
Resume of
ROBERT G. BOASE

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Summary

Communications

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Profile

Work and travel in 60 countries including almost all ASEAN countries with a total of 15 years resident in Asia, Africa, Latin America and the Caribbean. Recent twelve years in Laos, Vietnam, China and Afghanistan with UNDP as the principal consultant on three UNDP funded governance reform initiatives in the Prime Minister's Office and in the National Assembly of Laos; for the People's Committee of Ho Chi Minh City and as the Governance Advisor to UNDP China, as Team Leader for a large ADB Administrative Reform loan to the Government of Vietnam and as Resident Advisor to UNDP on a leadership project for Afghanistan's top 500 civil servants; development of a sub-national training programme for civil servants; and the counter narcotics trust fund.

Earlier career was as a senior public servant and then consultant to the Government of Canada having advised over thirty ministries and agencies of the Government of Canada. Strengths include 25 years of high-level consulting, a focus on results, quality report writing and superior inter-personal skills, diplomacy and integrity. All long term resident contracts successfully completed to satisfaction of both donors and recipient governments.

Current Position

Consultant in the evaluation of UNDP's Global Programme

Personal Information

Citizenship:

Canadian

Languages:

English, French and Spanish
Beginner Mandarin, Vietnamese, Thai, Lao, Bahasa Indonesia/Malaysia

Education

M.B.A., Management and Industrial Relations; University of Toronto

B.A., Sociology and Economics; University of Toronto

Areas of Expertise

- Millennium Development Goals
- Anti-corruption
- Governance, especially countries in transition
- Public Sector Reform - building ethical behaviour, decentralization, accountability
- Human Resource Development
- Change Management
- Capacity Development
- Institution Building
- Policy Development and Planning
- Re-structuring
- Program and Project Planning, Execution, Monitoring and Evaluation
- Planning and Feasibility Studies
- Central Agencies, Line Ministries, Training & Consultancy Units, State Owned Enterprises, Parliaments, Cooperatives, NGOs, and Small and Medium Enterprise

Country Experience

South Asia:

Afghanistan, Bangladesh, Bhutan, India & Pakistan

East Asia:

Brunei, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Mongolia, People's Republic of China (19 Provinces), Philippines, Thailand & Vietnam

Africa:

Nigeria, Mauritania & Sierra Leone

Middle East: Yemen

Caribbean:

Antigua, Barbados, Dominica, Grenada, Jamaica, Montserrat, St. Kitts & Nevis, St. Lucia, St. Vincent and the Grenadines

Central Asia: Kyrgyzstan

Latin America:

Bolivia, Colombia, Mexico & Nicaragua

Oceania: Samoa, Cook Islands & Niue

Supporting Attachments

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|----|---------------------------------------|------------|
| A. | <i>COUNTRY AND PROJECT EXPERIENCE</i> | <i>p.2</i> |
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| C. | <i>CAREER HISTORY</i> | <i>p.7</i> |

Global

- Evaluation of the UNDP Democratic Governance Thematic Trust Fund operating in over 100 countries with over 500 individual projects for UNDP NY. Country missions to Bhutan, Philippines, Mauritania, Sierra Leone & Bolivia.
- Evaluation of UNDP's \$275 million Global Programme: (a) country level policy and programme support through a global network of policy specialists; (b) targeted global projects and strategic partnerships addressing key development issues affecting countries in multiple regions; and (c) a system of interregional knowledge creation, transfer and codification.

