



HENRY H. KELLAM III

CURRICULUM VITAE



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KEY QUALIFICATIONS

Henry Kellam has 25+ years of experience in strengthening decentralization and local governance in developing countries. He has expertise in promoting representative, responsive and effective local governance. He has worked in Africa, the Middle-East, South East Asia, South West Asia, Eastern Europe and the South Pacific. His areas of expertise include:

- Decentralized public sector reform to support greater local autonomy and improve the delivery of public services.
- Capacity building of local authorities in the making and implementation of public policy, revenue base development, and citizen participation.
- Citizen participation and training in local governance, strategic planning and integrated development processes.
- Comprehensive and up to date knowledge in gender development issues and in formulation of gender strategies.
- Civil society participation for increased government accountability and transparency.
- Support for central or local governments to strengthen and systemize Public Financial Management (PFM) systems and build capacities for greater sustainability and Local Economic Development initiatives.
- Sector-wide multi-disciplinary project management and human resource development.
- Design and implementation of development and resettlement programs targeting vulnerable (especially women/children), marginalized or affected populations for poverty alleviation initiatives
- Participatory approaches for water, sanitation and health programs.
- Participatory approaches and programming to plan and manage land, water, sanitation and conservation-based interventions.
- Assistance coordination and aid alignment with local priorities.
- Developing monitoring and evaluation (M&E) and Operation and Maintenance (O&M) systems.
- Urban land use, master planning and spatial (infrastructure) planning approaches within a broader development framework.

EDUCATION

- **DOCTORAL OF INTERNATIONAL DEVELOPMENT** Graduated 1994
California Miramar University (CMU), San Diego, California, USA.
- **MASTER OF URBAN & REGIONAL PLANNING/COMMUNITY DEVELOPMENT** Graduated 1984
Virginia Commonwealth University, Richmond, Virginia, USA.
- **BACHELOR OF SCIENCE IN URBAN & REGIONAL PLANNING/SOCIAL WORK** Graduated 1979
East Carolina University, Greenville, North Carolina, USA.

EXPERIENCE

Country Experience: Cyprus, Djibouti, Federated States of Micronesia (FSM), Fiji, Indonesia, Iraq, Maldives, Marshall Islands, Malawi, Moldova, Namibia, Palau, Palestine (West Bank), Papua New Guinea (PNG), Philippines, Rwanda, Saipan, Solomon Islands, Southern Sudan, Uganda, USA, Vanuatu, Zambia and Zimbabwe.

EXPERIENCE

Post Title	Strategic Planner, World Bank, Iraq
Dates/Project Title	Nov 2011 – Mar 2012, Strengthening Budget Preparation: Developing Sector Strategies
Country/Organization/Funding	IRAQ, Ministry of Finance, World Bank Trust Fund.
Tasks	Develop detailed governance strategies for the pilot sector Ministry of Education, based on national development priorities and strategy; Draft Strategic Plan outline and Investment Project template and evaluation process for the pilot Ministry of Education; In coordination with the Financial expert, prepare annual program and budget for pilot Ministry of Education; Provide Training on provincial administration and project implementation process in Education planning.
Post Title	UNDP Lead Consultant, NYC
Dates/Project Title	Aug – Oct 2011, Framework on Local Governance (LG)/Local Development (LD) for UN-DP/CDF/NV.
Country/Organization/Funding	New York City, USA, United Nations Development Program (UNDP).
Tasks	Identify initiatives across practice areas and relevant agencies, including an analysis of the strategic interconnections between LG/LD, or potential thereof; Identify key development partners policies and initiatives from the World Bank, Regional Development Banks, selected bilateral as well as major international NGOs; Recommend an Integrated Framework for LG/LD for a global cross practice approach.
Post Title	BTC Team Leader, Uganda
Dates/Project Title	March – July 2011, Final Evaluation of the Bundibugyo Integrated Development Programme (BIDP).
Country/Organization/Funding	UGANDA, Belgian Development Agency (BTC).
Tasks	Team Leader (7 person team). The BIDP was a 5 year program, located in a marginalized District on the Congo border that supported the decentralization process with a special emphasis on human resources and institutional development, together with specific actions improving the livelihoods of the population.
Post Title	USAID Team Leader, Iraq
Dates/Project Title	July – Sept 2010, Evaluation of the Iraq Rapid Assistance Program (IRAP).
Country/Organization/Funding	IRAQ, United States Aid for International Development (USAID).
Tasks	Team Leader (3 int'l, 4 local staff and 17 interviewers). IRAP was designed in 2007 to foster development, security, and sustainable prosperity in Iraq. IRAP grantees are local Iraqi government entities, non-governmental organizations (NGOs), or civil society organizations (CSOs). Activities are normally identified

