

LAWRENCE S. COOLEY

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SUMMARY:

Founder and President Emeritus of Management Systems International, Mr. Cooley has more than 40 years' experience in the fields of strategic management, public sector reform and international development. The current President of the Governing Council of the Society for International Development, he is the author or co-author of widely used methodologies for managing policy change, scaling innovation, entrepreneurship development and results-based management. Mr Cooley has served as Project Director or Principal Investigator for numerous high-visibility domestic and international public management initiatives, as facilitator for three Cabinet-level working groups in the United States, and as advisor to the leaders of more than a dozen governments and international agencies.

Mr. Cooley is an elected Fellow and Board Member of the National Academy of Public Administration; a member of the Editorial Board of the Public Administration Review; and a Trustee or Advisory Board member for a wide range of foundations, non-profit organizations, and global initiatives. He was Chairperson of the Development Management Network of the American Society of Public Administration for 15 years and is a past recipient of the Society's National Award for Training Excellence; and he is founder and co-curator of a global community of practice on scaling up development outcomes.

Prior to establishing MSI in 1981, Mr. Cooley worked for the United Nations Development Programme, the World Bank, Practical Concepts Incorporated, and as a Peace Corps Volunteer. He is a summa cum laude graduate of Colgate University and participant in the International Honors Programme, and he holds advanced degrees from Columbia University (Economics), Princeton University (Public Policy) and the Cranfield Institute of Technology in the UK (Management).

KEY SKILLS: Strategic Management; Development Effectiveness; Process Consulting; Training; Public-Private Partnerships

EXPERIENCE:

Strategic Management

- Co-Chair, National Academy of Public Administration Panel advising 2016 Presidential transition team on Performance Management and Evidence-Based Decision-Making. (2016)
- Principal Advisor, MacArthur Foundation 100&Change competition awarding \$100m for the best proposal to solve a major global problem. (2016-present)

- Advisor, US support for decentralization and peace consolidation in Colombia. (2015)
- Advisor, UK strategy to support private sector development and inclusive growth in Tanzania. (2015)
- Strategic Advisor, Communities in Schools, the premier non-profit organization addressing the needs of poor children in American schools. (2015)
- Member, 5-person Oversight Panel for Congressionally-mandated study by US National Academy of Public Administration on reorganization of US Department of Agriculture creating a new Under-Secretary for Trade and Market Development. (2015)
- Featured Speaker, Taking Innovation to Scale, at conferences and symposia at Harvard, Georgetown, Johns Hopkins, McGill, American, Virginia Tech and Carnegie Mellon Universities; MacArthur, Rockefeller, MasterCard, McConnell Clark, Wallace, and Elma Foundations; USAID, DFAT, World Bank, IADB, and IFAD; Brookings Institution, and National Academy of Public Administration. (2011-present)
- Advisor, formulation of a transition strategy for USAID/South Sudan following the violence of 2013. (2014)
- Lead Facilitator and External Advisor, development of scalability strategy and testing plan for Fish Forever, a joint undertaking of Rare, the Environmental Defense Council, and the University of California at Santa Barbara for sustainable near-coast fisheries in the Philippines, Indonesia, Brazil, Mozambique and Belize. (2013-2015)
- Consultant, U.S. Centers for Disease Control, assisting adaptation of CDC programming in Kenya to Kenyan constitutional reform and devolution of power to sub-national government. (2013)
- Policy Advisor and Keynote Speaker, workshop series for senior Mexican officials and CSO representatives on implementation of the country's Criminal Justice Reform. (2013-present)
- Lead Author, Scaling-Up: A Management Framework for Practitioners and Scaling-Up: Tools and Techniques for Practitioners, based on 10 years of field trials and applied research in India, Nigeria and Mexico. (2012)
- Seminar Leader and Keynote Speaker, National Symposium on Planning and Implementing at Scale, sponsored by the Planning Commission of the Government of India in cooperation with the Population Foundation of India and the MacArthur Foundation. (2012)
- Senior Advisor, multi-country research project on institutional needs of civil society organizations and the appropriate role for international donors in supporting and utilizing host country organizations. (2011-2013)
- Technical Advisor, institutional strengthening of Afghanistan's Ministry of Foreign Affairs and Afghanistan's High Office of Oversight. (2010–2012)

