



David M. Fairman

Managing Director | Consensus Building Institute, Inc.
Associate Director | MIT-Harvard Public Disputes Program
Tel. (617) 844-1120; E-mail dfairman@cbi.org

PROFESSIONAL SUMMARY

Facilitator, mediator, capacity builder and researcher on use of collaborative approaches to resolve complex public issues, with 20 years of experience in the U.S., Asia, Africa, Europe, and the Middle East.

KEY ACCOMPLISHMENTS

- Leader of the Consensus Building Institute, a highly regarded non-profit organization that facilitates consensus building and catalyzes collaboration on complex public issues.
- Process designer and facilitator global development institutions, processes and NGOs aiming to create and strengthen partnerships, prevent and resolve disputes. Expert in design and assessment of grievance mechanisms at the project, program, and organizational levels.
- Facilitator of numerous multi-stakeholder consensus building processes on a wide range of challenging public issues in the US, including education, poverty and economic mobility, incarceration and reentry, public housing, energy and environment, and national security.
- Coach, advisor and capacity builder on complex commercial negotiations for companies in the pharmaceutical, technology, financial services, agribusiness and extractive sectors.

1997-present **Consensus Building Institute** Cambridge, MA

2004-present *Managing Director*

1999-2004 *Vice President*

1997-1999 *Senior Associate*

- Lead the organization as one of two Managing Directors, with primary responsibility for CBI's global development social policy and international development work. Convene CBI's Global Network of partners. Assess, design and facilitate conflict resolution and consensus building processes. Build negotiation, mediation and consensus building capacity for public and private organizations.

2000-present **MIT-Harvard Public Disputes Program** Cambridge, MA

Associate Director; Lecturer, MIT Department of Urban Studies and Planning

- Initiate and direct research projects on application of dispute resolution/consensus building principles and strategies to public policy

arenas. Develop strategies and materials for teaching negotiation and dispute resolution skills.

1991-1996 **Private Practice** Cambridge, MA
Environmental Conflict Resolution Consultant

- Designed and taught executive training courses on negotiation and consensus building to integrate environmental, social and economic objectives in national and international policy-making. Analyzed and recommended strategies for policy integration at the national and international level.

1989-1991 **Endispute, Inc.** Cambridge, MA
Public Policy Mediator

- Assessed public policy conflicts at national, state, and local levels; developed and implemented consensus-building and conflict resolution strategies. Managed stakeholder consultation on siting process for low-level radioactive waste facility. Taught negotiation and conflict management skills to public officials.

EDUCATION

Massachusetts Institute of Technology Cambridge, MA

- *Ph.D., Political Science*, 1998.
Elected to MIT Society of Graduate Fellows for Sustainability. Studies supported by four-year full fellowship from U.S. Department of Education Jacob Javits Fellowship, Program on Negotiation at Harvard Law School, and MIT Center for International Studies.

Harvard University Cambridge, MA

- *Bachelor of Arts*, summa cum laude in History and Literature, 1987.
Awards: Phi Beta Kappa, Sheldon Fellowship for postgraduate study, E.C. Cumming Prize for outstanding thesis, History and Literature Prize for academic achievement, Adams House Arms for contributions to residential community. Awarded one-year post-graduate Sheldon fellowship for study in India, Nepal, and Pakistan

PROFESSIONAL AFFILIATIONS

ACCESS Company-Community Dialogue Facilitators Forum: Founding Steering Committee Member

Alliance for Peacebuilding: Founding Board Member, 2002-2004; Member

Council on Foreign Relations: Life Member

Sustainability Challenge Foundation: Acting Board President and Faculty Co-Director

SELECTED PROJECTS

Global Development and Peacebuilding

Consensus Building on Collaboration and Development Issues

Climate Investment Funds Transformational Change Learning Partnership, ongoing. Co-facilitator and process advisor for global multi-stakeholder partnership seeking to assess Climate Investment Funds' (CIF) contributions to transformational change to promote low-carbon development. Currently supporting collaborative evaluation of CIF investments and programs focused on transformation of national energy sectors, climate adaptation institutions, and forest management regimes. Stakeholders include CIF donor and recipient governments, multilateral climate finance institutions, multilateral development banks, civil society and indigenous peoples' representatives, and expert evaluators. Process aims to produce actionable insights on use of climate finance for transformational change, accepted and internalized across all stakeholder groups.

United Nations, Strategic Priority Setting at Global and National Levels, 2007-2016. Process designer, facilitation team leader and facilitator. At the global level, have assisted the United Nation member states and UN Development Group to increase the impact of UN development work at the global and national levels. In 2010-2011, facilitated development of first UNDG Strategic Priorities and Work Plan. In 2012-2013, facilitated UNDG development of Standard Operating Procedures for UN Country Teams. In 2014-2016, facilitated UNDG ASG Advisory Group work and ECOSOC dialogue retreats with Member States to ensure UN Development System is Fit for Purpose post-2015. From 2007-present, have facilitated strategic planning and stakeholder engagement (including national government, civil society and donor counterparts) with UN Country Teams, focused on UN Development Assistance Frameworks (5-year national program plans) and post-conflict transition plans. Have worked in Nepal, Somalia, DRC, Lebanon, Sudan, Nigeria and Iran, and advised on more than 20 processes co-facilitated by UN-CBI teams.

Burundi International Partners Socioeconomic and Peacebuilding Consultation, July-November 2016. Co-lead consultant for design and facilitation of a retreat co-sponsored by Chair of UN Peacebuilding Configuration for Burundi and UN Resident Coordinator, to develop a shared assessment of Burundi's socioeconomic and peacebuilding challenges, and seek closer coordination on strategy for engagement with the government of Burundi to develop effective responses. Participants included United Nations, World Bank, African Development Bank, IMF and EU representatives. Participants agreed on mechanisms and actions to improve coordination among international partners; and agreed to communicate jointly the urgency of action to avert further deterioration of the situation.

Consultative Meeting on Yemen, July-November 2015. Lead consultant for design and facilitation of a 120-person consultative meeting on Yemen's humanitarian and recovery needs and priorities. Meeting was co-convened by UN Yemen Country Team, European Union and World Bank, with government, business and civil society leaders from Yemen and diaspora, bilateral and multilateral humanitarian and development agencies. Designed agenda, coordinated and managed multinational team of 6 facilitators, and acted as lead facilitator at Consultative Meeting. Meeting produced "most likely" scenario for 2015-16, comprehensive matrix of thematic priorities, greater mutual understanding and stronger relationships among participants, and commitments to continue and improve coordination of humanitarian and recovery efforts.