Asia

Asia Regional

- preparation of guide on the work environment in Canada for Asians coming to Canada for work attachments and *partnerships* for CIDA
- participant in ASEAN seminar on transforming the public sector sponsored by the Institute on Governance (Hanoi field mission)
- reporter for the ADB on a regional seminar on project evaluation attended by 17 nations from Asia and Pacific (Kuala Lumpur/Manila field mission)
- briefing on CIDA's human resource development Regional programs and projects for the ASEAN secretariat and its Education Ministers

Afghanistan

- advisor on the development of three major capacity initiatives of the Government of Afghanistan for the UNDP, viz. a sub-national training program for senior civil servants, a capacity development facility to source coaches and advisors to the Government and the billion dollar Counter Narcotics Trust Fund (three missions in 2006)
- resident advisor on a major capacity building project to instil sense of nationhood, good governance and leadership into the top 500 civil servants of the government of Afghanistan for UNDP. Developed national training plans for the civil service and a training and development policy for the civil service commission while providing general advice to the country office on capacity development matters of the Government of Afghanistan (six months)

Bangladesh

- preparation of a program delivery strategy for the Bangladesh desk for CIDA

- shaping and drafting of the Bangladesh food aid review for CIDA
- reshaping of a plan for a \$40 million agricultural project for CIDA (field mission)
- advice on a major Bangladeshi NGO's \$17 million proposal to CIDA (field mission)
- review of the largest NGO project in the world, the Rural Maintenance Program, for CIDA and planning its pass-over to the Government of Bangladesh. This national program pays destitute women for maintaining rural farm-to-market roads (field mission)
- project identification for CIDA for a \$65 million loan capital project for the Grameen Bank to extend credit to its 225,000 members

Bhutan

- member of task force to develop a vision, strategy and plan for decentralization for Bhutan for the 21st century (field mission)

Brunei

- participated in a planning workshop to develop a major ASEAN governance innovation programme (field mission)

Cambodia

- evaluation of a \$3.3 million UN Joint Programme involving UNESCO, FAO, ILO & UNDP for poverty reduction and cultural preservation
- planning of a five-year \$9 million national NGO-led program to build NGO and civil society institutional and human capacity for CIDA

India

- planning of a five year environmental partnership program between Canada and India for CIDA

Indonesia

- evaluation of the CIDA In-Country Orientation Program (field mission)
- team leader of a planning mission to develop a methodology for the evaluation of CIDA's largest environmental institution building project, the \$35 million five-year EMDI program (field mission)
- team leader of an evaluation of the CARE Canada Sulawesi rural community development programme - a 10-year-old community water and sanitation project with more recent health and income generation components. The program operates in 157 communities and services 157,000 people (field mission)

A. COUNTRY AND PROJECT EXPERIENCE CONT'D

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- team leader to plan a program involving 13 Indonesian NGOs to undertake co-operative development and income generating activities among the urban and rural poor for the Canadian co-operative Association (field mission)
- plan for training Indonesian NGOs to be executed by the Manitoba Institute of Management for CIDA

Kyrgyzstan

- team leader for an outcome evaluation of the UNDP decentralization programme (field mission)

Lao People's Democratic Republic

- team leader on mid-term evaluation of UNDP Lao programme (field mission)
- principal consultant to a UNDP/NORAD 4 year \$1.6 million institutional strengthening project attached to the National Assembly. The project assisted the National Assembly with legislative, management, human resource development, election planning and result processing and orientation of new parliamentarians (two years as resident advisor)
- principal consultant to a UNDP 3 year \$3 million Public Administration Reform project attached to the Office of the Prime Minister. The project assisted with the development of the personnel management policies and structures for the civil service, the roles and relationships between ministries and offices of governors and local government, the institutional strengthening of 3 ministries and 2 provinces and the managerial training and upgrading of a large cross-section of senior civil servants. Major achievements were the government's decision to establish an Office of the Auditor General supported by the ADB and the change of working hours of the civil service to international practice. Wrote a local 'best seller' on how foreigners can work effectively with their Lao partners (3 years as the resident advisor)

Mongolia

- participated in a UN global workshop on administrative reform hosted by the Government of Mongolia in Ulaan Baatar

Pakistan

- monitoring of a pilot private sector driven program of three projects of fertilizer study, gas company institutional strengthening and seafood processing/shrimp farms for CIDA (regular visits to Pakistan)

- prepared the terms of reference for the monitor of a CIDA funded Pakistan NGO capacity building program
- as a member of a seven man team conducted a strategic review of the national cooperative sector with particular reference to the Federal Cooperative Bank and proscribed a program of reform for the restoration of the cooperative movement for the Asian Development Bank (four months in Pakistan)
- prepared a program delivery strategy for the Pakistan program for CIDA.

