican Republic for the Canadian International Development Agency.
- Restored the programme and administrative integrity of the Canada Fund, which had been frozen due to irregularities.

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- Developed the Fund's programme framework, with a focus on conflict prevention, poverty reduction and civil society participation in election monitoring.
- Negotiated project funding with counterparts and provided substantive and technical support to implementation. Conducted all project evaluations.

**1992- 1994, Latin American Institute for Alternative Legal Services (ILSA), Bogotá, Colombia -
Researcher Associate, Hemispheric Trade Issues**

- Research Associate with ILSA, an institute providing human rights services in Colombia and internationally.
- Conducted research on hemispheric trade negotiations. Contributed to policy debate in Colombia and Canada on the framework for economic integration and the relationship between trade, human rights and environmental standards.

**1991- 1992, Canadian University Services Overseas (CUSO), Ottawa, Canada
Acting Coordinator, Education Department**

- Department Coordinator with CUSO, a Canadian non-governmental organisation providing technical support for sustainable development.
- Managed the development, delivery and evaluation of CUSO's three education programmes: Public education and advocacy on development issues, orientation of CUSO's cooperants going overseas and staff training.

**1989- 1991, Canadian University Services Overseas (CUSO), Ottawa, Canada
National Coordinator, Development Education**

- Developed, coordinated and evaluated national-level education and advocacy programmes, in collaboration with CUSO regional offices in Canada and CUSO's international programmes and counterparts.

**1987-1989, Canadian Catholic Organization for Development and Peace, Toronto
Assistant Programme Coordinator**

- Coordinator with CCODP, the official international development agency of the Catholic Church in Canada.
- Developed national education, advocacy and fundraising programmes, in collaboration with CCODP volunteer committees, regional offices in Canada and international counterparts.

**1985-1987, Canadian Catholic Organization for Development and Peace, Edmonton **Regional
Coordinator, Alberta****

- Implemented CCODP education, advocacy and fundraising programmes in the province of Alberta, Canada. Provided programme support to 19 local committees, and contributed to national-level programme development.

**1983-1984, Canadian Crossroads International
Teacher, Lesotho, Africa**

CONSULTANCIES

March- April 2009 (ongoing), Norad

- Team Leader to a review of Norwegian Humanitarian Funding to Iraq (1998 to 2009) channelled through Norwegian Church Aid.

February to May 2009 (ongoing), World Bank

- Analyst, *Study of Programmatic Multi-Donor Trust Funds in Fragile and Conflict-Affected States* (FCS). Study conducted for Operational and Country Services Fragile and Conflict Affected States Group (OPCFC), to support discussions with IDA 16 donors.

November-January 2009, Netherlands Ministry of Foreign Affairs

- Team member to the study *Options for a Transitional Education Fund Mechanism*, for the Education for All Fast Track Initiative. The FTI is a USD 1 billion global trust fund with operations in 30 low income countries.
- Developed options for reforms to the FTI governance and administration structures, and for a differentiated operation model in fragile and post-conflict states.

November-December 2009, United Nations Development Programme, Indonesia

- Technical support to UNDP and the Government of Indonesia in establishing the Aid for Effectiveness Trust Fund and Indonesia Climate Change Trust Fund.
- Will design the institutional framework and conduct a capacity assessment of participating Government institutions.

October 2009. Norad and Norwegian People's Aid

- Review of Norwegian support to civil society organisations in Angola, implemented through Norwegian People's Aid between 2007 and 2009.

September 2009, United Nations Development Programme, Ecuador

- Technical support to UNDP and the Government of Ecuador in establishing the Yasuni-ITT Trust Fund, a carbon abatement scheme anticipated to generate USD 6 billion for renewable energy.
- Developed the YITF Terms of Reference, designed the institutional framework and project development process.

April to September 2009, Norwegian Refugee Council, Iraq

- Research Leader for the report *Research to Improve Effectiveness of INGO Activities and Future Humanitarian Assistance in Iraq*.
- Organised and conducted field work in Jordan, Lebanon and Iraq, in collaboration with a team of university-based Iraqi Academics.