Forum on Inclusive Nigerian Development, May 2013-May 2016. Co-directed (with New Nigeria Foundation (NNF)) an initiative to create and support a new, national multi-stakeholder forum to promote economic diversification inclusive growth. Developed interview strategy and advised NNF on interviews with more than 120 Nigerian leaders. Convened Forum with exceptionally diverse group of 25 leaders in government, business, civil society, media, arts and culture, and academia. Members reached agreement to focus the Forum on moving Nigeria "beyond oil," by diversifying national economy and sources of government revenue. Forum then developed a Call to Action and media strategy for the Nigerian electoral season. In 2015-2016, facilitated planning for sustained engagement in 3 states where government, civil society and business leaders have demonstrated serious interest in diversification.

UN-REDD, Cambodia, Suriname and Guyana, Assessment and Design of Forest Sector Grievance/Dispute Resolution Mechanisms, December 2012-Sept. 2017. As international consultant, conducted desk review of international good practice in grievance/dispute resolution and of Cambodia and Suriname forest sector grievances/disputes; co-led field missions with UN staff to present assessment goals, conduct stakeholder interviews, and present preliminary findings to national government counterparts, international partners and civil society stakeholders. Produced consultant reports for both countries. Findings and recommendations were well received. Advised on with ongoing implementation in these countries and advising UNDP globally on REDD+ grievance mechanisms in several others, including Guyana.

The Nature Conservancy Great Rivers Partnership, January 2012-December 2013. Lead facilitator for creation of global partnership to advance integrated river basin management in several the world's largest and most environmentally, economically and socially significant river basins. Partnership includes leading conservation NGOs, multilateral and bilateral development agencies, and corporations. Key planning steps included creation of International Steering Committee, definition of partnership goals, river basin recruitment and selection, global governance and global-basin partnership agreements, global network development, business planning and resource mobilization. Process produced agreement on priority basins, global network approach to basin support, and strategy for generating investment. Expected scale of investment is approximately \$250 million over 5 years.

Chevron Nigeria Ltd. and Niger Delta Community MOU Negotiations, 2010. Co-designer and co-mediator for negotiations between Chevron Nigeria Ltd. and communities affected by its Niger Delta operations. Negotiation issues included provision and uses of funds for community development; mutual accountability and transparency; benchmarking and monitoring progress against agreed goals; and mechanisms to resolve conflict and maintain peace and security. Negotiations led to agreement, and CNL and its community stakeholders adopted process as model for all future MOU renegotiations.

International Finance Corporation Uruguay Pulp Mills Stakeholder Consultation, 2005-2006. Senior advisor for CBI team working to assess conflicts, design and facilitate stakeholder consultation to address concerns about \$1.2 billion combined investment in two pulp mills on Uruguay-Argentina border. Issues included environmental, social and economic impacts, compliance with international waterway treaty governing Rio Uruguay, and appropriate disclosure and consultation process. Stakeholders included senior government officials in Uruguay and Argentina, provincial and local governments, community advocacy groups, Europe-based pulp plant proponents, IFC and World Bank MIGA. Assessment identified areas for joint fact finding that became basis for independent technical expert panel process.

International Finance Corporation (IFC) Safeguards and Disclosure Policy Consultations, 2004-05. Lead process designer and facilitator for four multi-stakeholder consultation workshops in Latin America, Southeast Asia, sub-Saharan Africa and Asia Minor, and for six IFC internal policy development workshops. Workshops involved representatives from over 100 environmental, business, labor, government, multilateral and indigenous people's organizations. Key issue was how to ensure appropriate balance between private sector competitiveness and environmental and social safeguards in World Bank IFC investments. IFC has published revised policies reflecting stakeholder input.

Mindanao Political Options Workshops. 2003. Designed and served as lead facilitator for intensive 2-day dialogue among senior advisors to Government of the Republic of the Philippines, Moro Islamic Liberation Front and Moro National Liberation Front; Islamic and Christian religious leaders, academics and business leaders on possible options for political resolution to conflict in Mindanao. Workshop produced consensus outline of principles and strategy, and influenced agenda setting in subsequent GRP-MILF negotiations.

Search for Common Ground/Arca Foundation: Transforming Development Cooperation Conference. 2003. Senior advisor and lead facilitator for high-level international conference on promoting innovation and increasing effectiveness in international economic development. Participants included 48 innovators in development from developed and developing country government, business and civil society organizations. Conference led to development of two new initiatives on reform of foreign aid and creation of financial infrastructure to support small- and medium-scale entrepreneurs.

Asian Development Bank, Chasma Right Bank Irrigation Project Social Assessment. 2001-02. Senior advisor for assessment of unresolved social issues relating to major

irrigation project in Pakistan. Developed assessment strategy with CBI field consultant; reviewed and edited draft assessment report; advised on agenda and work plan for consultative workshop; provided continuous oversight and advice to CBI field consultant.

Strategic Planning and Decision Making

Southeast Asia Sustainable Fisheries and Aquaculture Initiative (SAFAI)

Development, ongoing in 2018. Lead designer and facilitator for stakeholder consultation and expert workshop to inform development of a regional initiative to improve fisheries and aquaculture policies, regulation and public-private partnerships. Former US Secretary of State John Kerry leads SAFAI, supported by Monterey Bay Aquarium and Carnegie Endowment for International Peace. Consultation and workshop will produce refined governance assessments for 5 countries, with priority recommendations for public and private action, and strategy for engaging national and regional stakeholders to advance the recommendations.

World Bank Compliance Advisor and Ombudsman Strategy Session, August-September 2017. Designed and facilitated one-day full staff retreat, to review current strategic goals, conduct SWOT analysis, and develop new goals and priority actions for CAO through 2018. Participants identified several key opportunities and challenges for CAO and developed potential actions to address them.

Oxfam America Private Sector Strategic Plan, September 2016-June 2017. Co-designed and facilitated Oxfam America Private Sector Department strategic planning process with Director and team. Process generated input on past performance and future areas of focus from Oxfam America, Oxfam confederation and external business, NGO and academic counterparts. Prioritization process engaged Oxfam America thematic Directors to ensure alignment of private sector and thematic work on food systems, finance for development and humanitarian work. Plan was well-received with Oxfam America and by external stakeholders.