- Technical Director, 5-year, \$340m project to strengthen public management and government capacity in Iraq. (2006-2011)
- Principal in Charge, Enhancing Government Effectiveness, a 2-year applied research and technical assistance project focused on political economy and organizational factors affecting the performance of government ministries in developing and middle income countries. (2009-2010)
- Project Director, 5 successive grants from the MacArthur Foundation to study, improve and document successful practices for scaling-up innovative pilot and demonstration projects. (2003 – 2012)
- Off-Site Technical Director, Policy Management Unit in Afghanistan’s Office of the President. (2003-2004)
- Project Director, three-year effort to enhance the quality, transparency and credibility of economic policymaking in Nigeria focused on strengthening the Nigerian Government’s Economic Policy Coordinating Committee and Office of the President’s Chief Economic Advisor; and enhancing public participation in the policy process. (2000-2004)
- Principal Advisor, FDA Center for Food Safety and Applied Nutrition, responsible for a year-long exercise to develop the CFSAN Compass, an Agency-wide framework and set of guidelines for risk management and protecting food safety from farm to table. Recipient of FDA’s Group Recognition Award. (2001-2004)
- Team Leader and Facilitator, strategic redirection and revitalization of the national Fisheries Program of the U.S. Fish and Wildlife Service. (2002 -2003)
- Senior Advisor, management reform of the U.S. Fish and Wildlife Service including a national assessment of the Service’s organizational structure, functions and business processes, and an Agency-wide human resource strategy. (2001-2002)
- Team Leader, stakeholder consultations for Department-level Strategic Plan for the U.S. Department of Health and Human Services. (2000 and 2002)
- Team Leader, President’s Council on Food Safety. Led a five-person consulting team supporting the development of an integrated food safety strategy for the United States encompassing the efforts of the U.S. Department of Agriculture, Food and Drug Administration, Centers for Disease Control, Environmental Protection Agency and the White House Office of Science and Technology Policy. (1999-2000)
- Lead Facilitator, U.S. Fish and Wildlife Service, internal planning process and stakeholder consultations throughout the United States leading resulting in the Agency’s first GPRA strategic plan. (1996-1997, repeated in 1999)
- Team Leader, World Bank, development of operational policies, guidelines and methodologies for Watching Briefs in countries where lending programs are suspended due to internal political conflict. (1998)

- Advisor, design of a five-year USAID strategy to support the transformation of local government in post-apartheid South Africa. (1998)
- Team Leader, 2-year project to assist 72 non-governmental organizations in South Africa to promote a policy and regulatory environment more supportive of indigenous entrepreneurship and the development of small businesses. (1994-1995)
- Project Director, Implementing Policy Change (IPC) Project, a ten-year, \$40m technical assistance and applied research project assisting public and private sector leaders in 40 countries to implement major political, economic, environmental and social policy reforms. (1991-2001)
- Project Director, development of a strategy for USAID's regional Office for Central American Programs (ROCAP) to use in strengthening regional institutions in Central America. (1987)
- Senior Consultant, organizational diagnosis and strategic planning for La Condition Feminine in Zaire. (1981)
- Project Manager, 1-year effort to diagnose management problems and introduce matrix management structures in Guyanese ministries and public corporations. (1979-1980)
- Staff Member, Central Planning and Development Office, Government of Lesotho. (1971-1974)

Development Effectiveness, Program Evaluation, and Results-Based Management

- Founder and Curator, Global Community of Practice on Scaling Up Development Outcomes, with sponsorship from the World Bank, USAID, the British and Australian Governments, and the Rockefeller Foundation. (2015-present)
- Advisor, Wildlife Crime Tech Challenge, scaling up solutions to wildlife protection. (2016)
- Organizer and Moderator, international colloquium on Scaling Up in Fragile States, convened in conjunction with World Vision. (2015)
- Moderator and Panelist, Emerging Approaches to Strengthening Local Systems and Advancing a Post 2015 Governance Agenda, SID/W Annual Conference. (2014)
- Keynote Speaker, New Perspectives on Capacity Development, USAID Partners Conference on Human and Institutional Capacity Development. (2014)