People's Republic of China

- Team leader on mid-term review of the UNDP funded All China Federation of Trade Union institutional strengthening project (2 week mission)
- Resident Advisor to the UN Country Team in Beijing in preparing China's first MDG report (1 year)
- Resident Advisor on Governance to the UNDP Resident Representative based in Beijing (1 year)
- team leader to evaluate the WID program of the All China Women's Federation for CIDA (field mission)
- team leader to review the training associated with several CIDA technology transfer projects in the energy sector (field mission)
- design of a training and exchange program for senior officials from China's coastal cities, Special Economic Zones and three deltas in the context of China's opening up to the outside world for CIDA (field mission)
- briefing for agricultural specialists, travelling to China on a programming mission for CIDA
- A tour of eight provinces to hold discussions with factory managers and senior municipal officials on North American management practices as a guest of the People's Republic of China (field mission)

Philippines

- team leader to plan a \$30 million program of institution building for the Philippine NGO community for CIDA. The five-year program involves 10 national Philippine networks in partnership with over 40 Canadian NGOs (two field missions)
- terms of reference for a Canadian executing agency to carry out a \$15 million technical assistance and telecommunications infrastructure project for CIDA
- plan for a \$5 million project to strengthen a national cooperative organization and its affiliates for CIDA

Thailand

- evaluation of a \$10 million five-year small business program providing loans and business counsel in North-east Thailand for CIDA (field mission)
- plan for a \$10 million five-year venture capital program for small and medium business outside greater Bangkok for CIDA (field mission)
- plan for a \$4 million technical assistance project to strengthen the Royal Thai Government's Bureau of the Budget for CIDA (field mission)

Vietnam

- Team Leader on a \$45 million loan in support of the Government's Public Administration Reform Master Plan focussed on modernizing training policy and practice for the senior officials for the ADB (resident team leader)
- Principal Consultant to a UNDP 3 year \$2 million Public Administration Reform for Ho Chi Minh City. The project improved land administration, management training, service-to-the-public, human resource management and English language skills (resident advisor)

Americas**Caribbean**

- team leader for the evaluation of phase one and the planning and monitoring of a second phase of a CIDA \$18 million five-year infrastructure program operating in the Eastern Caribbean (various field missions)
- plan for the review of CIDA's \$170 million Caribbean Regional Program (field mission)

Colombia

- monitoring of a pilot private sector driven program of three projects of radar mapping, rural telephones and industrial technology training centre for CIDA (regular visits to Colombia)

Ecuador

- proposal for a large educational institution strengthening project for the Association of Community Colleges of Canada

Jamaica

- design and development of a central training and consulting institute to support the civil service reform in the Government of Jamaica for the World Bank (one year in Kingston)
- team leader for the re-organization of the Ministry of Housing of the Government of Jamaica for the World Bank

Nicaragua

- team leader to develop a five-year plan for CARE Canada's program in Nicaragua (field mission)

Africa**Nigeria**

- organizational planning and staff training for internal management consulting agency for the Federal Military Government of Nigeria (two years in Lagos)
- re-organization of the Ministry of Establishments of the Government of Nigeria

Oceania**Cook Islands, Niue & Samoa**

Team leader to evaluate an ICT for Development governance programme for UNDP (field mission)

Middle East**Yemen**

- Team leader to develop long term plan for implementing new local authority law as part of the government's major decentralization vision (two months in Yemen)

Europe**Commonwealth**

- re-organization of the Commonwealth Secretariat as part of an international team of consultants (at the Secretariat in London, England)