GrainPro Board of Directors Strategic Planning, July-September 2016. Designed and facilitated Board retreat for social venture corporation providing hermetically sealed grain storage in developing countries. Interviewed Board members, identified key challenges and opportunities, and facilitated visioning and planning process that produced Board alignment on key priorities.

Oxfam America/Oxfam International Extractive Industries Strategic Plan, January 2011-June 2015. Lead facilitator for several global strategic planning processes for 17-country NGO confederation. Co-design processes with senior Oxfam staff, and facilitate dialogue and decision making among Oxfam country affiliates, national partners, outside experts and stakeholders, and Oxfam International. Currently facilitating development of 5-year global strategy, on issues including substantive areas of focus, roles of Oxfam affiliates and partners in national and global advocacy, and definition of Oxfam's unique value in addressing community and national impacts of extractive industries.

Oxfam Sudan Summit, January-March 2015. Lead process designer and facilitator for Oxfam confederation dialogue and decision making on future of humanitarian programs and advocacy in Sudan. Participants included Oxfam affiliate representatives, NGO partners, and international experts on Sudan. Participants agreed on strategy for integrating humanitarian response and advocacy work, and on alignment and coordination among national and international Oxfam offices working on Sudan.

Oxfam America Environmental Justice Campaign Strategic Planning, March-September 2010. Designed and facilitated strategic planning process, including two 2-day strategic planning retreats for 30 senior policy, program and field staff of U.S.-based international development NGO. Participants jointly created key themes and messages for U.S. campaign, defined links to Oxfam International global campaign, identified key target decision makers and influencers, and defined outreach and launch strategy for three-year period beginning May 2011.

Oxfam America Climate Change Program Strategic Planning, October 2008-March 2010. Designed and facilitated three, 3-day strategic planning retreats for senior policy, program and field staff of U.S.-based international development NGO. Participants jointly reviewed and confirmed potential impacts of climate change on Oxfam America (OA) programs; developed framework for climate sensitivity assessment of OA programs; committed to action learning to integrate climate change adaptation into programming, and clarified linkages between OA climate change adaptation programming and OA/Oxfam International climate change campaign focused on the FCCC.

UNDP Inter-Bureau Retreat, 2010. Lead facilitator for retreat to clarify roles, responsibilities and coordination mechanisms between Bureau of Development Policy and Bureau of Conflict Prevention and Resolution. Assisted in agenda development, preparation of bureau leadership and senior staff leading thematic teams, retreat management and facilitation of dialogue among sixty participants. Crafted retreat summary with action items. Retreat contributed to creation of new ways of working in key thematic areas, supported by senior management in both bureaus.

Getty Conservation Institute Forward Planning, 2005-06. Lead process designer and facilitator for organization-wide strategic planning process. Getty Conservation Institute is an international leader in site-based cultural heritage conservation, providing technical assistance and strengthening the capacity of local partners in site management, conservation and restoration. Planning process included organizational assessment, development of strategic planning questions on mission, strategy and operations, staff workshops to respond to questions, and senior staff retreat to finalize strategic plan. Senior staff indicated this was the most successful planning process they had experienced at GCI.

Expert Workshop on the World Bank's Global Programs, 2005. Process designer and lead facilitator for intensive workshop to review World Bank Operations Evaluation Department findings on the effectiveness of the World Bank's Global Programs. Workshop participants included 35 government, multilateral, non-governmental, academic and

consultant experts and practitioners in health, environment, trade, finance, microfinance and environment.

International Finance Corporation (IFC) Safeguards and Disclosure Policy

Development, 2004-05. Lead process designer and facilitator for global multi-stakeholder consultation process on development of new IFC social and environmental performance standards, lead facilitator for internal policy development workshops, and co-lead for design and delivery of staff training for over 400 IFC staff in Washington and worldwide. IFC has now established policies and performance standards as leading global standards for environmentally socially responsible project finance.

World Bank Forest Policy Evaluation Workshop. 1999-2000. Advised on development of agenda, participation guidelines and ground rules; co-led facilitation of 2-day workshop event; and drafted post-workshop report for global workshop to review World Bank's Evaluation of its forest policy. Issues included balance among environmental, economic and social goals in current policy, and impacts of policy implementation in over 100 countries world-wide. Participants included World Bank staff, donor and borrower governments, forest conservation advocacy groups, commercial timber companies and forest researchers. Participants reached consensus on strengths and weaknesses of Evaluation report, and on recommendations for further action by the World Bank and other forest policy stakeholders.

Assessing and Building Organizational Capacity to Advance Development Goals

Climate Investment Funds Transformational Change Learning Partnership, ongoing. Co-facilitator and process advisor for global multi-stakeholder partnership seeking to assess Climate Investment Funds' (CIF) contributions to transformational change to promote low-carbon development. Currently supporting collaborative evaluation of CIF investments and programs focused on transformation of national energy sectors, climate adaptation institutions, and forest management regimes. Stakeholders include CIF donor and recipient governments, multilateral climate finance institutions, multilateral development banks, civil society and indigenous peoples' representatives, and expert evaluators. Process aims to produce actionable insights on use of climate finance for transformational change, accepted and internalized across all stakeholder groups.

United Nations Development Program Stakeholder Response Mechanism Design and Piloting, 2012-present. Designed an organization-wide grievance mechanism to ensure that stakeholders in UNDP's development programs and projects are responsive to national and project-level stakeholder concerns and provide redress when appropriate. Drafted guidance for UNDP Country Offices in consultation with HQ and field counterparts. Guidance was integrated into UNDP organizational policies and procedures, and rolled out to 130 Country Offices with ongoing global support, monitoring and evaluation. Supporting ongoing implementation of SRM by advising UNDP HQ team on policy and practice issues, and assisting in response to specific cases.

IFC-CAO Discussion on Institutional Accountability for Social and Environmental Impacts and IFC-CAO Relationship, March-April 2017. Designed and facilitated one-day retreat involving management and senior staff from IFC and CAO to deepen understanding of each other's views on institutional accountability for environmental and social impacts, the roles of IFC and CAO in ensuring accountability, and ways to improve IFC-CAO interaction. Retreat deepened mutual understanding and produced several options for action to improve IFC-CAO interaction in support of institutional accountability.

