



David M. Fairman

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PROFESSIONAL SUMMARY

Facilitator, mediator, capacity builder and researcher on use of collaborative approaches to resolve complex public issues, with 34 years of experience in the US, Asia, Africa, the Middle East and Europe.

KEY ACCOMPLISHMENTS AND SKILLS

- Leadership of the Consensus Building Institute, a highly regarded non-profit organization that facilitates consensus building and catalyzes collaboration on complex public issues.
- Facilitate multi-stakeholder consensus building processes on a wide range of challenging public issues in the US, including public and affordable housing, education, poverty and economic mobility, incarceration and reentry, energy, environment, and national security. Stakeholders include senior leaders, managers, advocates and constituency members at national, state and local levels.
- Facilitate multi-stakeholder partnerships for sustainable development, working with multilateral development banks, major NGOs, multinational businesses and governments. Design and facilitate global and national policy dialogues on development issues. Strengthen development agency capacity to resolve environmental and social grievances.

EXPERIENCE

1997-present	Consensus Building Institute	Cambridge, MA
2023-present	<i>Senior Mediator</i>	
2004-2022	<i>Managing Director</i>	
1999-2004	<i>Vice President</i>	
1997-1999	<i>Senior Associate</i>	
	Lead CBI's Global Development & Peacebuilding and Economic & Social Policy practices. Convene CBI's Global Network of mediators. Facilitate conflict resolution and consensus building on economic, social and environmental issues in the US and globally. Build negotiation, mediation and consensus building capacity for public and private organizations.	
2000-present	MIT-Harvard Public Disputes Program	Cambridge, MA
	<i>Associate Director; Past Lecturer, MIT Department of Urban Studies and Planning</i>	
	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. Designed and taught MIT graduate course on consensus building for sustainable development.	

- 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

- 1998 Massachusetts Institute of Technology Cambridge, MA
Ph.D., Political Science
 Elected to MIT Society of Graduate Fellows for Sustainability. Studies supported by four-year U.S. Department of Education Jacob Javits Fellowship, Program on Negotiation at Harvard Law School, and MIT Center for International Studies.
- 1987 Harvard University Cambridge, MA
Bachelor of Arts, summa cum laude in History and Literature
 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.

MEMBERSHIPS

Alliance for Peacebuilding
Founding Board Member

CBI Global Network
Convener and member

Council on Foreign Relations
Life Member

U.S. Institute for Environmental Conflict Resolution
Senior Mediator, Roster of Conflict Resolution Professionals.

SELECTED PROJECTS

ECONOMIC AND SOCIAL POLICY

Taskforce on Social and Inequality-related Financial Disclosures, February 2023-present.

Co-facilitating development of a global Taskforce to improve systemic and enterprise-level disclosures of social and inequality-related risks to investors and enterprises, as well as investor and enterprise contributions to social and inequality issues. Participants include representatives of investors, business, NGOs representing diverse global constituencies affected by inequality, and organizations specialized in human rights and business conduct. Participants have reached agreement on purpose and are developing joint approach to substantive issues and governance.

Convergence Pathways to Jobs Dialogue, January 2022-present.

Senior advisor for stakeholder assessment and process design, and lead facilitator for stakeholder dialogue. Dialogue goal is to build consensus on strategies and investments to enable lower income workers and their employers to improve job quality, productivity and career advancement through public and private policies and investments. Participants include employer and worker representatives, community colleges, training providers, and labor market experts. Dialogue has focused on “earn and learn” approaches, with complementary investments by employers, workers and government. Group aims to produce report and begin pilot testing by early 2023.

Convergence Working Up Dialogue, June 2016-June 2018.

Senior advisor for stakeholder assessment and process design, and lead facilitator for stakeholder dialogue. Working Up convened a highly diverse group of 25 leading experts and practitioners to develop vision, strategy and advocacy for making employment a more effective engine of economic mobility for lower-income Americans. Participants represented business, higher education and workforce development, support and advocacy organizations for disadvantaged groups, and public policy think tanks. Group reached consensus on principles, framework and specific options improving job quality, strengthening on-ramps for workforce entry and reentry, and increasing worker financial security. Consensus report released mid-2018; several participants have since partnered to advance key recommendations.

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.

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.

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.

Affordable Housing

Enterprise New York Market Vision and Planning, Feb.-June 2022.

Designed and facilitated staff consultation and visioning process to identify priority focus areas for largest market of Enterprise Community Partners (leading affordable housing intermediary). Process involved leadership and all 25 staff, and identified three target areas where capital, program and policy teams could generate substantial joint impact on affordable housing goals through closer collaboration.

New York City Eviction Prevention Roundtable, June-October 2021.

