

An accomplished development professional with advanced education and over twenty-five years of broad based experience, including complex international environments.

Technical Expertise

Communications

- strategic and action planning; policy development;
- implementation and management of communication and public education programs;
- issues management and media relations; public participation and consultation;
- materials production in print, audio, video, multi-image, multi-media, web;
- Information Technology system planning and implementation;
- community and organization based communication.

Project Management

- operations planning and management; systems design and implementation;
- personnel recruitment and direction; team development and leadership;
- budget development and control;
- forward planning; performance contracting and appraisal systems.

Capacity Building and Community and Organizational Development

- strategic and action planning;
- needs assessment and facilitation;
- design, implementation and management of training programs, delivery systems and materials;
- change and transition management;
- community and organizational development, education and training.

Education

Bachelor of Arts, Anthropology, York University

Master of Arts, Adult Education, University of Toronto

Geographic Experience

Bangladesh, Canada (north and south), Ethiopia, India, Indonesia, Kazakstan, Kyrgyzstan, Malaysia, Nepal, Papua New Guinea, Sri Lanka, Thailand, The Gambia, United States, Ukraine, Uzbekistan, Yugoslavia

Clients and Partners

AMSSA, Asia-Pacific Institute for Broadcasting Development; Atii Training Limited; Canadian International Development Agency; Canadian Urban Institute; Creo; CUSO; Esketemc First Nation; E.T. Jackson and Associates Ltd.; FINNCONSULT; FINNIDA; Foundation for International Training; Government of Ethiopia; Government of The Gambia; HSA Ltd.; Hume Publishing Company; International Council for Adult Education; International Labour Organization (ILO); National Broadcasting Commission of Papua New Guinea; Nunavut Tunngavik Inc.; Ontario Ministry of Culture and Recreation; Ontario Association of Residents' Councils; Ontario Gerontology Association; Ontario Rural Learning Association; Peace Arch Community Services; Planning Assistance; Ryerson University International; Surrey Memorial Hospital; Taqramiut Nipingat Inc.; United Nations Development Program (UNDP); United Nations Population Fund (UNFPA); United Steelworkers of America; Vibrant Surrey; Wawata Native Communications Society; World Bank

Assignments

Client / Country / Date Project / Assignment	Role/Contribution
EASES / Toronto, Canada / 2010 - 2011 Start-up	Consultant / developed communications strategy and implemented social media tools for new, grassroots advocacy organization
Vibrant Surrey / Surrey, Canada / 2007 to 2009 A multi-sectoral collaborative committed to reducing poverty in Surrey, a member of the national Vibrant Communities movement in Canada	Director (full time, salaried position) /. Led the collaborative through incorporation and registration as a charitable organization; managed resource development, investor relations, budgets and reporting; created and managed communications strategy, channels and materials development; developed implementation and project plans, managed contractors and staff; tripled formal membership and positioned organization as the 'go to' body for poverty reduction in the South Fraser; Created partnerships or agreements with related groups, tables and organizations in the region and across BC
Foundation for International Training / Ukraine /2006 / Facilitating Regional Engagement for Democracy	Consultant / conducted feasibility study for regional civil society development and capacity building project in Ukraine
Canadian Urban Institute with the Foundation for International Training / Ukraine / 2005 - 2006/ Regional Governance and Development Project	Lead Facilitator / co-developed and delivered workshops to develop core competencies in local expert team; coached and mentored group at regional level (an on-going process)
RDG - Ukraine Local Expert Development / 2006	Civil Society Expert / facilitated civil society organization involvement in first phase of regional strategic development planning process
RDG - Ukraine Civil Society Baseline Study / 2005 - 2006	Civil Society Expert / conducted context analysis and needs assessments for civil society organizations in the two project regions. Created baseline reports and high level plans for capacity building of the civil society sector
Ontario Gerontology Association / Toronto, Canada / 2004 - 2006 <i>As We Grew</i> publication / 2006	Designed and edited 25 th Anniversary souvenir book and related displays for 25 th Anniversary celebrations; managed production process.
Membership Development Strategy / 2005	Consultant / Developed strategy, branding plan and templates for OGA member and public communication; developed systems and templates to automate annual conference support; developed and implemented plan for Information Technology upgrading.
Communications Strategy / 2004	Consultant / Developed member analysis and strategy for stabilizing and increasing organizational membership and positioning membership in the organization's strategic plan.
Ontario Association of Residents' Councils / Toronto, Canada / 2004 - 2006	Lead Developer / Created multimedia learning package for long-term care facility staff working with Residents' Councils. Developed design brief; wrote/edited materials; conducted reviews and pre-tests; managed production and distribution process. Package distributed to every regulated long-term care facility in Ontario