UN-REDD, Suriname and Cambodia, Assessment of Forest Sector Grievance/Dispute Resolution Mechanisms, December 2012-June 2014. As international consultant, conducted desk review of international good practice in grievance/dispute resolution for Cambodia and Suriname forest sector grievances/disputes; co-led field missions with UN staff to present assessment goals, conduct stakeholder interviews, and present preliminary findings to national government counterparts, international partners and civil society stakeholders. Produced consultant reports for both countries. Findings and recommendations were well received. Continued advising UNDP globally on REDD+ grievance mechanisms in several other countries.

United Nations Development Operations Coordination Office and United Nations System Staff College, Negotiation and Political Acumen Skills Training, 2006-present. CBI lead for development and delivery of training programs for first-time UN Resident Coordinators (senior UN development officials at the national level, responsible for coordination of UN development agency activities). Training integrates strategic priority setting, negotiation and consensus building in politically significant contexts. Training delivered to four cohorts of Resident Coordinators during induction, and regionally to six groups of UN Heads of Agency and senior staff.

Negotiation and Consensus Building Skills Training for Senior Managers in UN agencies, 2003-present. CBI lead for development and delivery of first-ever global on-line advanced negotiation skills program for UN Development Program senior managers. Over 400 have completed the program. Collaboration with UNDP expanded in 2006 to include on-line skills training for government counterparts in the Caribbean. Lead for design and delivery of parallel, agency-specific training programs for UNFPA, UNICEF and WHO.

International Programme on the Management of Sustainability. 1994-present. Co-designed 8-day intensive executive training course on negotiation and consensus building for sustainable development, including 3 day-long, politically and technically realistic simulations on sustainable development conflicts at the project, national policy and international treaty levels. Co-lead training annually for group of 30-40 executives from multilateral and bilateral aid agencies, national and local governments, NGOs and private sector. Appointed Co-Director of the faculty in 2016.

Government of Malaysia Stakeholder Engagement for Social Protection, June-September 2017. Lead designer and resource person for workshop involving senior Malaysian government representatives from PM's office and ministries, agencies and think tanks involved in social protection. Workshop combined skill building and direct dialogue

on options for improving social protection, with a focus on identifying and engaging key stakeholders. Participants strengthened mutual understanding of how government and non-government stakeholders could collaborate to address social protection challenges in complex political and institutional landscape.

Dalberg Design Impact Group Stakeholder Engagement Workshop, March-June 2017. Designed and delivered workshop on stakeholder engagement and teaming for Dalberg team using human-centered design principles to enhance products and services for target groups in developing countries. Workshop enhanced participant skills in stakeholder assessment, integrated facilitation and negotiation with design skillset, and addressed internal teaming issues. Team followed up with shifts in practice.

Assessment of Options for Conflict Prevention and Mitigation on Nepal Energy Infrastructure Projects, Oct. 2015-September 2016. Senior advisor for CBI team commissioned by World Bank to assess current and potential future sources of dispute in the siting of Nepal's energy infrastructure, and recommend options for development of conflict prevention mitigation mechanisms for consideration by World Bank and Government of Nepal. Assisted team to develop field assessment plan, reviewed findings, advised on development of options and recommendations and edited team report. World Bank and Government of Nepal reviewed report and indicated interest in primary recommendations.

IIPAC, South Korea, April 2015-May 2016. Created partnership between CBI and South Korean ADR center, focusing on development of public dispute resolution capacity in South Korea. Provided training in mediation and negotiation applied to public conflicts for IIPAC affiliates, including professors at Seoul National University, business leaders, former government officials, and graduate students. Advised on institutional development of IIPAC as a center for convening, training and facilitation of public conflict resolution.

Stockholm International Water Institute Convening Workshop, 2014. Designed and delivered 3-day workshop for staff and partners of international NGO specialized in promoting integrated water resource management. Workshop focused on ongoing, highly challenging work on co-management of shared water resources with national governments in an unstable region. Strategies and skills focus included stakeholder assessment, convening, joint fact finding and facilitation, including inter-cultural issues and trust building. Workshop led to additional coaching in 2015.

Government of Tanzania, Major Contract Negotiations Training. 2013. Lead for design and delivery of a nine-day pilot training program to enhance senior government officials' capacity to negotiate natural resource contracts. Training was developed in partnership with UONGOZI Institute, a Tanzanian government-sponsored leadership development organization. Training included modules on oil, gas and mining contract negotiations; public-private-partnership contracts for power generation and infrastructure; and land and agricultural investment agreements. Cabinet Chief Secretary was senior sponsor for the training program. Participants included Permanent Secretaries, Directors and State Attorneys. Following the successful pilot, CBI provided materials and guidance for train-the-

trainer program for UONGOZI Institute.

Shell, Mutual Gains Approach to Community Engagement, June 2011-December 2015. Co-designer and trainer for skill-building course targeted to Shell community liaison staff worldwide. Course integrates Shell Social Performance requirements, strategies and procedures with mutual gains strategies and skills for community stakeholder engagement. Course was delivered regionally in North America, West Africa, Europe and the Middle East with highly favorable participant response, and ongoing tracking of changes in participant skills and community engagement outcomes. Rolled out training globally through 2015.

Netherlands Commission on Environmental Assessment, Design of Training Program on Strategic Environmental Assessment for African Government Agencies, 2010-2011. Co-lead designer of training program for senior government officials involved in environmental assessment, regional planning and regulatory decision making. Design integrated principles of strategic environmental assessment (SEA), skill building in negotiation and collaboration, complex regional SEA simulation, and case studies from the African context. Training delivered by Netherlands Commission on Environmental Assessment in Mozambique and planned for Central Africa.

World Bank Compliance Advisor and Ombudsman, 2007, 2010. Working from independent evaluation of CAO performance, assisted CAO leadership in 2007 in revising organizational strategies and procedures for resolving complaints arising from World Bank-sponsored private sector investments. Assisted CAO staff in outreach to key internal and external stakeholders to review and build support for new approach to complaint resolution. New approach was strongly endorsed and has been successfully implemented, spurring interest by other dispute resolution bodies in international financial institutions. In 2010, participated in external evaluation of CAO performance as lead reviewer for CAO Ombudsman function, and provided recommendations for further refinement of procedures and delineation of Ombudsman and Compliance functions.