- Featured Speaker, Institute of Development Studies in The Hague, “The Role of International Donors in Fostering Economic Growth and Fair Labor Standards”. (2014)
- Author of Background Paper and Keynote Speaker, OECD Experts Meeting on Aid Effectiveness and Results Management. (2011)
- Lead Technical Advisor, Re-engineering of USAID Project Design Process. (2011)
- Senior Advisor, Streamlining of USAID/State Department Planning, Performance Monitoring and Reporting Procedures. Implementation of the recommendations of the study reduced planning and reporting time by 20%. (2010-2011)
- Senior Advisor, OECD Global Joint Venture on Managing for Development Results and facilitator for Global Experts Meeting on Aid Effectiveness and Results Reporting (2006-2011)
- Consultant, development of new UNDP Multi-Year Strategic Plan and Funding Framework. (2006-2009)
- Principal in Charge, Integrating Managing for Results (IMR) contract which undertook more than 100 consulting engagements in Washington and around the world supporting USAID’s strategic management, performance measurement and external reporting. (2004 – 2010)
- Technical Advisor, development and implementation of a program-wide monitoring and evaluation system for the Department of State’s Middle East Partnership Initiative. (2005 -- 2010)
- Facilitator, Third Global Roundtable on Managing For Development Results, a 4-day meeting of 500 delegates from 38 countries, 32 donor organizations and 20 civil society organizations held in Hanoi, Vietnam. (2007)
- Co-creator, CAP-Scan, a multi-donor, OECD-sanctioned methodology for assessing and improving Management for Development Results applied by 24 governments at the whole-of-government or sectoral level. (2007-present)
- Discussion Leader on Managing For Results, Conference on Transatlantic Cooperation on Development sponsored by CSIS and the Friedrich Naumann Foundation. (2005)
- Principal in Charge, multi-year contract to monitor and evaluate the U.S. Government’s reconstruction efforts in Iraq. (2003 – 2005)
- Expert Consultant, Results Based Management and the Assessment of Development Effectiveness, presented to the senior management and Executive Board of the Inter-American Development Bank. (2003)

- Expert Consultant and Lecturer, Results Based Management and the Assessment of Development Effectiveness, Inter-American Development Bank (2003)
- Author, web-based manual and CD on use of Use of Strategic Management Tools to Support HIV/AIDS Policy Change. (2002)
- Lead Facilitator, Strategic Direction Team, UNFPA, responsible for designing and facilitating a one-year effort to review the U.N. Population Fund's strategic direction, develop an agreed positioning statement, and initiate implementation of major changes. (2001-2002)
- Principal Advisor, Annual Report of Development Effectiveness of the United Nations Development Programme. (2001)
- Consultant, identification of key outcomes and performance measures for the Sustainable Healthy Coasts program of the National Oceanic and Atmospheric Administration (NOAA) of the U.S. Department of Commerce. (2000)
- Lead Advisor, one-year intensive effort to develop the U.S. Fish and Wildlife Service's first GPRA Strategic Plan, Annual Performance Plan and Performance Monitoring System, including comprehensive stakeholder consultations throughout the United States. (1996-1997, repeated in 1999)
- Senior Advisor and Team Leader, UNFPA, development of Agency-wide system for results-based management, and conduct of an organizational assessment on institutionalizing results-based management. (1999-2000)
- Project Director, Integrated Management for Results Project, a multi-year, worldwide effort supporting program-level planning, management, and reporting systems throughout the U.S. Agency for International Development. (1991-2000)
- Senior Advisor, UNICEF, development of Agency-wide system for results-based management. (1999)
- Team Leader, design of a comprehensive evaluation of UNICEF's Management Excellence Programme. (1999)
- Senior Advisor, United Nations Development Programme, design of a results-based system for organizing, overseeing and reporting on Agency operations in more than 100 countries around the world. (1998)
- Senior Advisor, United Nations Development Programme, design of a results-based system for organizing, overseeing and reporting on Agency operations. (1998)
- Featured Speaker and Workshop Facilitator, OECD Working Group on Evaluation. (1998)