Re-organization

- strategic review of the British Columbia Lottery Corporation
- strategic review of the Canadian Council for Social Development which resulted in a more focused operation with a revised organization
- defined the capital programs function to manage the Department's moveable and real estate assets as part of a major reorganisation of the Department of Fisheries and Oceans, Government of Canada
- reviewed the structure, planning and decision-making process of the NGO, OXFAM Canada
- reorganized the Public Affairs function in the context of making it more proactive for the Canada Employment and Immigration Commission, Government of Canada
- reorganized the administration of the Tax Review Board in the context of legislation converting the Board into the Tax Court of Canada
- reorganized the headquarters and regional operations in the context of a shift to a system of charging other departments for its services for Public Works Canada
- reorganized the Department of Communications, Government of Canada, in the context of the amalgamation of the Arts and Culture sector coming from the Secretary of State Department
- reorganized the Canadian section of the International Joint Commission in the context of its increasing concern over environmental issues
- reorganized the Legal Surveys Directorate of the Energy Mines and Resources, Canada; later came back to plan for the privatization of this function
- reorganized the public affairs function in the Department of the Secretary of State, Government of Canada

Policy Work

- policy paper on potential for collaboration between Canadian and developing world's social policy organizations for the Canadian Council on Social Development, the International Development Research Centre and the Canadian International Development Agency
- research and writer for the Minister's advisory Group on Defence Infrastructure in the articulation of an open, national system for closing down

military bases for the Department of National Defence, Government of Canada

- a document on the evolution of CIDA's Asia program from the Colombo Plan in 1950 to 1991 and implications for the future
- a document on the nature and scope of the term "governance" in the developing world; the nature, scope and success of CIDA's governance activity; and the supply of expertise in Canada and in the developing world to address various aspects of governance
- a document on the risk, accountability and management of CIDA's country focus projects in Asia and the implications for changes in management practices and training based on findings
- assistance to the Federal Environmental Assessment Review Office in estimating the cost to the Government of Canada of screening and assessing the environmental implications of all new government policy
- a plan for the privatization of the Bureau of Management Consulting support service to the Canadian International Development Agency.
- preparation of a project implementation guide for CIDA
- guidelines for CIDA officers on how to work with their consultants so as to achieve the best results and to ensure quality of consulting reports
- assistance to CIDA in the development of its 1975-80 aid strategy
- a framework for CIDA for the development of policy and strategy to incorporate sectoral perspectives into its program and project planning
- assistance to Petro Canada International Assistance Corporation in analyzing the implications of providing loan in addition to grant assistance in connection with its operations in the developing world
- policy and an approach for the Office of the Auditor General of Canada to audit service to the public in government departments
- a plan to revise central agency policy and practice so as to support the delivery of service to the public for the Task Force on Service to the Public, Government of Canada

Evaluation

- evaluated the environmental assessment review system in the Department of Indian and Northern Affairs, Government of Canada and made recommendations for strengthening the process
- evaluated a \$40 million research program designed to advance Northern preparedness for eventual hydro-carbon development of the far north for the Department of Indian and Northern Affairs, Government of Canada
- evaluation assessment of the Human Rights Fund for the Department of Justice, Government of Canada
- evaluation assessment of the Public Legal Education and Information programs for the Department of Justice, Government of Canada
- evaluation assessment of the Access to Information and Privacy legislation for the Department of Justice, Government of Canada
- assessment of the feasibility of using case outcomes handled by the Department of Justice as a means of evaluating the quality of its litigation services
- evaluated the public affairs function of the Canadian Government Office of Tourism and recommended major change to the program
- evaluated the Canadian Human Rights Commission and developed a set of "prevention" objectives and strategies

Robert Boase has a varied and well-rounded work experience complemented with two major tours early in his career – one to Latin America and a second to Asia and Africa. His 25 years of high level consulting includes work in Canada, Asia, Europe, Latin America, the Caribbean and Africa. He has lived abroad for a total of fifteen years in the conduct of his projects. His early career included periods as a teacher, labour negotiator, business planner, entrepreneur, and senior public servant in the Government of Canada. His work history is summarized below.