January to May 2009, World Food Programme, Malawi

- Team Leader to a portfolio review of all World Food Programme activities in Malawi, implemented by the WFP activities between 2000 and 2008.
- As team member, conducted situation analysis of food security and other trends.

April-May 2009, NORAD and the Norwegian Foreign Ministry, Sudan

- Conducted an appraisal of the Sudan Multi-Donor Trust Fund/National. Report written in support of Norway's decision on whether to replenish funds for Phase II operations.

2008/2009, Donor Committee, International Reconstruction Fund Facility for Iraq

- Team Leader for review of the *International Reconstruction Fund Facility for Iraq*, a multi-donor funding mechanism with a USD 1.8 billion portfolio. Managed two international and eight Iraqi consultants.

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- Organised and conducted field work in Jordan, Lebanon and Iraq, in collaboration with a team of 12 university-based Iraqi Academics.

October- December 2007, DFID (on behalf of the Sudan Joint Donors)

- Conducted a review of the performance, effectiveness and impact of the Multi-donor Trust Funds in Sudan (MDTF-N and MDTF-S). Including field work in Southern Sudan.

September 2007 International Labour Organisation (Nepal Country Office)

- Conducted the biennial review of the ILO's Decent Work Country Programme for Nepal
- Developed programme options for the next biennial period, taking into account implementation of Nepal's Comprehensive Peace Agreement and the requirements of Nepalese stakeholders.

April- September 2007, Norwegian Foreign Ministry (Jakarta Embassy)

- Co-author to assessment of the impact of Norwegian and International Assistance to Timor-Leste (2002- 2006) on conflict dynamics.
- Piloted the OECD DAC Guidelines on Evaluating Conflict Prevention and Peacebuilding Activities.
- Assessment used as baseline study by the European Commission, the United Nations, USAID and other donors.

May- October 2007, World Bank and the UNDP

- On behalf of the Donor Committee, conducted a review of the *Terms of Reference for International Reconstruction Fund Facility for Iraq*, a multi-donor funding mechanism with the Government of Iraq. Designed revised governance and project approval procedures.

January- May 2007, United Nations Development Group

- Developed a Policy Note on the participation of UNDG members in Direct Budget Support modalities.

February 2007, Norwegian Foreign Ministry (Guatemala Embassy)

- Desk Review and recommendations on Norwegian financial assistance to the Organisation of American States, *Central American Programme for the Strengthening of Democratic Dialogue*.

2006/2007, Norwegian Foreign Ministry and World Bank

- Co-authored a global review of 11 World Bank and United Nations administered Multi-donor Trust Funds in post-conflict environments, conducted over six months
- Wrote the chapters on East Timor, Sudan and Iraq, and contributed to main report.

June 2006, Norwegian Foreign Ministry

- Co-authored the report *UN System and World Bank Collaboration in the Field*, a Norwegian input to the UN High Level Panel on System-wide Coherence, including field research in Indonesia.

May 2006, International Labour Organisation

- Conducted the final evaluation of the *Strengthening and Improving Labour Relations in East Timor* programme.

April 2006, International Labour Organisation

- Final evaluation of the programme *Promoting Sound Industrial Relations at the Workplace and Strengthening the Capacity of Industrial Relations Actors in Vietnam*.

December 2005, Norwegian Embassy to Angola

- Conducted an end review of Norwegian cooperation with the United Nations Development Programme in Angola, 2001-2005.
- Conducted an appraisal of the UNDP Country Programme 2005-2008, making recommendations on future cooperation and funding.

November 2005, United Nations Children Fund, Africa Region

- Presentation to UNICEF annual Regional Directors seminar on changing aid environment and options for a UNICEF response.
- Contributed to *Towards a Regional Director's Team Strategy for Supporting UN Country Teams to Engage in New Aid Modalities*, paper to the UN Southern Africa Regional Director's Team Retreat, 29-30 November 2005.