World Resources Institute, National Climate Change Adaptation Decision-making Workshops, 2010. Senior advisor and workshop designer for WRI-sponsored assessment of challenges to national decision making on climate adaptation in developing countries. Designed one-day workshops using simulations on national adaptation issues, options and constraints. Facilitated Ghana workshop convened by Chairman of National Energy Authority, involving 60 national government, business and NGO representatives. Advised on final report and conclusions from Ghana and Vietnam workshops, highlighting need for integration of adaptation issues into ongoing investment and planning processes.

United Nations Development Operations Coordination Office, Crisis and Post Conflict Cluster, Skill-building Workshops for CPC Strategic Planners, 2008-2011. CBI lead for development and delivery of training and peer exchange workshop for CPC strategic planners working in more than 15 crisis and post conflict countries worldwide. Workshops integrate review of CPC country political and institutional contexts; UN system actors, mandates and roles; coordination challenges; roles and responsibilities of the CPC strategic planner; and skill building in assessment, negotiation and consensus building during

transition planning process. Training delivered to CPC planners and counterparts from UN Department of Peacekeeping Operations in Cairo in March 2008; second workshop delivered in New York, November 2008 with representation from CPC, DPKO, UNDP Peace and Development Advisors, and other UN system agencies with transition planning responsibilities.

World Bank International Finance Corporation Sustainability Policy and Performance Standards Staff Training, 2005-06. Co-lead designer, project manager and trainer (with Overseas Development Institute) for design and delivery of training on IFC Social and Environmental Sustainability Policy and Performance Standards for IFC staff at headquarters and world-wide. Working in close collaboration with IFC CES staff to develop a one-day training that will be customized to the needs of a range of investment department and regional office staff.

Asian Development Bank, Negotiation Skills Training for Project Team Leaders; Working with NGOs Training. 2001-2005. Lead needs assessor, designer and trainer. Manage team of CBI staff and consultants in close coordination with ADB managers and HR staff. Developed case studies based directly on ADB experience in policy development and project management, and integrated with ADB policy guidance. Deliver trainings for ADB staff, and jointly for ADB, government and NGO staff.

Consensus Building and Collaboration in the United States

Social Policy

Convergence Reentry Ready Project, April 2016-present. Senior advisor for stakeholder assessment and process design, and facilitator for multi-stakeholder groups. Project aims to catalyze major changes in incarceration systems to reduce recidivism and achieve successful reentry and re-integration for returning citizens and communities to which they return. With Convergence conveners, interviewed stakeholders, developed project goals and stakeholder representation strategy, and plan for the dialogue. In October 2017, will convene diverse leaders of prison and jail systems; criminal justice experts and advocates; social service agencies, local governments and businesses involved in re-entry and re-integration, to develop principles, strategies and initiatives.

Convergence Working Up Initiative, June 2015-present. Senior advisor for stakeholder assessment and process design, and lead facilitator for stakeholder dialogue. Working Up convenes a highly diverse group of 25 leading experts and practitioners (representing business, higher education and workforce development, support and advocacy organizations for disadvantaged groups, and public policy think tanks) to develop vision, strategy and advocacy for making employment a more effective engine of economic mobility for poor Americans, and for providing effective support to individuals and communities to overcome barriers to gaining, maintaining and advancing through work. Group is currently developing options for improving job quality, opportunities for workforce entry and reentry, and financial security.

Convergence Reimagining Education Project, April 2013-present: Lead facilitator and co-lead for process design for multi-stakeholder dialogue on future of education in the US. Stakeholders included top leaders from charter schools, national teacher associations (AFT and NEA), senior state school officials, district superintendents, principals, teachers, technology providers, major foundations, deans of education schools, and academic experts. Group reached agreement on key elements of great learning, and on fundamental shifts in adult roles, systems and resources needed to enable all American children to experience great learning and develop the knowledge, skills and dispositions they will need for success over the next twenty years. Currently facilitating launch of second phase of project, including work of Advisory Board and work of “pioneers” community of practice.

Affordable Housing and Education Summit, September 2014-March 2015, March-June 2016, and May-July 2017. Facilitator and process designer for first-ever convening of leaders in public and affordable housing with counterparts in public education, supported by the Gates Foundation and co-convened by the Council of Large Public Housing Agencies, the Council of Great City Schools, and other partners. Participants included school superintendents, public housing authority directors, federal policy makers, and academic experts. Summit produced shared understanding of opportunities to align public housing and public education systems to support low-income children’s educational and life success; agenda for action on local partnerships, enabling state and federal policies, and ongoing community of practice to validate and develop evidence-based practices.

Council of Large Public Housing Agencies, 2007, 2010, 2014. Lead facilitator for several CLPHA Board of Directors retreats, to identify emerging challenges and opportunities in the field of public housing, assess organization’s comparative advantage in meeting challenges and seizing opportunities, and develop strategy to advance organization’s mission. Retreat decisions become basis for CLPHA strategic plans.

Summit on the Future of Public Housing, April-November 2008. Lead process designer and facilitator for national policy consensus process convened by the Council of Large Public Housing Agencies. Participants were 60+ leaders of public housing authorities, resident advocacy groups, private and non-profit developers, academic and consultant experts. Stakeholders reached agreement on a strategy for change in June 2008; developed a Policy Framework focusing on reinvestment, new partnerships and institutional reform for delivery to Presidential campaigns in Oct. 2008.

New York City SEVRA Legislative Advocacy Alignment, August-November 2007. Facilitated agreement among New York City public housing agencies, advocates for public housing residents, anti-poverty and special needs advocates and providers, and affordable housing developers on a united approach to provisions in draft Senate legislation (Section 8 Voucher Reform Act of 2007 (SEVRA)). Issues included agency eligibility, flexibility in allocation of HUD funding streams, preservation of affordable units, depth of subsidy, and tenant protections, among others. Stakeholders reached consensus on all key provisions, and advocated effectively for integration of their views into Senate SEVRA bill.