and developed by the Provincial Reconstruction Teams (PRTs) or embedded (ePRTs). Evaluate lessons learned and make recommendations on future type programs to be developed in transitional countries.

Post Title	Retainer Contract: UNDP Spatial Planning and Civil Society Advisor, Cyprus
Dates/Project Title	Jan 2009 – Sept 2011 (Retainer), Common Spaces.
Country/Organization/Funding	CYPRUS, UNDP, USAID Funded.
Tasks	Retainer contract to draft a strategic plan Project Document (Common Spaces): <ol style="list-style-type: none"> 1. Build capacity of relevant stakeholders to implement participatory planning governance processes. 2. Improve existing civil society processes and strengthen local authorities to increase community leadership to undertake joint learning and spatial planning process for community development. 3. Design governance structures, such as the design of charters and/or citizen juries which can support civil society in taking a full role in the process of decision-making which govern the planning, development and management of 'common spaces' and their impact on the lives of local communities. 4. Establish a learning and knowledge city to city wide network between professionals and civic leaders designed to prepare them for future post settlement scenarios, where the two communities will need to engage in joint planning and harmonize urban infrastructures.
Post Title	Retainer Contract: Decentralization and Local Governance Advisor, USA
Dates/Project Title	Jan – May 2010, USAID Indefinite Quantity Contract (IQC).
Country/Organization/Funding	USA, Casals & Associates, Inc., Alexandria, VA. USA.
Tasks	Senior Consultant to assist in preparing the IQC that will serve as a primary tool for contracting technical assistance for supporting democratic local government and decentralization, Strengthening Public Financial Management (PFM) systems, legislative function/legal framework, and promoting and supporting anti-corruption reform.
Post Title	Retainer Contract: UNCDF Decentralization, Local Governance Advisor, Uganda
Dates/Project Title	Oct. 2008 – October 2009, Support the Strategic Planning Decentralization Governance Group, Chaired by UNCDF. Members included EU donors: Belgium (BTC), Irish Aid and Danish Aid.
Country/Organization/Funding	UGANDA, Nov 08 – Aug 09 (Retainer), UN Capital Development Fund (UNCDF) and UNDP.
Tasks	Retainer Contract to Advise the Coordination and Harmonized Support to the Decentralization Sub-Sector to the Ministry of Local Govt. through the Donor Partner Group and the Decentralization Working Sector Group (DWSG) to implement the Local Government Support Investment Program (LGSIP).
Post Title	UNDP Development Planning Advisor, Maldives
Dates/Project Title	July – Sept 2009, Support the Development of an Action Plan for the Government of Maldives Manifesto.
Country/Organization/Funding	MALDIVES, United Nations Development Program, UNDP/UNCT funded.
Tasks	Develop the Maldives Strategic Operational Action Plan from the Manifesto 2008-2013 in coordination with the National Department of Planning (NDP) to be approved by the National Planning Council and line ministries. Develop a management framework to implement, monitor and review the sector strategies. Provide technical support to NDP and President's Office to prepare guidance notes for each framework and sector strategy. Develop an overall monitoring, reviewing and evaluation arrangement for the Action Plan.
Post Title	USAID Senior Democracy and Governance (DG) Advisor, Southern Sudan
Dates/Project Title	April – June 2009, USAID Building Responsibility for the Delivery of Government Services (BRIDGE).
Country/Organization/Funding	SOUTHERN SUDAN, Research Triangle Institute (RTI), USAID funded.
Tasks	Coordinate LG capacity building by designing and implementing training packages, technical assistance and mentoring systems to LG institutions to: (1) build their capacity to operationalize newly decentralized functions and responsibilities, (2) promote constructive and effective vertical and horizontal linkages among different government institutions, (3) facilitate community participation in government spatial service planning and decision-making processes, and (4) coordinate with WASH, Education and Agriculture BRIDGE Sectors.
Post Title	USAID City/Regional Spatial Planner, Local Government Program, Iraq
Dates/Project Title	Dec 2007 – April 2008, Evaluation of the USAID Iraq Local Govt Program (LGP) II & Design of LGP III.
Country/Organization/Funding	IRAQ, USAID, International Business Technical Consultants Inc. (IBTCI)
Task	Evaluation of the Local Governance Program (LGP) II and Design of LGP III. The LGP is an effort to strengthen government in Iraq at the local, municipal, and provincial levels to improve public services. LGP's goal is to improve governmental management and administration, provide training and technical assistance on the roles and functions of government officials and agencies, and support the establishment of a legal framework for a democratic, representative, and decentralized government in Iraq.
Post Title	UNDP and DFID, PFM Systems & Aid Harmonization Expert (2 Contracts) Rwanda
Dates/Project Title	January – June 2007, Aid Harmonization, Coordination and the Assessment of the PFM Systems.
Country/Organization/Funding	RWANDA, 1. UNDP Rwanda; 2. Department for International Development (DFID), UK.
Task	<ol style="list-style-type: none"> 1. Support the UN ExCom Agencies and Government to identify strengths and weaknesses of Public Financial Management (PFM) systems for capacity building by the Government and other partners and assist in the establishment of appropriate cash transfer modalities, procedures, and assurance activities to be applied by the ExCom Agencies. Identify the capacity of the Supreme Audit Institution to undertake audits of cash transfers provided to "low risk" Implementing Partners. 2. Joint Donor Support Review of projects for the Ministry of Finance and Economic Planning in capacity building, strategic development planning and aid coordination & harmonization.
Post Title	UNDP Strategic Development Planning Expert, Palestine
Dates/Project Title	Sept – Dec 2006, UNDP Participatory Rural Development & Planning (PRDP) Program.
Country/Organization/Funding	PALESTINE, UNDP Program of Assistance to the Palestinian People (PAPP), Pilot Jenin District.
Tasks	To enhance the capacity of participating local authorities in participatory planning in order to better respond to the development needs of their communities. To improve the capacity of local civil society organizations (CSOs) and empower citizens to participate effectively in the planning process. To establish a counterpart Community Development Fund (CDF) to support the implementation of high priority projects identified in the participatory planning process.

