

# Mr. David Gairdner

## Scanteam

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### KEY QUALIFICATIONS:

- **Specialised working in fragile state and conflict-affected environments**, with political economy and conflict analysis and the planning, appraisal, assessment and evaluation of programmes.
- **Proven ability to lead complex analysis and evaluations** in politically sensitive environments. Use of international good-practice methodology and innovation and work with all stakeholder levels, from beneficiaries to senior Government and international officials.
- **Aid effectiveness experience**, including with design of governance and operating systems for **post-crisis Multi-Donor Trust Funds**, and their review and evaluation.
- **Twenty three year experience with 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 Canadian Government-funded institution.

### PERSONAL:

**Nationality:** Canadian (currently a Permanent Resident of Norway)

**Date of Birth:** June 10, 1960

**Languages:** English (Native language) and Spanish (Fluent)

### COUNTRY WORK EXPERIENCE:

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

**Temporary assignments:** Angola, Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Ghana, Jordan/Iraq, Kenya, Korea, Malawi, Mexico, Mongolia, Mozambique, Nepal, the Philippines, Spain, South Africa, Sudan (North and South), 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 Risk, London**

## **EMPLOYMENT:**

**April 2004 to Present**, Scanteam, Norway

### **Senior Partner**

- Senior Partner with Scanteam, an independent Norwegian consulting milieu working with fragile states, conflict-affected situations and humanitarian, recovery and development programmes.
- Specialised in aid effectiveness, with bilateral, multilateral and post-crisis multi-donor funding arrangements, including Multi-donor Trust Funds.
- Thematic and modality studies, political economy and conflict analysis and the planning, appraisal, assessment and evaluation of complex programmes.
- Extensive field experience. Use and innovation with international good-best practice methodologies, for analysis, assessment and evaluation in post-crisis and recovery situations.
- Recent clients include the Norwegian Ministry of Foreign Affairs, the Netherlands Ministry of Foreign Affairs, Norad, DFID, CIDA, five agencies in the United Nations system, the World Bank, various international NGOs and the Extractive Industries Transparency Initiative.

**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, funding, organisation structure and relations with stakeholders, during a transition period.
- Established the Advancement Group, 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, Clementsports, 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 Argentina, Chile, Colombia, and Ghana and with 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 networking with other donors.
- All projects 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 was previously frozen due to administrative irregularities.
- 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 and analysis in Colombia and internationally.
- Conducted research on hemispheric free 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 international programmes and counterparts.

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

**Assistant Programme Coordinator**

- Coordinator with CCOOP, 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 (1995 to 2011)**

**January to May 2011, Norad**

- Led desk study team on Norway's use of Cash Transfer modalities, "We Accept Cash; Mapping Study on the Use of Cash Transfers in Humanitarian, Recovery and Transitional Response":

**November 2010 to May 2011, UNDP Southern Sudan**

- Team Leader to the mid-term review of the UNDP's programme in Southern Sudan for crisis prevention and recovery (2009-2011), including field work in four states. Focus on security, governance and recovery initiatives, and situation analysis.

**October 2010 to June 2011, Extractive Industries Transparency Initiative**

- Team member to outcome evaluation of the EITI, reporting to the Board of Directors. Evaluation covered an assessment of the EITI country-level procedures (governance, reconciliation and validation standards), its International Secretariat and governance structures, and the global outcomes of the EITI process. Conducted field study in Mongolia.

**November 2010, Norad**

- Wrote guidance on best practice for capacity development in support of Norwegian assistance to Haiti, implemented bilaterally and through the Haiti Reconstruction Fund.

**May to August 2010, UNDP Iraq**

- Advisor to development of a business strategy for Al Aswat, an independent media organisation supported by the UNDP. Contract held by MediaBager (Canada).

**May to November 2010, World Bank**

- Member of team evaluating the World Bank's portfolio in Timor-Leste, 1999 to 2010. Responsible for conflict and situation analysis and evaluation of World Bank programme in the area of Governance, including assessment of Bank-managed Trust Funds.

**March- June 2010, Norad**

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

- Led a team of four Iraqi consultants in the evaluation of the Iraq NCA's portfolio over a seven year period, 2003 to 2010. Included an assessment of remote management and risk mitigation systems.

**February to June 2010, World Bank**

- Co-author of *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 replenishment discussions with IDA 16 donors.

**November 2009 to January 2010, 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, 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 an operations 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.
- Provided advice for the UNDP's proposal to the Government and donors on a new Indonesia Emergency Trust Fund.

**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, assisted design of the institutional framework and Standard Operating Procedures for fund management.

**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. Conducted situation analysis of food security and other trends, lead the overall evaluation process and drafted final report.

**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.
- 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 Juba-based 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 Budget Support modalities and other new aid 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 Timor-Leste, Sudan and Iraq, including field work in those three countries 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.

**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.