Team Leader of the mid-term evaluation of the UNDP Lao programme (2009)

Team Leader for an outcome evaluation of the UNDP decentralization programme in Kyrgyzstan (2009)

Team Leader in the evaluation of the UNDP ICT for Development programme operating in the Cook Islands, Niue and Samoa (2009)

Consultant to UNDP in the evaluation of its Global Programme. Assessed global projects for their coherence with global programme policy (2008)

Consultant to UNDP in the evaluation of its Democratic Governance Thematic Trust Fund operating in over 100 countries (5 country missions to Bolivia, Bhutan, Mauritania, Sierra Leone & Philippines in 2007)

Advisor to UNDP on new UNDP supported capacity building initiatives of the Government of Afghanistan to train civil servants at the sub-national level; to provide a facility to deliver coaching and advisory services to the Government of Afghanistan; and to counter narcotics production (3 missions to Afghanistan in 2006)

Resident Advisor on a UNDP supported capacity building initiative to instil sense of nationhood, good governance and leadership in Afghanistan's top 500 civil servants (July 2005 to December 2005)

Team Leader on a \$45 million ADB Loan in support of the Government of Vietnam's Public Administration Reform Master plan resident in Hanoi (October 2003 to May 2005)

Resident Advisor to the UNDP China Resident Representative/Coordinator resident in Beijing (June 2002 to September 2003)

Advisor on Governance to the UNDP China Resident Representative resident in Beijing (May 2001 to May 2002)

Principal Consultant to UNDP Ho Chi Minh City Administrative Reform Project in Vietnam resident in HCMC
(July 1999 to March 2001)

Principal Consultant to UNDP/NORAD National Assembly Project resident in the Lao People's Democratic Republic
(1997 to June 1999)

Principal Consultant to UNDP Public Administration Reform located in the Prime Minister's Office and resident in the Lao People's Democratic Republic (1994 to 1997)

Managing Director, Panicle International Development Inc., Ottawa, Canada, an international development consulting company focussed on consulting to CIDA and the multilaterals
(1987 to 1994)

Senior Associate, ARA Consultants, Ottawa, Canada focussed on consulting to the Government of Canada, Jamaica, China and Bangladesh (1985 to 1987)

Freelance Management Consultant, Ottawa, Canada focussed on consulting to senior levels of the Government of Canada
(1980 to 1985)

Entrepreneur in Ottawa for a \$1 million downtown sports complex in Canada's capital (1978 to 1980)

African-Asian Tour Kenya, Seychelles, Sri Lanka, India, Nepal, Thailand, Malaysia, Singapore, Indonesia, Philippines, Hong Kong, China and Japan (9 months in 1978)

Consultant to Government of Nigeria on Public Administration Reform as Freelance Management Consultant, resident in Lagos (1976 to 1978)

Founding partner, Policy consulting Associates in Ottawa, Canada (1974 to 1976)

Senior Public Servant, Government of Canada first with the Government's central consulting bureau and then with the Ministry of State for Urban Affairs (1970 to 1974)

Business Analyst and Planner for Alcan, Canada, Toronto (1969 to 1970)

Latin American Tour Mexico, Panama, Columbia, Ecuador, Peru, Brazil, Uruguay, Argentina, Chile and Bolivia (1968)

Collective Bargaining and Union Representative for the Civil Service Union of Ontario, Toronto (1967)

Memberships/Community Activities:

- Past board member and Associate of the Institute on Governance
- Past member of the Institute of Public Administration of Canada
- Member of Pollution Probe
- Past member of the Society for Better Understanding of China
- Past board member of the Ottawa Carleton Immigrant Services
- Past President of Carleton Condominium Corporation #74

References: upon request