2003- 2005, Faculty to Rapid Expert Deployment Course for Peace Operations, Helsinki España, Spain

- Faculty to graduate-level course on international peace operations, for five courses between 2003-2005.
- Delivered 20 hours of lectures, discussion group and simulation per course on the dynamics of violent conflict, conflict assessment, international peace operations, peacebuilding and governance.

February-May 2005, Norwegian Ministry of Foreign Affairs

- Co-wrote the study *UN System's Role, Constraints and Possibilities for Contributing to Sector-wide Approaches and Budget Support*, including field research in Malawi and Mozambique.

February 2005, Norwegian Agency for Development Cooperation

- Team Leader for review of Norwegian post-conflict assistance to Central America. Wrote *Joint Review of the OAS Special Programme for the Promotion of Dialogue and Conflict Resolution in Central America and the PROPAZ Foundation*. Field research in Guatemala, El Salvador, Honduras, Panamá and Nicaragua.

December 2004- March 2005, Norwegian Agency for Development Cooperation (Norad)

- Member of multidisciplinary team conducting a risk assessment for Norwegian investment in the Nepalese Hydropower sector, focusing on conflict risk assessment and conflict impact assessment. Developed conflict analysis model and wrote conflict assessment.

September 2004, Norwegian Agency for Development Cooperation (Norad)

- Team Leader for mid-term review of Norwegian co-operation with the United Nations Development Programme in Angola, 2001-2004.

July 2004, Norwegian Agency for Development Cooperation (Norad)

- Wrote the desk study, *Strategic Partnerships for Poverty Reduction between State, Private Sector and Civil Society*.

March 2004, Faculty, Joint Chilean Centre for Peace Operations Training, Santiago, Chile

- Faculty to *Executive Seminar on International Peace Operations*, a two-week course for senior military, police and civilian officials from Chile, Argentina and Uruguay.

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August 2003, Course Director, Argentine Centre for Joint Peace Operations Training, Buenos Aires, Argentina

- Team Leader for *Humanitarian Issues in International Peace Operations*, a two-week course for senior military, police and civilian official from Chile, Argentina, Paraguay and Uruguay.

2001-2002, Advisory Committee to Correctional Services in Peace Operations

- Member of Advisory Committee to the project *Correctional Services in Peace Operations*, sponsored by the Correctional Services Canada and the International Corrections and Prisons Association.
- Contributed to *Practical Guidelines for the Establishment of Correctional Services within United Nations Peace Support Operations*, International Corrections and Prisons Association, June 2002.

March- July 2000 Development Assistance Committee of the Organisation for Economic Development and Cooperation

- Coordination and substantive support to the *Latin American Consultation for the DAC Guidelines on Peace and Conflict* in Cartagena, Colombia, 7-9 July 2000.
- Contract done on secondment from the Pearson Peacekeeping Centre and on referral from the Canadian International Development Agency.

August- September 1999, Danish Foreign Ministry

- National Expert to review of Danish Transitional Assistance to Guatemala.

January to May 1998, Nathanson Centre for the Study of Transnational Crime and Corruption, York University, Toronto, Canada

- Coordinated a conference on organized crime and corruption, attended by academics and government and multilateral agency officials from 16 countries in the Americas.
- Wrote the central issues paper and conference proceedings, and coordinated the presentations of subject matter experts.

1995- 1997 Christian Michelsen Institute, Bergen, Norway

Wrote the following publications on a contract basis:

- "Truth Commissions in Latin America and Africa" in *Accounting for the Past: Human Rights and War Crimes in Political Transition*, Cappelen Editorial, Oslo, 1997.
- "Human Rights in Mexico" in *Human Rights in Developing Countries; Yearbook 1996*, Nordic Human Rights Publications, Kluwer, Amsterdam, June, 1996.
- "Human Rights in Colombia" in *Human Rights in Developing Countries; Yearbook 1995*, Nordic Human Rights Publications, Kluwer, Amsterdam, June, 1995.
- Also published Master's Thesis, Truth in Transition; The role of truth commissions in political transitions in Chile and El Salvador, CMI Report R 1999:8.