- Featured Speaker, Models of Performance Management and Citizen Participation, American Society of Public Administration/Development Management Network. (1998)
- Lead Presenter, State of the Art in Strategic Planning, Program Design and Performance Management in International Development, presented to representatives of the 21 industrialized donor countries comprising the Development Assistance Committee of the OECD at their first joint meeting with representatives of the group of 12 countries with newly-initiated programs in international assistance. (1997)
- Advisor, Rockefeller Foundation, cost effective approaches to evaluation and performance monitoring. (1996)
- Consultant, mechanisms and approaches for expanding the use of performance-based contracting in the U.S. Agency for International Development. (1996)
- Consultant, installation of agency-wide system of performance measurement for the U.S. Bureau of Land Management. (1995-1996)
- Project Director, 2-year training and organizational development effort to improve leadership and senior management of the United Nations Secretariat and the UN Economic Commissions in Latin America, Africa, the Middle East and Asia. (1993-1994)
- Team Leader, design and introduction of improved systems for planning and evaluation of targeted export assistance grants provided to U.S. agricultural exporters by the U.S. Department of Agriculture. (1991-1992)
- Principal in Charge, design and implementation of comprehensive monitoring and evaluation system for five-year project to promote export of non-traditional exports from Central America. (1987)
- Project Director and Team Leader, 2-year effort to develop and install for UNICEF an organization-wide program for performance appraisal and employee counseling. (1984-1986)
- Project Director and Team Leader, 2-year effort to develop and install for UNICEF an organization-wide program for performance appraisal and employee counseling. (1984-1986)
- Team Leader, two-week exercises to develop indicators, procedures, and guidelines for program level monitoring and evaluation of USAID portfolios in Russia, Bangladesh, Pakistan, Bolivia, Kenya, Ecuador, India, Egypt, Guatemala and South Africa. (1984-1985)
- Project Manager, design and implementation of comprehensive monitoring and evaluation system for \$65 million project to privatize and improve fertilizer distribution in Bangladesh. (1984)

- Project Manager, review and assessment of study by the National Academy of Sciences on selection criteria for food aid commodities. (1982)
- Project Director, design and installation of national monitoring and evaluation system for the Government of Mexico's \$1 billion per year integrated rural development program. (1981)
- Project Manager, design and installation of a system for collaborative implementation, planning, and monitoring of USAID projects in Haiti. (1981)
- Consultant, organization and management of the \$175 million PROCALFER agriculture development project in Portugal. (1980)
- Project Manager, development and installation of an integrated project monitoring system for a \$50 million USAID Agricultural Systems Support Project in Kenya. (1979)

Process Facilitation

- Senior Advisor and Facilitator, CAP-Scan analysis and sector-reform for Ghana Power Sector. (2017)
- Facilitator, US Government Inter-Agency strategy to promote stability in Pakistan. (2016)
- Moderator, First Annual Thought Leadership Forum: “The State of International Development”, SID/Washington. (2015)
- Moderator, Panel on The Future of the International Development Workforce, Annual Conference of the Coalition of International Development Companies. (2015)
- Facilitator, 2-day workshop on Peacebuilding and Nuclear Disarmament: Re-Linking Our Fields. (2015)
- Facilitator, Ministers’ Forum, Global Summit on School Dropout Prevention. (2015)
- Lead Facilitator, strategic direction for USDA’s Office of Capacity Building and Development. (2014)
- Lead Consultant, consultative process for new 5-year country strategy for USAID/Kenya. (2013)
- Facilitator, planning retreats for development of 2012, 2013 and 2014 U.S. Foreign Assistance Budgets. (2012, 2013, 2014)
- Facilitator, strategic planning for USAID’s Bureau for Resource Management. (2012)
- Facilitator, strategic planning for USAID’s Office of Civil-Military Cooperation. (2012)