Massachusetts Department of Youth Services Juvenile Detention Alternatives Initiative, 2007- 2008. Lead facilitator for initiation of statewide, inter-agency and public-private collaboration to promote evidence-based approaches to juvenile criminal behavior. Stakeholders included law enforcement, courts, corrections agencies, advocates and community service providers. Developed shared vision and outline of work plan. Subsequently, co-facilitated development of risk assessment instrument for piloting by police, courts and detention facilities.

Housing Voucher Summit, January-May 2005. Lead process designer and facilitator for U.S. national policy dialogue on the future of the primary Federal program subsidizing the cost of private rental housing for approximately 2 million households, with an annual budget of approximately \$13 billion. Summit was convened by the National Low Income Housing Coalition, and involved 60-70 Federal, state and local government officials, housing finance and public housing agency executives, advocates for low income households, and program participants. Group reached near-unanimous agreement on a package of proposals to improve and sustain the Housing Choice Voucher Program.

National Ex-Offender Re-entry Policy Council: Health and Human Services Advisory Group. 2002-2004. Lead facilitator for national policy dialogue convened by Council of State Governments (CSG). Advisory Group identified best practices and promising strategies to provide supportive health and housing services for ex-offenders re-entering communities across the U.S. Issues included availability of data on housing and health needs and available services, evidence of best practices in re-entry and re-integration, legal requirements and barriers, and promising strategies. Participants included state legislators; corrections, housing and health agency officials; ex-offenders' and victims' rights advocates; and researchers. Advisory Group recommendations were incorporated in CSG report for national distribution and Congressional hearings in 2005.

Massachusetts Governor's Re-Entry and Post-Release Supervision Sub-committee, 2003. Facilitated meetings of 28-member task force co-chaired by Parole Board Chair and leading county sheriff to identify challenges and strategies for balancing ex-offender needs and public safety goals in re-entry policies and programs. Participants included representatives from probation, parole, community, county and state corrections, mental health and substance abuse professionals, sex offender registry, and housing experts. Group reached consensus on an extensive set of recommendations covering sentencing, incarceration, pre-release, release and post-release; many recommendations were adopted in legislation and appropriations.

Washington County Futures Forum, 2003. Working in partnership with President of University of Maine, Machias, senior faculty and staff, convened and facilitated countywide leadership group (35 members representing social service, education, economic development, arts and cultural institutions) in rural northern Maine. Goal was to promote shared vision and collaboration on priority education, economic development and cultural issues. Forum generated ongoing regional initiatives on school consolidation and coastal access.

National Public Housing Assessment Policy Dialogue. 2001-02. Lead facilitator for national policy dialogue convened by U.S. Department of Housing and Urban Development (HUD) on public housing assessment. Issues included legal basis for assessment, assessment criteria and methods, and use of assessment results. In parallel, facilitated meeting of public housing industry organizations to develop industry proposals on assessment. Participants included HUD Deputy Assistant Secretaries and staff, four national housing industry associations, three residents' associations, and technical analysts from National Academy of Public Administration. Dialogue led to revisions in HUD assessment procedures.

Connecticut Department of Children and Families Assessment. 2000. Lead for conflict assessment and co-lead for facilitated dialogue among state child welfare agency, child welfare plaintiffs and court-appointed monitor in dispute over implementation of Federal consent decree governing all aspects of agency's work. After 11 years of conflict, parties agreed to attempt consensus building to improve compliance with decree, improving child welfare outcomes and laying groundwork for exit from decree.

U.S. Department of Housing and Urban Development Negotiated Rule-Making. 1998-99. Co-lead facilitator and manager for national negotiated rulemaking on financial management of HUD Section 8 rental housing voucher program. Issues involved allocation formula and management rules for \$10 billion annual funding. Participants included HUD Assistant Secretary and staff, 20 local and state housing agency representatives, 4 housing advocacy groups and associations, tenant representatives, technical assistance consultant team. Group reached full consensus on allocation formula and management rules.

Northeast Connecticut Council of Governments. 1998-99. Lead facilitator for strategic planning among 25 state and local government and non-profit human service agencies to identify service delivery gaps, areas of comparative advantage and joint initiatives in job training, human service referral and community visioning. Strategic plan was adopted with support of all 25 governments/agencies and generated funding proposals and new service programs in the region.

[Energy, Transport and Environment](#)

Barr Foundation Boston Bus Rapid Transit Study Group and Stakeholder Outreach, June 2013-April 2015. Lead process designer and facilitator for multi-stakeholder feasibility assessment of options for implementing bus rapid transit (BRT) in greater Boston. Organized 16-member Study Group representing technical, economic, rider, community, environmental and social equity perspectives on public transit. Facilitated ongoing review of technical criteria and corridor options developed by technical consultant; prioritization of corridors for stakeholder outreach; and stakeholder outreach process to neighborhood leaders, local business, elected officials, city government agencies, regional and state planning and transit agencies.

Institute for Sustainable Communities, Urban Sustainability Leadership Academies, 2010-2011. Designed and delivered workshops on collaboration and partnership skills for

US local, state and Federal government officials, business and civil society counterparts. Assisted participants in developing strategies for integrating sectoral plans and investments (in transportation, land use, economic development and affordable housing) to generate economic growth with greater social equity and lower environmental impact. Collaboration and partnership modules offered concrete collaboration challenges in the form of vignettes and role plays, for participants to explore with guidance from CBI facilitators.

US Department of Defense Carbon Capture, Sequestration and Reuse Assessment for Synthetic Fuel Production, September 2010-December 2011. In partnership with Connecticut Center for Advanced Technology, designing and facilitating expert assessment process to review potential for reducing carbon dioxide emissions from DOD production of synthetic fuel from coal. Participants include experts in synthetic fuel production, carbon emissions reduction technologies, and environmental impacts. Expert workshop held December 2010 produced consensus recommendations on priority carbon capture and storage technology options for testing.

State of the Carbon Cycle Report, September 2004-September 2007. Facilitator and author for Federally commissioned process to draft the first comprehensive synthesis of scientific knowledge on the carbon cycle in North America, including natural and anthropogenic sources and sinks. As member of the Coordinating Team, responsible for designing process for carbon science stakeholder involvement (including stakeholder assessment, scoping and drafting workshops, and author response to comments); also co-author of synthesis chapter on how to make carbon cycle information relevant and accessible to non-scientist stakeholders.