Post Title	UNDP Government Functional Review Specialist, Moldova
Dates/Project Title	June – September 2006, Government Wide Functional Review for the Republic of Moldova.
Country/Organization/Funding	<u>MOLDOVA</u> , UNDP, DAI Europe and the Moldova Central Govt. Public Administration Program.
Tasks	To provide Support the Moldova Central Public Administration Program through Implementation of Government Wide Functional Review. Teams comprised 5 international and 30 local experts in 5 sectors. My sector was in Central/Regional Government and Public Finance.
Post Title	USAID Decentralization Expert, Djibouti
Dates/Project Title	Oct 2005 - May 2006 (2 Phases) Decentralization Process Harmonized with Election Law Reform
Country/Organization/Funding	<u>DJIBOUTI</u> , USAID, IFES and the US Embassy Djibouti, Grant by US State Dept under Good Governance and Democratization Program & USAID.
Tasks	Stage 1: Evaluate the necessary conditions for proceeding with decentralization and participatory planning; Advise on best practices and approaches to ensure successful decentralization programs; Identify immediate needs and structures for capacity building of future local authorities; Recommend long-term support strategies to promote good governance and anti-corruption at the local level. Stage 2: Provide training to newly elected officials and local administrations in planning, budgeting, anti-corruption and institutional capacity building in harmonization with decentralization laws.
Post Title	UN-HABITAT Spatial Planning and Housing Specialist, Senior Advisor, Banda Aceh
Dates/Project Title	June - Aug 2005, Rebuilding Affected Communities: Banda Aceh Settlements Support Program.
Country/Organization/Funding	<u>INDONESIA, BANDA ACEH</u> , UN-HABITAT (Level III, United Nations Security Level).
Tasks	The program supported the communities' own efforts through a process of community action planning (CAP) to ensure a needs-driven, participatory approach to rehabilitate and reconstruct houses and community infrastructure damaged by the Tsunami. The position provided technical advice on issues pertaining to housing, land management/zoning and spatial planning both at the community level and at the policy level; To Chair the 107 member Donor Shelter Working Group and sub-committees; To identify ways to strengthen technical assistance to local government; To liaise with partners and donors active in the sector; To represent UN-HABITAT in meetings and advocate for our agency approach.
Post Title	USAID Team Leader, Indonesia
Dates/Project Title	January – April 2005, USAID BIGG & PERFORM Project Evaluation
Country/Organization/Funding	<u>INDONESIA</u> , USAID/Indonesia, Checchi and Company Consultants, Inc.
Tasks	Evaluation to identify lessons learned and develop recommendations on sustainable decentralized capacity building/participatory planning programs for Indonesian local governments implemented by: Building Institutions for Good Governance (BIGG- www.bigg.or.id) and Performance-oriented Regional Management (PERFORM- www.perform.or.id) that will be continued under a new 5-yr (\$60M) Local Government & Support Program (LGSP).
Post Title	USAID Chief of Party, Rwanda
Dates/Project Title	December 2003 – November 2004, USAID Fiscal Decentralization Project (FDP)
Country/Organization/Funding	<u>RWANDA</u> – USAID, Ministry of Local Government via Associates in Rural Development (ARD).