- Lead Facilitator, development of a strategic plan for Hassad Foods, Qatar’s premier investment company for agriculture, livestock and food security. (2012)
- Facilitator, identification of major results, strategies and metrics for the US State Department’s Bureau of Counter-Terrorism. (2011-present)
- Facilitator, multi-stakeholder “CAP-Scan” planning process to improve results-based management of Malawi’s Power Sector. (2010)
- Facilitator, The Road from L’Aquila, a multi-country planning exercise for the \$20bn G-8 initiative to improve global food security. (2009)
- Facilitator, Inter-Agency Conflict Analysis for Yemen. (2009)
- Facilitator, Inter-Agency dialogue to generate policy recommendations on establishing a US capability in Stability Policing. (2009)
- Facilitator, Inter-Agency dialogue for developing shared doctrine on planning for reconstruction and stabilization. (2009)
- Consultant/Facilitator, establishment of the World Bank’s Global Expert Team on Public Sector Performance. (2009)
- Facilitator, staff retreats for USAID’s Office of the Chief Operating Officer and Office of Development Partners. (2009)
- Facilitator, After-Action Review of Department of State and USAID procedures for budget planning, operational planning, earmark allocation and congressional notification. (2008)
- Facilitator, workshop on Current State of Governance in Afghanistan, convening experts from government, NGOs and academia under the auspices of the US Government’s Afghanistan Interagency Operations Group. (2008)
- Lead Facilitator, workshop on Scaling Up Successful Organizations, at the inaugural conference for recipients of the MacArthur Foundation’s “Genius Awards” for Creative and Effective Institutions. (2006)
- Lead Facilitator, six-month exercise to develop an inter-Agency plan for U.S. Government support for post-Castro transition in Cuba. (2006)
- Planner and Facilitator, USAID World-Wide Mission Directors’ Conferences (2003, 2005, 2007)
- Lead Facilitator, International Conference to End the Worst Forms of Child Labor in Cocoa Production bringing together senior officials from the chocolate industry, the US government, other international donors, the five key cocoa producing countries, and the United Nations to develop an action plan for addressing the problem in a coordinated fashion. (2003)

- Facilitator, development of new strategic plan for USAID’s Office of Private and Voluntary Cooperation. (2001-2002)
- Lead Facilitator, development of Department-wide strategy for U.S. Department of Interior’s efforts to enhance recreational opportunities available to the public on federal lands. (1997)
- Lead Facilitator, development of Department-wide strategy for U.S. Department of Interior’s efforts to enhance recreational opportunities available to the public on federal lands. (1997)
- Lead Facilitator, UN Department of Political Affairs, responsible for designing and conducting a series of management retreats and workshops to review recent UN experience in mediating peace settlements. (1996-1997)
- Lead Facilitator, one-year intensive effort to develop first GPRA Strategic Plan, Annual Performance Plan and Performance Monitoring System for U.S. Fish and Wildlife Service. (1996-1997)
- Lead Facilitator, UN Department of Political Affairs, responsible for designing and conducting a series of management retreats and workshops to review recent UN experience in mediating peace settlements. (1996-1997)
- Lead Facilitator, development of a strategy for implementing the U.S. Presidential Initiative on the Greater Horn of Africa. (1996)
- Facilitator and Senior Advisor, development of a strategic plan for the future operations and downsizing of the African Development Foundation. (1995)

Training

- Keynote Speaker, Making a Difference: Scaling Up Our Efforts to Achieve Development Impact; World Bank Results Measurement and Evidence Conference. (2017)
- Lecturer, Forces Shaping US Foreign Assistance and the Development Industry, National Defense University. (2016)
- Keynote Speaker, 9th Annual Youth Employment Summit. (2015)
- Invited Speaker, Africa Biodiversity Collaborative Group, A Pathway to Scale for Near Coast Fisheries and for the Incomes of the People Who Depend on Them. (2015)
- Featured Speaker, Beyond Noble Intentions and Good Ideas: Taking Innovation to Scale, McGill University School of Business and MasterCard Foundation. (2014)
- Speaker, Scaling Up of Successful Strategies for Workforce Development and Youth Employment, 8th Annual Youth Employment Summit. (2014)