Designed and facilitated Roundtable convened by Enterprise Community Partners to reduce the risk of an eviction crisis following the lifting of New York state's Covid eviction moratorium. Participants included for-profit and non-profit residential property owners, tenant advocates, organizers and service providers, and affordable housing experts. Group reached unprecedented agreement between owners and advocates to lobby local, state and Federal policy makers for changes to rental support policies and programs; and to pilot collaborative approaches for negotiated building-level resolution of tenant arrears.

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.

New York City Rental Assistance Demonstration (RAD) Roundtable, January-June 2016.

Facilitator for dialogue among NY City Housing Authority (NYCHA), tenant advocates and representatives, and non-profit developers, on how to build strong resident protections into a HUD-supported initiative to enable private investment in and management of NYCHA public housing developments. Participants identified key tenant protection concerns, potential regulatory and procedural actions, and possible principles to guide NYCHA, private managers and resident organizations during and after RAD conversions.

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.

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 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.

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.

Criminal Justice

Private Prison Stakeholder Roundtable, 2022-present.

Facilitating dialogue between private prison leadership and external stakeholders to experiment with potentially transformational changes in policy and practice. The goal is to improve conditions and outcomes for incarcerated individuals and corrections staff, while exceeding requirements of public corrections systems, and to catalyze broader change in public incarceration systems. Roundtable participants include formerly incarcerated people now involved in criminal justice reform, former public corrections officials, criminal justice service providers, experts and advocates.

Michigan Criminal-legal Data Integration Project. 2022-present.

In partnership with The Center for Behavioral Health and Justice at Wayne State University, co-designed and now facilitate a cross-system data integration project involving jails, courts, prisons, public health agencies, legislators, public interest group and experts. Goals are to improve operational coordination and effectiveness, assess equity impacts, and contribute to public transparency and accountability for these systems.

Baton Rouge Reentry Navigation System Design, January-November 2021.

Lead assessor, process designer and facilitator with colleagues from Howard University and Meta-Culture (Baton Rouge-based organizational development agency), for planning process to improve reentry success for individuals returning to Baton Rouge from Louisiana prisons and jails. Participants included state and parish corrections officials, public and non-profit agencies providing housing, job training, addiction recovery, counseling and other services to returning individuals, and the Baton Rouge Mayor's Office. Group reached agreement to establish reentry navigator role to act as case manager and service coordinator, housed within a local non-profit; agreement broke a 7-year deadlock over reentry service coordination.

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.

Convergence Reentry Ready Dialogue, April 2016-December 2017.

Senior advisor for stakeholder assessment and process design. 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 planned for the dialogue. Facilitated 18-month dialogue among 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. Group reached consensus on using an integrated case management approach to strengthen inter-agency coordination; recommendations were adopted and piloted in Louisiana.

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.

Democratic Institutions

Bridging Movement Alignment Council, 2022-present.

Facilitating planning and action by of a group of 20 national leaders in the bridging movement. Their organizations and hundreds of others in the associated Listen First Coalition seek to address political, ideological and other forms of identity polarization through citizen dialogue, institutional reforms, and shifting narratives about division in the US. BMAC leaders have agreed on mandate, roles and responsibilities, and are currently driving action in several focus areas to increase capacity, collaboration, impact and scale across the field and with allies in key sectors (education, faith, business, military, media, philanthropy).

Convening on Service and Bridging, 2021-present.

In collaboration with Convergence and with support from Rockefeller Brothers Fund, facilitated two national dialogues among, major non-profit leaders and conflict resolution experts to identify ways that volunteering experiences can help bridge differences and reduce polarization in the US. Participants included senior leaders from AmeriCorps, state Service Commissions, Habitat for Humanity, YMCA, Red Cross, United Way, and other service organizations. Convenings produced agreement on priorities for experimentation, learning, and scaling the integration of bridging into national service, and launched new national and regional service-bridging partnerships.

Center for Collaborative Democracy Grand Bargain Project. Ongoing in 2023:

Advising on the development of an ambitious project to create a national "grand bargain" agreement on six issues (economic mobility, education, health care, the national debt, climate change, and the tax system), and use the agreement to influence the Presidential and Congressional contests in 2024. A dozen distinguished policy experts have begun work on the first stage, led by Brookings and American Enterprise Institute. Later stages aim to engage a remarkably diverse set of 100 national leaders in using the expert proposals as a starting point for a negotiation process; producing a revised bargain with overwhelming agreement, and launching a joint national advocacy campaign.

Convergence Collaborative on Digital Discourse. 2022-present.

Senior advisor, co-designer, and lead facilitator for a national dialogue on ways that online communities can foster constructive discourse across lines of difference. The project has an innovative focus on improving online discourse for place-based communities. Participants include representatives of major social media platforms, experts in online community design and moderation, advocates for free speech and for protection of vulnerable groups from online harms, and experts in public health and elections. Goal is to produce actionable recommendations and initiatives for large and emerging social media platforms, online and place-based communities, and government policy.