Tasks	Provided sustained policy assistance to the government in devolving resources and responsibilities to local units on the design of intergovernmental revenue transfer. Managed the implementation of the Decentralization Project (FDP) in 5 areas: Financial Management, Institutional Development and Support/Land Management Reconstruction, Macro-Fiscal Decentralization, District Services, Market Administration and Anti-Corruption. Coordinated support for the Ministry of Local Government to strengthen and systemize fiscal management capacities at the local government level. Managed a professional staff of 23 people and several International consultants. Managed all stakeholder/donor coordination, large grant preparation, FDP budget lines, reporting and final FDP deliverables. Developed annual project strategies and work plans with the Coordinators.
Post Title	UNDP Program Manager/Coordinator, Solomon Islands
Dates/Project Title	Sept 2002 – July 2003, UNDP Constitutional Reform Project, <i>UNDP level II post conflict status</i>
Country/Organization/Funding	<u>SOLOMON ISLANDS</u> – UNDP/Fiji, Suva, Ministry of Local Government and Rural Development
Tasks	Managed the implementation of a Constitutional Reform Project (CRP) in 3 stages: 1. Socio-economic study - (4 Int'l Consultants); 2. Team training workshop & 'broad coverage' rural Consultations with 9 teams (45 staff) throughout the country and; 3. Preparation of drafting instructions (2 lawyers) for Parliamentary review and subsequent State Constitutional preparation to include land tenure management reform. Managed a countrywide multi-media campaign to and support CRP outputs. Responsible for all donor and stakeholder coordination, large grant preparation, CRP budget lines, reporting and final CRP outputs.
Post Title	CCF Consultant
Dates/Project Title	Mar 2002 – June 2002 (Part-Time), Annual Impact, Monitoring and Evaluation Systems
Country/Organization/Funding	<u>RICHMOND, VA., USA.</u> – Christian Children's Fund (CCF)
Tasks	Evaluation and revisions to the Annual Impact, Monitoring and Evaluation Systems (AIMES) used by CCF National and Project offices for annual reporting to the Headquarters.
Post Title	Infrastructure Planning (Health & Education) for the Federated States of Micronesia (FSM)
Dates/Project Title	June 2001 – October 2001, Health and Education Social Planner
Country/Organization/Funding	<u>FEDERATED STATES OF MICRONESIA</u> – US Dept. of the Interior, FSM, Implemented by Nathan and Associates and the National Department of Transport and Infrastructure.
Tasks	Managed the development of a 15 year Social Sector Infrastructure Development Plan for the Federated States of Micronesia (FSM) and four states: Chuuk, Kosrae, Pohnpei and Yap. Developed systems and practices for the improved delivery and decentralization of Social services at the State and Municipal (local) level. Completed a comprehensive conditions survey of all elementary, secondary, tertiary, vocational schools, State hospitals, dispensaries and health Centers in the FSM and make recommendations on 15 year requirements, i.e. renovation, expansion, new construction etc. Developed detailed cost analysis for all Social Services facilities - phasing over a 15-year period and cost recovery analysis of the sectors. Provided an analysis of Public Sector Investment Program budget process.