- Featured Speaker, Scaling Up in Agriculture and Rural Development, a global learning event sponsored by IFAD in cooperation with the World Bank and the Global Platform for Rural Development. (2013)
- Keynote Speaker, Wallace Foundation Conference on Scaling the Impact of Expanded Learning Opportunities for poor youth in America. (2013)
- Guest Lecturer, Harvard University, “Scaling Up Successful Strategies to Improve Reading by Poor Children”. (2013)
- Lecturer, American University, Georgetown University, and Virginia Tech University “Innovation, Sustainability and Scale”. (2013)
- Featured Speaker, Johns Hopkins SAIS Development Roundtable, “Rebuilding Public Administration in Post-Conflict Countries – Lessons Learned from Iraq and Afghanistan and Possible Applications in MENA After the Arab Spring” (2012)
- Featured Speaker, USAID Policy Seminar, “Getting Serious About Scale: the Policy and Programmatic Implications of Scaling Up” (2012)
- Featured Speaker, “The Case for Good Governance as a Central Element of US Foreign Assistance and US Foreign Policy”, Center for Strategic and International Studies. (2012)
- Distinguished Visitor, “Reconstruction and Nation Building”, National Defense University, Industrial College of the Armed Forces. (2010, 2012 and 2013)
- Presenter, “(Re)Building Effective Central Government in Afghanistan and Iraq”, Society for International Development. (2012)
- Keynote Speaker (with Prof. Robert Klitgaard), “Implementing and Scaling Up Anti-Corruption Strategies”, week-long series of roundtables in the Philippines with senior officials of the government, business, civil society, academic and donor communities chaired by the Secretary of Budget and Management and the Anti-Corruption Ombudsman. (2012)
- Course Designer and Lead Trainer, development and pilot-testing of Advanced Project Design Course for USAID Officials. (2011)
- Keynote speaker, “Implementing Policy Change in Conflict and Post-Conflict Settings”, Office of the Vice President, Government of Afghanistan; “US Foreign Aid as an Element of US Foreign Policy”, Afghanistan Institute of Diplomacy; and “Techniques for Developing Anti-Corruption Action Plans and Streamlining Administrative Processes”, Afghanistan’s High Office of Oversight. (2011)
- Panelist, “The Political Economy of Reform: Implementation, Monitoring, Evaluation, and Lessons Learned”, World Bank Global Learning Event. (2010)

- Principal Speaker, Brookings Institution and Wolfensohn Center for Development, “Scaling Up – A Management Approach for Linking Innovation and Large Scale Change”. (2010)
- Panelist, “Monitoring and Evaluation of Stabilization Programs”, Department of State (S/CRS). (2010)
- Speaker, “Scaling Up in India: Lessons Learned and the Way Forward”, MacArthur Foundation and National Planning Commission of India. (2010)
- Speaker, “Supporting Civil Service Reform in Fragile States and Difficult Environments”, Joint Workshop of the World Bank and the Commonwealth Association for Public Administration and Management. (2009)
- Speaker, “The Art of Public Sector Performance”, sponsored by the World Bank’s Global Expert Team. (2009)
- Lecturer, “Rebuilding and Reforming Public Management in Iraq and the Middle East”, Dubai School of Government. (2009)
- Lecturer, “Monitoring and Evaluation in Post-Conflict Settings”, US Joint Command and NATO. (2009)
- Lead Trainer, workshops on Strategic Planning, Performance Monitoring and Evaluation, for USAID/Afghanistan staff and implementing partners. (2009)
- Presenter, “Rebuilding and Reforming Public Administration in Post-Conflict Settings”, 4th Annual Conference on Reconstruction and Stabilization; International Affairs Panel of National Academy of Public Administration; World Bank Staff Institute. (2009)
- Senior Advisor, design and delivery of training and certification program for USAID personnel working in conflict-prone and post-conflict settings. (2005)
- Presenter, “The Role of the Ministerial Advisor in Security Sector Reform”, US Institute of Peace. (2009)
- Lead Trainer, series of 15 hands-on workshops on designing and implementing public-private partnerships conducted under the auspices of USAID’s Global Development Alliance. (2003-2005)
- Lead Trainer, workshops on Implementing Policy Change provided to Kenyan democracy activists and HIV/AIDS organizations. (2002)
- Trainer, workshop series on Strategic Management of Policy Change. Designed and presented a series of one-day and three-day workshops based on lessons learned from the Implementing Policy Change Project’s work in 40 countries over a ten year period. (1999-2001)