McKnight Foundation Mississippi River Restoration Collaboration, 2004-2006. Lead facilitator for multi-organization collaboration process focused on Mississippi River water quality (fall 2004-spring 2005) and land restoration (spring 2005-summer 2006). Participants included more than 50 local, state and national non-profit organizations involved in Mississippi River environmental advocacy, land management and heritage conservation. Process developed shared understanding, shared priorities, complementary strategies and grant proposals to strengthen collaboration among participants. McKnight Foundation awarded major grants to water quality and restoration collaboration groups.

National Marine Fisheries Service/New England Fisheries Management Council Collaborative Research Workshops, 2003. Designer and lead facilitator for two workshops to solicit input from fishermen, environmental organizations and research institutes on areas for collaborative research and joint fact finding. Participants sought to resolve longstanding data and analysis disputes over sustainable yield of key commercial fish populations by analyzing size, growth and location, and underlying drivers of population growth and yield rates. Workshops generated agreement on a number of topics for collaborative research among fishermen, scientists and environmental organizations, which were then submitted as proposals for funding by National Marine Fisheries Service.

National Energy Policy Initiative. 2001-02. Project manager and co-lead facilitator for convening and facilitating a national energy issues assessment and an expert workshop, in conjunction with the Rocky Mountain Institute. Assessment gathered and synthesized views of 75 leading energy policy stakeholders from business, government, advocacy and academic institutions. Workshop involved twenty-two of the country's leading energy policy experts in joint drafting process. Facilitated drafting process to produce 25-page consensus report and recommendations to inform current Congressional and Administration development of national energy policy. Gave Congressional testimony and participated in Congressional briefing and media outreach on the report.

Florida Department of Environmental Protection Phosphorus Rule Development. 2001. Lead facilitator for rule development process to resolve 12-year controversy over management of phosphorus run-off from agricultural lands into Everglades Protection Area. Issues include maximum permissible phosphorus concentration, compliance test procedures, and permitting/enforcement regulations. Participants included Federal EPA and National Parks Service, State DEP, regional Water Management District, agricultural producers, regulated municipalities, state and national environmental groups, and scientific researchers. Process narrowed range of disagreement on scientific and technical issues.

National Security

U.S.-Pakistan Leaders Forum, June 2009-June 2015. Director and Forum facilitator, in partnership with Convergence, another US-based conflict resolution organization. US-Pakistan Leaders Forum (USPLF) brings together Pakistani and U.S. non-government leaders in key sectors (agriculture, education, media, business, health, energy) to build relationships, develop partnerships, create joint projects, and influence inter-governmental relations and public perceptions in both societies. From June 2009 to December 2010, assessed feasibility of Forum, recruited participants, generated funding and designed initial Forum. Since 2011, facilitated Forums in Lahore, Pakistan and Washington DC with Pakistani and U.S. leaders participating, to generate new partnerships in education and agriculture. Currently facilitating dialogue and exchange between US Members of Congress and Pakistani parliamentarians.

U.S.-Muslim Engagement Project, 2006-2009. Co-director in partnership with Search for Common Ground. Facilitated development and implementation of a new strategy for improving U.S. and international security by improving U.S. relations with Muslim countries. From Jan. 2007 to Aug. 2008, facilitated consensus building of 34-member Leadership Group, including former Secretary of State, policy, political, business, faith, and public opinion leaders and experts, to reach consensus on a new strategy. Primary author of Leadership Group Report, *Changing Course: A New Direction for U.S. Relations with the Muslim World*. Organized and facilitated public launch, media and government briefings on Report. Senior U.S. government officials and non-government experts credited report and

Leadership Group with shaping initial Obama Administration decisions on engagement with global Muslim community.

PAVE PAWS Upgrade Issues Assessment, 2000. Lead assessor of potential for dialogue and consensus building to resolve conflict over health and safety risks of military radar installation at the Massachusetts Military Reservation. Conducted 40 stakeholder interviews, prepared assessment, facilitated public meeting and development of recommendations for further action. Process led to commitment by public agencies to joint health effects study.

Building Commercial Collaboration and Negotiation Capacity

Art of Negotiation Online Learning, 2012-present. Supported development and now oversee delivery of state-of-the art online negotiation training courses, with online learning partner CorpU. Three Art of Negotiation courses include introduction to Mutual Gains negotiation, advanced negotiation, and building a world-class negotiating organization. Corporate clients have enrolled over 5,000 senior and mid-level staff in the courses since launch in 2012.

Fortune 100 Company Social Issues Response, 2017. Designed and facilitated dialogue and planning session for CEO and Leadership Team of Fortune 100 company seeking greater clarity on its responses to US public policy shifts on social issues. Offered draft framework for assessing and responding to policy shifts on social issues, reflecting interviews with CEO and leadership team, as session focus. Leadership team adopted framework, and are now using regularly as primary tool for addressing these issues.

Asialink Business, Australia, September 2015-present. Developed 2-day intensive workshop on cross-cultural negotiation and influence in Asian contexts for leading Australian government chartered, university based organization devoted to improving Australian business engagement and success in Asia. Delivered two pilot workshops using highly interactive, realistic and tailored cases based on actual Australia-Asia business interactions. Developed supporting material including five in-depth research briefs on cultural dimensions of business negotiations in China, India, Japan, Korea and Singapore-Malaysia, produced by expert CBI consultants based in those countries. Currently developing on-line version of the workshop to complement face-to-face interaction.

Pfizer Vaccines Market Access Negotiations, 2010-2015. Developed and delivered Mutual Gains negotiation capacity building workshops for Pfizer country and regional vaccines market access teams in Europe, Asia, Middle East and Africa. Using case work and role play, strengthened team capacities for assessing interests, concerns and constraints of public health authorities and other vaccines stakeholders, and developing mutual gains

options for market access. Teams applied strategies successfully in ongoing market access negotiations.

Merck Market Access Negotiations, 2010-2013. Developed and delivered Mutual Gains negotiation capacity building workshops for Merck global and regional market access teams preparing for launch of major new hepatitis C drug. Subsequently trained cohorts of incoming country and regional market access managers in negotiation and collaboration strategies, with focus on public health authorities and other stakeholders.

Boehringer Ingelheim Market Access Negotiations, 2008. Developed and delivered Mutual Gains negotiation capacity building workshops for BI global and regional market access teams preparing for launch of new inhaler for patients with chronic obstructive pulmonary disease (COPD).