Post Title	UNDP Decentralized Development Planning and Financial Management, Uganda
Dates/Project Title	Dec 1998 – April 1999, Decentralized Planning Specialist
Country/Organization/Funding Tasks	<u>UGANDA</u> - Decentralization Secretariat, Ministry of Local Govt, UN-DESA, UNOPS, UNDP. Developed training linkages for District Plans as a means to promote decentralized development. Developed 'Technical Manuals' for District Planners and Technical Committees. Train planning units, Councilors and Planning Committees in basic skills in the planning process. Trained District Planners in data analysis and interpretation and how this can be used to prepare development plans including setting of strategies and objectives. Develop financial management systems to enable local/lower level governments to plan, coordinate, implement, monitoring, evaluation and carry out revenue collection.
Post Title	GTZ District Development Planning Coordinator, Zambia
Dates/Project Title	June 1996 – January 1999, Senior District Development Capacity Building Advisor
Country/Organization/Funding Tasks	<u>ZAMBIA</u> - Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), German Ministry of Finance. Managed the strengthening of Local Government institutions in five district administrations to build up capacities for performing the following functions: Delivering improved basic Social Services to the majority of the population with special emphasis on health, family care/well-being, education, the rural population, gender, HIV/AIDs and on poverty reduction; Effective data management, planning and coordination of all development activities of Local Government and Government Organizations. Training in spatial planning, GIS and transportation planning. Designed program for vulnerable, distressed and/or orphaned children; NGO's and Private Sector Organizations; Planning and coordination of water supply, sanitation and health education interventions. Empowering the communities in SP districts to effectively participate in the process of socio-economic and infrastructure decision making by initiating and coordinating participatory community development mobilization involving all organizations in the respective districts; Operationalizing a decentralized District Development Fund for greater self-reliance/ownership.
Post Title	UNDP Decentralized Development Planning and Financial Management, Uganda
Dates/Project Title	December 1995 – June 1996 (2 Contracts) Decentralized Planning Specialist
Country/Organization/Funding Tasks	<u>UGANDA</u> - Decentralization Secretariat, Ministry of Local Government, UN-DESA, UNOPS, UNDP Advised the Decentralization Secretariat (DS) on Socio-economic sector strategies and practical sustainable fiscal decentralization models at the District level in harmony with the Decentralization Law. Developed guidelines for decentralized district participatory planning training materials for ToT and District Planners in formulating District Development Plans; produced a series of handbooks on district planning and spatial/infrastructure for government Ministries, Local Councils and the public at large to help facilitate a greater understanding of decentralization as well as coordination for planning at the district level.
Post Title	Wage and Labor Study, Northern Mariana Islands
Dates/Project Title	July 1994 – May 1995 (3 Contracts) Wage and Labor Specialist
Country/Organization/Funding Tasks	<u>NORTHERN MARIANA ISLANDS</u> , (CNMI) – Development Assoc., Inc., Washington, DC Prepared a Wage/Labor Competitiveness Study for the Northern Mariana Islands, CNMI.
Post Title	National Socio-Economic Advisor, Federated States of Micronesia
Dates/Project Title	February 1993 – June 1994, National Advisor – Direct hire line position
Country/Organization/Funding Tasks	<u>FEDERATED STATES OF MICRONESIA (FSM)</u> – Dept of Planning & Statistics, FSM Govt. Advised National Government in Socio-Economic policy and management reform. Reviewed National/State Development Plans as they relate to Sector-wide implementation and M&E; Improved operational linkages between the National & State Office's of Planning & Statistics in order to enhance the overall effectiveness of planning, plan implementation, macro-economic management and Social Sector development at all levels of govt; Assisted in developing a Public Sector Investment Program (PSIP). Liaison with multi/bi-lateral and NGO delegates as well as organizing training/workshops in various areas of socio-economic planning.
Post Title	UNDP Sub-National Development Advisor, Malawi
Dates/Project Title	June 1992 – January 1993, UNDP/5 th Country Support Program for Management & Development
Country/Organization/Funding Tasks	<u>MALAWI</u> – Ministry of Economic Planning and Development, UN-DESD, UNDP Developed planning linkages between national & district level govt and make recommendations for workable structures (including financial management systems) to strengthen local level capacities to coordinate, plan, develop and implement programs/projects in harmony with national ministry planning and development; Developed guidelines for the preparation of District Development Plans, District Development Funds and organized workshops on new approaches, based upon the government's decentralization policy, regarding district Socio-Economic and infrastructure development activities that coincided with the UNDP/Malawi 5th Country Program on Management for Development.
Post Title	UNDP State Planning Expert, Federated States of Micronesia
Dates/Project Title	April 1990 – May 1992, Support to National and State Government Development Planning
Country/Organization/Funding Tasks	<u>CHUUK STATE, FEDERATED STATES OF MICRONESIA, UN-DESA, UNDP/Fiji</u> . Completed State and Municipal Plans; Conducted workshops for regional development authorities in development planning for communities; Completed a project/plan monitoring system for the effective implementation of development funds; Trained State counterpart staff and state/municipal representatives in social and spatial planning; Advised the state executive branch on all aspects of socio-economic issues; Liaison with international aid organizations missions; Prepared Macro-Project proposals in areas of priority importance for the government; Performed duties as UNDP Representative for the FSM (1-5/92).
Post Title	Independent Research
Dates/Project Title	Nov 1989 – Feb 1990, Decentralized Planning, Coordination and Delivery of Basic Services.
Country/Organization/Funding Tasks	<u>VANUATU, SOLOMON ISLANDS, PNG, PHILIPPINES & INDONESIA</u> , Asian Dev Bank (ADB) Contacted numerous In-Country Donor organizations, Central, Regional and Local Government bodies for independent research regarding "Decentralized Development Planning, Coordination and the Delivery of Basic Services". Paper presented to ADB East 3 Division in March 1990.