- Lead Trainer, USAID/Nigeria Democracy and Governance Program. Designed and led Training of Trainers program for the 34 American and Nigerian experts chosen to provide intensive 3-day seminars across the country on the principles and practice of democracy for all of Nigeria's newly elected senators, congresspeople and state legislators following Nigeria's return to democracy. (1999)
- Featured Speaker and Chair, sessions on use of performance measurement and program evaluation under the Government Performance and Results Act, conducted separately for the American Evaluation Association, the Performance Consortium of the National Academy of Public Administration, and the Office of Personnel Management's GPRA Interest Group. (1998)
- Lead Trainer, workshop series offered through Central Michigan University to senior government officials throughout the U.S. federal government on Strategic Planning, Performance Measurement, GPRA (Government Performance and Results Act), and Establishing the Impact of Federal Programs. (1995-1997)
- Lead Trainer, workshop on Strategic Planning and Performance Measurement for Foreign Affairs Agencies. (1997)
- Trainer, Red Cross, methodological approaches to program design and evaluation (1995)
- Trainer, workshop series for Federal Emergency Management Agency (FEMA) on Performance Partnerships, strategic planning and performance measurement. (1995)
- Director and Lead Trainer, 1-week workshop for World Food Program on "Evaluating Food Aid From a Strategic Perspective: Methodologies and Experience," Rome, Italy. (1995)
- Trainer, Federal Emergency Management Agency (FEMA) workshop series on Performance Partnerships, strategic planning and performance measurement. (1995)
- Lecturer, graduate seminars on international development at Princeton University, George Washington University, University of Pittsburgh, Johns Hopkins University, Virginia Tech, University of Connecticut, Colgate University, and American University. (1989-present)
- Lead Trainer, qualifying course on Monitoring and Evaluation for candidates seeking entry into the U.S. Senior Executive Service (1991-1992)
- Principal Speaker, workshop on Revitalizing America's Middle Aged Corporations, conducted for senior vice presidents of the 60 corporations producing components for NASA's manned space flight program. (1988)
- Course Designer and Lead Trainer, 25 one-week courses on project design, organizational effectiveness, and management skills provided to all new employees of the U.S. Agency for International Development. (1984-1987)

- Lead Trainer, 1-week regional and in-country workshops on monitoring and evaluation for USAID employees and their counterparts, held in Costa Rica, Tunisia, Bangladesh, Egypt, Barbados, Ecuador, Senegal, Kenya, Guatemala, Bolivia, and Washington, D.C. (1985-1986)
- Course Designer and Lead Trainer, seminar for USAID personnel on "State-of-the-Art in Education and Human Resource Development". (1984)
- Project Manager and Lead Trainer, training programs in project design for senior staff of the U.N. Economic Commission for Africa. (1982)
- Director and Team Leader, Training of Trainers in Management Seminars of 4 to 6 weeks for development personnel in Portugal, Guyana, The Gambia, and Bangladesh. (1978-1980)
- Resident Project Director, Lesotho Training for Self-Reliance Project, an \$8 million rural development and vocational education project funded by the World Bank. (1974-1976)

Business Development and Public-Private Partnerships

- Moderator, Exploring Challenge and Opportunities of Multi-Sector Partnerships, Society for International Development. (2016)
- Distinguished Visitor, National Defense University, analysis of military-civilian roles in post-conflict reconstruction. (2012, 2013, 2014, 2015)
- Founder and President, Management Systems International. (1981-2015)
- Panelist, New Partnerships to Strengthen Value Chains and Enhance Food Security, Global Forum on Feed the Future. (2014)
- Project Director and Senior Advisor, USAID Global Development Alliance, overseeing a five-person MSI team supporting USAID's worldwide efforts to promote public-private partnerships focused on the needs of developing and transition countries. (2001-2006)
- Author of Conference Paper, "2+2 =5: A Pragmatic Approach to Public-Private Partnerships", and lead discussant on Public Private Partnerships, Brookings/Aspen Institute Roundtable on The Private Sector in The Fight Against Global Poverty. (2005)
- Team Leader, series of 23 focus groups on the role of multi-national oil companies and official donors in Angola's future; funded jointly by Chevron/Texaco, ExxonMobil, BP and USAID. (2005)
- Chair and Keynote Speaker, Inter-Agency Workshop on Public Private Partnerships to Fight Corruption, sponsored by USAID with participation from the Departments of State, Treasury, Commerce and a range of non-governmental organizations. (2001)

- Team Leader, three-year evaluation effort including 34 evaluations of guaranteed lending projects funded by USAID's newly-established Bureau for Private Enterprise (1989-1993)
- Lead Trainer, behavioral training programs for existing and potential entrepreneurs from 12 countries and for entrepreneurship trainers from six countries. (1987-2003)
- Principal Investigator (along with David McClelland), 5 year research project funded by USAID and overseen by a blue-ribbon panel of the National Science Foundation to determine the behavioral characteristics of successful entrepreneurs and the feasibility of enhancing these characteristics through targeted training. (1985-1990)
- Consultant, development of a project monitoring and evaluation system for the small grants programs of the U.S. Economic Development Administration. (1988)
- Consultant and Technical Advisor, implementation of multi-million dollar program of the U.S. Department of Commerce to distribute U.S. scientific and technical information through a network of outlets in 18 Latin American and Caribbean countries. (1982-1987)
- Team Leader, impact evaluations of the training, advocacy, lending and procurement programs of the U.S. Small Business Administration. (1985)
- Principal Advisor, White House Conference on Small Business. (1980)
- Team Leader, 2-year top-to-bottom effort to re-orient the mission and re-direct the management of the US Small Business Administration, its 10 regions and its 50 District offices. The Experimental Districts Program conducted as part of this activity was singled out for White House commendation. (1978-1980)