McDonald's Supplier and Franchisee Negotiations, 2005-06. Developed and delivered Mutual Gains negotiation capacity building workshops for BI global and regional market access teams preparing for launch of new inhaler for patients with chronic obstructive pulmonary disease (COPD).

Capital One Negotiation Training, 1999-2001. Lead needs assessor, designer, and trainer for 2+1 day negotiation skills training. Highly customized training reflected extensive interviewing with marketing, IT, finance, collection and strategic planning managers and staff. Provided training at corporate facility for priority target groups of 20-30 staff over 2 years.

IBM Corporation, World-wide Negotiation Training Design and Training of Trainers, 1998-1999. Lead needs assessor, designer and trainer. Designed 1-day negotiation and partnership skills training as part of 5-day introductory training for all new IBM professional staff world-wide. Trained 20 IBM trainers in U.S. and 15 in Europe. Produced extensive written instructions for trainers. Negotiation training module was used world-wide for over a decade.

SELECTED PUBLICATIONS AND REPORTS

Adapting the Mutual Gains Approach for Business Negotiations in China, India, Japan, Korea, and Singapore-Malaysia. Series editor for Asialink Business. Individual briefs authored by Andrew Lee (China), MetaCulture (India), Masahiro Matsuura (Japan), Dong-Young Kim (Korea), and Horacio Falcao and Nicholyn Chang (Singapore-Malaysia). Cambridge, MA: CBI for Asialink Business, November 2015.

Assessment of Suriname Forest Sector/REDD+ Feedback and Grievance Response Mechanisms. Lead Author. Cambridge, MA: CBI for UN-REDD Suriname, November 2013.
Draft Guidance Note: UNDP's Dispute Resolution Process for Country-Level Programmes and Operations. Lead Author. Cambridge, MA: CBI for UNDP, August 2013.

Draft Joint UNDP – World Bank FCPF Guidance Note for REDD+ Countries: Establishing and Strengthening Grievance Resolution Mechanisms. Lead Author. Cambridge, MA: CBI for UNDP and World Bank, May 2013.

Assessment of Cambodia Forest Sector/REDD+ Dispute Resolution Mechanisms with Options for Institutional Strengthening. Lead Author. Cambridge, MA: CBI for UN-REDD Cambodia, April 2013.

Draft Guidance for UNDP Country Offices: Supporting National Partners in Establishing and Strengthening Grievance Resolution Mechanisms. Lead Author. Cambridge, MA: CBI for UNDP, December 2012.

Negotiating Public Health in a Globalized World: Global Health Diplomacy in Action. Lead author with Diana Chigas, Liz McClintock and Nick Drager. New York: Springer Publishing, 2012.

NCP Mediation Manual: A Guide for National Contact Points for the OECD Guidelines for Multinational Enterprises. Co-author with Larry Susskind and Seyi Olubadewo. Cambridge, MA: Consensus Building Institute, sponsored by the NCPs from Norway, The Netherlands and the UK, 2012.

Changing Course: A New Direction for U.S. Relations with the Muslim World. Lead author. Cambridge, MA: Search for Common Ground and Consensus Building Institute, 2008.

"The Negotiator's Fieldbook: the Virtues and Limits of a Kaleidoscope." Lead author with Patrick Field and Hal Movius. *Negotiation Journal* July 2007.

The First State of the Carbon Cycle Report (SOCCR): The North American Carbon Budget and Implications for the Global Carbon Cycle. A Report by the U.S. Climate Change Science Program and the Subcommittee on Global Change Research. King, A., Dilling, L., Fairman, D., Houghton, R., Marland, G., Rose, A., Wilbanks, T. (eds.). National Oceanic and Atmospheric Administration, Climate Program Office, Silver Spring, MD, USA, 2007.

"Resolving Public Conflicts in Developing Countries: From Experiments to Institutions," *Dispute Resolution Magazine*, Spring 2006.

"Environmental Conflict Resolution in the U.S.: practices, trends and lessons learned," presented at International Conference on Comparative Studies in Public Conflict

Resolution, KDI School of Public Policy and Management, Seoul, Korea, September 22~23, 2005.

"The Integration of Conflict Resolution into the High School Curriculum: The Example of Workable Peace." Co-author with Stacie Nicole Smith. In N. Noddings, ed., *Educating Citizens for Global Awareness*. New York: Teachers College Press, 2005.

"Fulfilling the Promise of Environmental Conflict Resolution." Co-author with Lisa Bingham, Dan Fiorino, and Rosemary O'Leary." In L. Bingham and R. O'Leary, eds., *Evaluating Environmental and Public Policy Dispute Resolution Programs*. Washington, D.C.: Resources for the Future Press, 2004.

Consensus Building and Conflict Resolution Toolkit for National Standard Setting Processes. (IKEA-WWF Cooperation for Forest Stewardship, 2002. Available at <http://www.piec.org/pathfinder/pages/instruments.html>).

National Energy Policy Initiative: Expert Group Report. Snowmass, CO: Rocky Mountain Institute, March 2002. Available at www.nepinitiative.org.

Juan F. Consent Decree Issues Assessment. Confidential report to the Connecticut Department of Children and Families, Juan F. Next Friends (child welfare plaintiffs) and the Office of the Court-Appointed Monitor. January 2001.

"Producing Consensus." Co-author with Sarah McKearnan. In *The Consensus Building Handbook*, L.Susskind et al., eds. Thousand Oaks, CA: Sage Publications, 1999.

Reforming Natural Resource Policies in Developing Countries: The Politics of Forest Policy Reform in the Philippines, Thailand and Costa Rica, 1980-1996. Cambridge, MA: MIT Department of Political Science (dissertation), 1998.

Alternative Dispute Resolution Practitioners Guide. Co-author with Scott Brown and Christine Cervenak. Washington, D.C.: United States Agency for International Development, 1997.

"The Global Environment Facility: Haunted by the Shadow of the Future," In Robert Keohane and Marc Levy, eds., *Institutions for Environmental Aid: Pitfalls and Promise*. Cambridge, MA: MIT Press, 1996.

"Old Fads, New Lessons: Learning from Economic Development Assistance." Co-author with Michael Ross. In Robert Keohane and Marc Levy, eds., *Institutions for Environmental Aid: Pitfalls and Promise*. Cambridge, MA: MIT Press, 1996.