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Communications Upgrade Project / 2004	Consultant / Developed materials for OARC public communication; developed and implemented plan for Information Technology upgrading.
CIDA for the World Bank with the Foundation for International Training / Ethiopia / 2004 - 2005/ Public Sector Capacity Building Program	
PSCAP Implementation Phase National Training Supply Side Development / Ethiopia / 2005	Team Leader / facilitated stakeholder implementation workshops for 250 demand- and supply-side representatives from all sectors; supported creation of training working group as oversight body for PSCAP training; developed systems and supporting documentation for prequalification, management of training initiatives, evaluation of training effectiveness.
PSCAP Design and Planning Phase National Training Supply Side Development / Ethiopia / 2004	Team Leader / analysed demand for training and development under Public Sector Capacity Building Program; analysed existing capacity of institutions to deliver this training; developed recommendations and action plan for bridging the gap; created prequalification and accreditation systems for training suppliers
AMSSA / Vancouver, Canada / 2002 - 2011	Work for and with AMSSA performed <i>pro bono</i>
Multifaith Calendar Marketing and Distribution / 2010	Consultant / managed marketing and distribution for major fundraising initiative; developed systems and procedures and produced operating manual
Website Redesign / 2009	Consultant / implemented new website concept, developed content management systems for updates and add-ons
Network Redesign and Upgrade	Consultant / designed and managed transition to full client/server Local Area Network
AMSSA Store / 2006	Consultant / developed secure, encrypted e-commerce site for fundraising activities
Information Technology Upgrade / 2006	Consultant / designed and implemented network and workstation upgrade for office
Multifaith Calendar / 2003	Marketing Materials Developer / design, layout and project management for calendar marketing materials
Riasat Ali Khan Diversity Award / 2003	Consultant / developed communication strategy and collateral materials for the inaugural presentations of prestigious community award for diversity
IICC Capacity Building Project / 2003	Design Consultant / developed training package design and packaging, prepared content for distribution, managed packaging and printing
25 th Anniversary Souvenir Book / 2002	Project Manager / design, layout and project management for book celebrating organization's 25 years of service to BC Immigrant Service organizations.
Nunavut Tunngavik Inc / Iqaluit, Canada / 2000 - 2002 The Inuit organization responsible for the implementation of the Nunavut Land Claim	Director of Communications (full time salaried position) / Strategic and implementation planning; development and maintenance of departmental systems and work flow; advising political and administrative leadership on issues management and media relations; management of a staff of seven; programming and management of a \$1.5 million budget
Peace Arch Community Services / White Rock, Canada / 1999 <u>Leadership NOW!</u> Leadership Skills	Consultant & Trainer / Developed pre-workshop reading package; designed and delivered workshop.

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Workshop	
Creo / Vancouver, Canada / 1999 Development of Hardware / Software interface coaching kits for Platemaker Workstation (AWS 1.7)	Consultant / co-developed process map; wrote context and overviews; developed progressive and summary exercises; developed job aids and reference materials.
Esketemc First Nation / Esket, Canada / 1998 - 1999 Implementation Planning, Human Resource Development Strategy	Team Leader / developed process for community input and analysis; designed documentation framework and tools to generate content. Wrote documentation, developed and executed presentation plan and materials. Developed funding strategy and wrote compendium proposals.
FINNIDA, Helsinki with FINNCONSULT, Helsinki / Bahir Dar, Ethiopia / 1995 - 1998	
Withdrawal/Disengagement Phase, 1998: The Rural Water Supply and Environmental Programme, Ethiopia / 1998	Consultant / developed strategy for donor disengagement and programme support withdrawal for RWSEP, with continuation of project by local and state governments. Conducted context analysis and capabilities assessment; inventoried project methodology and process; analysed and redesigned monitoring and evaluation systems. Developed step by step procedure for handing over responsibilities from external agency to local service providers.
Implementation Phase, The Rural Water Supply and Environmental Programme, Ethiopia / Information, Education, Communication Implementation / 1995 - 96	Consultant / designed, developed and wrote IEC Implementation Manual for on-site personnel; evaluated impact of Action Plan implementation and materials development.
Formulation Phase, The Rural Water Supply and Environmental Programme, Ethiopia / Information, Education, Communication Planning and Development / 1995	Consultant / Generated inventory of IEC resources. Conducted needs and capabilities assessments Developed draft government strategy for demand-driven communication. ; Designed action plan for fourteen step Information, Education, Communication Program strategy to support RWSEP. Designed and delivered five day workshop to develop planning skills and plan IEC activities for the five year Implementation phase. Developed content and wrote manual for a learner centred approach to the training of community animators.
Surrey Memorial Hospital/ Surrey, Canada / 1996-1998	
Leadership and Team Development Programming / 1996 – 1998	Program Designer and Facilitator for Team Building / Problem Solving / Decision-Making / Conflict Resolution skills development. Developed in-service, group study and self-study programs for specific departments and general hospital use.
Zero Tolerance - Harassment Prevention Program / 1998	Team Leader and Lead Facilitator for Harassment Prevention Program. Developed implementation plan, content and delivery methodologies for institution-wide awareness program. Developed unique 'take-away' materials for staff, physicians, managers and the public. Developed presentation materials in several media and trained facilitators in content and use. Managed roll-out of project and ensured 100% coverage.
Strategic Planning for Change Management / 1997	Consultant / Assessed current practice and developed draft Strategic Plan for Change Management
Preparation for National Accreditation Process / 1997	Team Leader for communication and education for National Accreditation process. Developed communication / education plan. Designed information kits, presentation kits, display units and brochures. Trained contact personnel to provide service to clientele.
Development and implementation of a Master Education Plan for SMH / 1996	Consultant / key assignment with institution. Conducted needs assessment; analysed context; designed strategic plan to move institution