Post Title	United States Peace Corps Volunteer, Solomon Islands
Dates/Project Title	November 1986 – June 1989, Director of the Provincial Planning Office – Line position.
Country/Organization/Funding Tasks	SOLOMON ISLANDS – Central Province Administration, United States Peace Corps. Coordinate Social, Economic and Physical/Spatial Planning at the provincial level; Trained provincial administration in annual programming and budgeting; Completed the 1 st Central Province 5-Yr Development Plan (1987-92), in coordination with the provincial executive branch, national government ministries, and the UNDP (UN-DESA) project team responsible for long-range planning efforts; Worked with area councilmen/village chiefs to identify and prepare projects for submission to national ministries for funding; Implemented a Provincial Development Fund; Conducted assessments of development proposals and evaluated their impact on the community, culture, and environment; Training coordination with University of Solomon's for provincial center, sub-station and rural development center structure plans.

Post Title	Senior Planner, City of Richmond, USA
Dates/Project Title	June 1985 – November 1986, Planning, Community Development and Design
Country/Organization/Funding Tasks	RICHMOND, VA., USA – The City of Richmond, Virginia Evaluated zoning ordinance and its impact on urban housing if fully enforced; Coordinated with the City Attorney to research, investigate and test precedent setting cases in court; Coordinated with community organization groups, other public service offices and the private sector on planning related projects and programs; Worked on various urban revitalization projects. Worked on the City Master Plan.

Post Title	Zoning Enforcement Officer, Chesterfield County, USA
Dates/Project Title	June 1984 – June 1985, Planning and Community Development
Country/Organization/Funding Tasks	CHESTERFIELD CO, VA, USA – Dept of Planning & Community Dev, County of Chesterfield. Interpretation/enforcement of county's zoning ordinance; Monitor 40-50 cases and investigating potential zoning infractions; Prepared cases for court; Consulted with County Attorney and provided testimony; Worked with the Development Review Division evaluating new commercial and subdivision proposals; Supervised and train undergraduate interns.