EMPLOYMENT:

- 2015-present: President Emeritus and Senior Advisor, Management Systems International
- 1981-2015: President, Management Systems International
- 1978-1981: Vice President, Practical Concepts Incorporated
- 1974-1976: Project Manager, World Bank
- 1971-1973: Peace Corps Volunteer (Lesotho)
- 1970: Intern, United Nations Development Programme

EDUCATION:

- M.Phil., Management and Enterprise Development, Cranfield School of Management, UK, 1985
- M.P.A., Public Policy, Woodrow Wilson School, Princeton University (McConnell Fellow), 1977

- M.A., Economics, Columbia University (Lehman Fellow), 1971
- B.A., Anthropology and Sociology, Colgate University (summa cum laude, Phi Beta Kappa), 1970.
- International Honors Program – student/scholar studying “modernization” as a member of a 32-member student-faculty team living and studying in 9 countries, 1968/69.

PROFESSIONAL AFFILIATIONS AND AWARDS:

- Fellow, National Academy of Public Administration; Co-Chair of Standing Panel on International Affairs (2008-present); Board of Directors (2016-present)
- Member, Editorial Board, Public Administration Review (2014-present)
- Governing Council and Executive Board, Society for International Development (2011-present); President (2017-2021)
- Board of Directors, World Learning (2011-present; Chair, International Development Oversight Committee)
- Board of Directors, Elma Philanthropies (2016-present) and member of the Advisory Board (2011-present)
- International Advisory Panel, Millions Learning (Brookings) and Innovations in Education (Unicef) (2014-present)
- Advisory Board, Georgetown University Democracy and Governance Program (2014-present)
- Founding Member and Member of Executive Board, Coalition of International Development Companies (2011-2016)
- Board of Directors, UN Association (2009-2014)
- Temple Micah (Board of Trustees 2002-2008; President 2009-2011)
- Executive Board, Synagogue 3000 (2011-2013)
- Board of Trustees, Washington Chapter, Society for International Development (2002-2009)
- Board of Trustees, International Honors Program (2001-2010)
- Board of Trustees, Professional Services Council (2002-present); Executive Committee (2010-present); Recipient of Leadership Award (2015)
- Founding Member and Leadership Circle, US Global Leadership Coalition (2002-present)
- Founding Member and Member of Board of Trustees, Business Alliance for International Development (2000-2002)
- Board of Trustees, International Development Conference (1991-2002); Vice-President (1999-2002)
- Chair, Development Management Network (1986-2001)
- Recipient, National Award for Training Excellence, American Society for Public Administration (1997)
- Member, Rockefeller Commission Study Group on Future of U.S. Foreign Assistance (1989)

SELECTED PUBLICATIONS:

The Deployment of the Labor Force in Lesotho, *Journal of Southern African Historical Studies*, Vol. 1, 1976.

Citizen Participation, Unpublished Monograph, 1979.

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OVERSEAS EXPERIENCE:

Africa: Nigeria, South Africa, Lesotho, Kenya, Tunisia, Ethiopia, Angola, Senegal, Gambia, Zaire/DRC, Togo, Botswana, Ghana, Uganda, Tanzania, Malawi, Zambia, Zimbabwe, Angola, South Sudan

Latin America and the Caribbean: Haiti, Mexico, Ecuador, Guatemala, Bolivia, Costa Rica, Barbados, Nicaragua, Dominican Republic, Guyana, Colombia, Jamaica

Asia: Afghanistan, Bangladesh, India, Pakistan, Nepal, Indonesia, Vietnam, Philippines, Australia, Papua New Guinea

Europe: United Kingdom, Russia, Portugal, Denmark, Romania, Italy, Czech Republic, Armenia, Georgia

Middle East: Egypt, Israel, Iraq, UAE, Jordan, Qatar

CLEARANCE: Secret