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<p>UNFPA, New York with the Foundation for International Training, Toronto / Tashkent, Almaty, Bishkek / 1995</p> <p>UNFPA Regional Programme Development and Formulation for Uzbekistan, Kazakstan and Kyrgyzstan / IEC Component</p>	<p>toward a needs - based learning organization. Conducted needs assessment. Redesigned role and structure of former Education Department. Identified core learning areas and possible delivery models. Planned implementation of new structure and services, including budget. Managed implementation.</p>
<p>Swedish International Development Authority / Addis Ababa, Ethiopia / 1995</p> <p>Evaluation of Information Office Equipment and Training Needs</p>	<p>Consultant / Assessed context and activities of Amhara State Information Bureau. Analyzed current and future equipment and training needs. Supported development of comprehensive capital and training proposal. Delivered recommendations to donor.</p>
<p>ILO/UNDP, Geneva/Banjul with the Foundation for International Training, Toronto / Banjul, The Gambia / 1993</p> <p>Formulation Phase, The Gambia Strategy for Poverty Alleviation / IEC Pillar</p>	<p>Consultant / generated inventory of IEC resources; designed IEC Strategy and Implementation Plan.</p>
<p>UNDP and The Gambia National Population Commission, Banjul with Planning Assistance, Washington D.C. / Banjul, The Gambia / 1993</p> <p>Planning & Design Phase, The Gambia National Population Policy Information, Education and Communication Implementation Plan</p>	<p>Consultant / designed IEC strategy and Implementation Plan for NPP, worked with implementing task force to develop policies and procedures for implementation</p>
<p>The World Bank/The African Development Bank, Abidjan/Washington with the Foundation for International Training, Toronto / The Gambia / 1992 – 1994</p> <p>Project Design and Implementation Phases, The Gambia Information, Education and Communication Unit for The Women in Development Project</p>	<p>Lead Consultant (Project Team Leader) / performed on-site needs assessment; designed Technical Assistance Package; Developed methodology, philosophy and Action Plan; generated terms of reference, recruited and briefed personnel; managed TA Package input and US\$350,000 budget; provided management and planning services; implemented and evaluated Technical Assistance interventions</p> <p>Analyzed data from nation-wide media source survey. Developed and supported implementation of Community Consultation, Participatory Planning and Message Development processes. Designed strategy and instruments for participatory assessment of IEC Interventions.</p> <p>Designed program planning and tracking processes and procedures. Developed application software to monitor and track 200 media interventions per year. Developed quality control processes.</p> <p>Evaluated Communication Production and Distribution Equipment Needs. Developed equipment packages, evaluated bids, recommended suppliers and installation requirements.</p> <p>Designed Radio Listening Group strategy, processes and core content. Developed training programs and wrote implementation manual.</p>