LANGUAGES:	English, Melanesian Pidjin (Solomon Islands, Vanuatu, PNG)
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DOCUMENTS & REPORTS

1. *Final Evaluation of the Bundibugyo Integrated Development Programme (BIDP)*, Belgian Development Agency, Uganda, May 2011.
2. *'Iraqi Local Governance Program II: Evaluation & Future Design Options'*; Co-Author with C. Reynolds, W. Rogers and J. Doane; *USAID/DEC, 4/2008.
3. *DFID (UK) Review of the Joint Donor Support to the Ministry of Finance & Economic Planning (Rwanda) in Capacity Building, Strategic Planning and Aid Coordination & Harmonization*. DFID/Rwanda, Kigali, June 2007.
4. *UNDP Macro-Assessment of the Public Financial Management Systems in Rwanda*, UNDP/Rwanda, Kigali, Mar. 2007.
5. *Djibouti 5-Yr Decentralization Program for Capacity Building in Harmonization with Electoral Law Reform*, *USAID/DEC, 2006.
6. *USAID Final Evaluation of BIGG/PERFORM Programs in Indonesia*, Jakarta, Indonesia, *USAID/DEC April 2005.
7. *USAID Final Report on the 3-Year Fiscal Decentralization Program in Rwanda*, Kigali, Rwanda, *USAID/DEC Oct. 2004.
8. *UNDP Summary of 9 Provincial Consultation Reports for Constitutional Reform in the Solomon Islands*, Project Coordinator, UNDP/Fiji, Ministry of Provincial Government and Rural Development, Honiara, Solomon Islands, May 2003.
9. *Analysis/Recommendations for Social Sector (Health & Education) Development in the Federated States of Micronesia (FSM); Conditions Survey of all Health and Education Facilities in the FSM*, Nathan Associates, Inc., FSM Department of Transportation, Communications and Infrastructure, September 2001.
10. *Project Planning & Management Manual for Uganda Local Government Development Plans*, Decentralization Secretariat, Ministry of Local Government, UN-DESA, UNDP/Kampala, May 1999.
11. *Formulation of Local Government Development Plans in Uganda*, Decentralization Secretariat, Ministry of Local Government, Approved by the Ministry of Local Government on February 1999.
12. *A Strategic District Planning Manual for Local Government Decentralization*, Southern Province, Zambia (Team Leader), Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), Lusaka, Zambia 1998.
13. *Guidelines for Decentralized District Planning in Uganda*, Decentralization Secretariat, MOLG, UNDP/Kampala, 1996.
14. *Wage/Labor Competitiveness Study for the Northern Mariana Islands*, CNMI, Development Associates, Inc., 1995.
15. *The Social & Economic Ramifications of the US Compact Final Step-down (2003) for the freely associated exfacto Trust Territories in Micronesia*, USDI, Overseas Territories, Hawaii, Washington D.C, 1994.
16. *5th and 6th Annual Report of the Receipt & Expenditure of Funds Made Under the Compact of Free Association and Review of Compact Effectiveness*, Palikir, Pohnpei. Ratified by the FSM Congress on 3/94. Submitted to the U.S. Congress in 4/94 and approved by the U.S. Department's of State, Interior and OTIA on April 6, 1994 as meeting the requirements under the Compact of Free Association.
17. *Review of Existing/Proposed FSM Major Infrastructure Which Highlights Fisheries Development*, Palikir, Pohnpei, Prepared for the FSM President & the National Leadership Conference (Mar 4-12, 1994). Approved at the Governor's Conference.
18. *A Practical Manual for Malawi District Development, Decentralization & Aid Coordination*, Lilongwe, UNDP/UN-DDSMS, 1992.
19. *Chuuk State Five-Year Comprehensive Development Plan 1992-96*, Weno, Chuuk, FSM. Submitted to the Chuuk State Legislature on May 14, 1992, ratified by the Chuuk Legislature on 1/8/93 and signed by the Governor of Chuuk State.
20. *Recommendations, Solutions/Alternatives to Regional Development Project Planning in South East Asia*, Manila, ADB, 1989.
21. *The 1st Central Province Development Plan 1987-92*. Tulagi, Solomon Islands, US Peace Corps, 1987.
22. *Management System for Crisis Intervention*. Henrico Co. VA, USA, Mental Health/Police Dept. 1984.

* USAID, Development Experience Clearinghouse (DEC), <http://www.dec.org/>

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