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<p>Developed core content and competencies for Drama for Development: Community Theatre program and video production training. . Recruited and oriented trainers. Coordinated training programs at national and community levels.</p> <p>Atii Training Inc. Ottawa / Canada / 1991 - 1992</p> <p>Entrepreneurship Training via Distance Education for Inuit in Nunavut Program</p>	<p>Lead Consultant / designed first management training program for Inuit to be delivered by Northern Television Network. Developed content outlines, delivery mechanisms and proposals.</p>
<p>Canadian International Development Agency, Ottawa with the Asia-Pacific Institute for Broadcasting Development, Kuala Lumpur and the Ryerson International Development Centre, Toronto / Canada, India, Indonesia, Malaysia, Papua New Guinea, Singapore, Thailand</p> <p>Training Package Development, Asia-Pacific Project for Broadcasting in Development / 1990 – 1991</p>	<p>Lead Consultant (Project Team Leader) / designed multi-media training kit (seven books, four videotapes) for broadcasters involved in local level broadcasting.</p>
<p>Implementation, Asia-Pacific Project for Broadcasting in Development / 1986 – 1990</p>	<p>Operations Manager / Based in Kuala Lumpur, designed and managed all field operations for the Project, including \$1.5 million operations budget. Developed and co-wrote initial implementation plan and annual operations plans.</p> <p>Developed systems for establishment of Development Broadcasting Units in India, Indonesia and Papua New Guinea.</p> <p>Designed, budgeted and managed seminars, workshops and training programs on a wide range of technical and management topics; supervised and supported local field staff.</p> <p>Designed, sourced equipment and installed audio recording studio for NBC Papua New Guinea. Developed and wrote operations manual. Conducted five day workshop in studio operations and recording procedures.</p>
<p>Implementation and Planning Mission, A Project for Broadcasting in Development 1986</p>	<p>Consultant / co-generated Terms of Reference for Mission; prepared policy and procedures manual; generated implementation plan, operations procedures and budgeting system for project</p>
<p>Feasibility and Design Mission, Broadcasting in Support of National Development Project 1984 – 85</p>	<p>Consultant / co-generated Terms of Reference for Mission; investigated and analysed potential for implementation in six countries; wrote mission report and implementation guidelines for project</p>
<p>Yukon College, Whitehorse with E.T. Jackson and Associates, Ltd., Ottawa / Canada / 1986</p> <p>Yukon Management Development Program</p>	<p>Lead Consultant / generated proposal and Action Plan for consultancy; conducted needs assessment; designed base program parameters and content</p>
<p>Hume Publishing Company, Toronto / Canada / 1984 – 1986</p> <p>Educational Media Component, Retirement Planning Program</p>	<p>Consultant / researched and presented media possibilities for program, generated proposal for production; produced audio programming to support and supplement print learning material</p>
<p>Canadian International Development Agency, Ottawa with</p>	<p>Consultant / generated Terms of Reference for education and communication sector, analysed site data; presented recommendations for</p>

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E.T. Jackson and Associates, Ltd., Ottawa / Canada / 1984 – 1985 Education and Communication Components, Feasibility Study Mission, NGO Water and Sanitation Support Project in Lesotho	action
Canadian International Development Agency, Hull with E.T. Jackson and Associates, Ltd., Ottawa / Canada / 1984 Feasibility and Design Mission, Food Grain Management Storage Training- Bangladesh	Consultant / generated Terms of Reference for education and communication sector, analysed site data; presented recommendations for action
Mackenzie Delta Regional Council, Inuvik with E.T. Jackson and Associates, Ltd., Ottawa / Canada / 1984 – 1986 Dene and Metis Management Development Program	Lead Consultant (Project Team Leader) / managed technical input for program design and development
Wawata Native Communications Society, Sioux Lookout / Canada / 1984 Analysis and Presentation Phase, Media Assessment in Northern Ontario	Consultant / analysed survey data from client communities; drafted presentation materials and report
Taqramiut Nipingat Inc., Salluit / Canada / 1984 Data Collection Phase, Media Assessment in Arctic Quebec	Consultant / supported collection of data from client communities; ensured reliability and validity of raw data, prepared data for analysis

Media Production

Produced Multimedia / Multi-Image / Web programming for

AMSSA; International Council for Adult Education; EASES; Extra Plates; North Solomons Provincial Government; Nunavut Tunngavik; Ontario Gerontology Association; Ontario Association of Residents' Councils; Participatory Research Group; Surrey Memorial Hospital; United Steelworkers of America; Vibrant Surrey.

Produced Video programming for

Asia-Pacific Project for Broadcasting in Development; Canadian International Development Agency; CUSO; Government of Papua New Guinea; North Solomons Provincial Government; Nunavut Tunngavik Inc.; Ontario Association of Residents' Councils; Ontario Institute for Studies in Education; Participatory Research Group. Sirosis Studios; Surrey Memorial Hospital;

Produced Audio Programming for

CKMS; CKRY; Hume Publishing Limited; National Broadcasting Commission of Papua New Guinea; North Solomons Provincial Government; Ontario Rural Learning Association; Rattling Wireless.

Produced Print Materials for

AMSSA; Asia-Pacific Project for Broadcasting in Development; Business Links; Creo Ltd.; EASES; Esketemc First Nation; E.T. Jackson and Associates Ltd.; FAO; Government of The Gambia; Hume Publishing Company; International Council for Adult Education; National Broadcasting Commission of Papua New Guinea; North American Participatory Research Network; North Solomons Provincial Government; Nunavut Tunngavik Inc.; Milne Bay Provincial Government; Ontario Association of Residents' Councils; Ontario Gerontology Association; RWSEP; Surrey Memorial Hospital; United Steelworkers of America; Vibrant Surrey; Volunteer Vancouver.