More Perfect Sustainable Democracy Goals Retreat, 2022.

Facilitated retreat of senior leaders in the movement to support democratic institutions in the US, including foundation presidents and leaders of non-profit organizations focused on civic education, national service, bridging partisan divisions, election integrity, and journalism. The group refined goals for each area and developed initial work plans for the run-up to the 2024 elections.

Congressional dialogues on the events of January 6th, February 2021.

At the request of the chairs of the Bipartisan Working Group and the Select Committee on the Modernization of Congress, and in partnership with Convergence, facilitated dialogues among members of Congress on the events of January 6th and their impact on the work of the Working Group and Committee. Mutual listening and acknowledgement by participating members enabled the restoration of constructive working relationships.

Social Media and Political Speech, 2019.

Lead convener and facilitator for national dialogue on challenges and opportunities to strengthen the governance of political speech on major social media platforms. Issues and options included self-regulation by the platforms, government regulation of speech and protection of free speech, and potential for multi-stakeholder governance and oversight of policy and content moderation. Participants included former social media platform executives; academic, consultant and journalist experts on social media content moderation, platform business models, and cybersecurity; and former government regulators and policy makers. Dialogue produced a report with a shared assessment of issues and identification of governance options for further development.

Education and Children

Convergence Supports for Working Families Collaborative. Ongoing in 2023.

Advising and co-facilitating a Convergence national dialogue to identify the most important public and private policies and actions needed to help working families flourish. Participants are an ideologically diverse group of national experts and practitioners on the issues of paid leave, childcare, and public subsidies for working families and for children. The group aims to produce policy recommendations and other products (potentially including national and 50-state scorecards on supports for working families) by the end of 2023.

Education Reimagined, 2013-2020.

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 unions, senior state school officials, district superintendents, principals, teachers, technology providers, major foundations, deans of education schools, and academic experts. In 2015, stakeholders reached agreement on a vision for learner-centered education, and on fundamental shifts in adult roles, systems and resources needed to make learner-centered education accessible to all children in America. After 2015, facilitated

implementation-focused dialogues on issues including race and equity, experimentation with learner-centered models; and development of a shared framework of outcomes and accountability for learner-centered systems.

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.

ENERGY, TRANSPORT, AND ENVIRONMENT

The Nature Conservancy Clean and Equitable Electric Sector Visioning, March 2021-present.

Co-lead for process design and facilitation. TNC initiative seeks to engage New England environmental, business, labor, farm and fishery, local government and environmental justice leaders to build shared vision for decarbonizing the region's electric sector. Currently engaging constituency groups in initial dialogue to clarify core values and interests and begin building shared vision, ultimately leading to formation of coalition for advocacy and joint action.

WWF Stable Forest Conservation Analysis, 2017. Planned and facilitated 3-day workshop and supported drafting of joint analysis and recommendations by group of 14 international experts on carbon sequestration value of large, intact forests and how public and private carbon finance could enhance that value. Worked with WWF conveners to define key questions, organize initial report outline, assign section authors, and facilitate workshop dialogue to identify and strengthen key points for each section. Co-authors published as "Securing the climate benefits of stable forests," *Climate Policy* (2019) 19:7.

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, designed and facilitated expert assessment process to review potential for reducing carbon dioxide emissions from DOD production of synthetic fuel from coal. Participants included experts in synthetic fuel production, carbon emissions reduction technologies, and environmental impacts. Expert workshop 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.

GLOBAL DEVELOPMENT AND PEACEBUILDING

FACILITATING AND MEDIATING DEVELOPMENT PARTNERSHIPS

Expert Roundtable on Responding to Covid Debt Distress, 2021.

Co-convened and facilitated expert roundtable to identify key risks of debt distress exacerbated by Covid, and seek consensus on solutions. Participants included former senior finance ministry officials from developed and developing countries, leading attorneys representing sovereign debtors and private creditors in debt distress negotiations, former senior multilateral development bank officials, academic and consulting experts. Roundtable reached full agreement on assessment of risks and recommendations on debt transparency, inclusion of private creditors in debt restructuring, and additional multilateral financing. CBI and Fredrich-Ebert-Stiftung jointly published Roundtable Report and facilitated launch event with Center for Global Development.

UN Forum on Finance for Development, High Level Dialogue, 2020 and 2022.

In close consultation with counterparts at Financing for Sustainable Development Office, UN Department of Economic and Social Affairs and Fredrich-Ebert-Stiftung, worked with ECOSOC Presidency, IMF Board Liaison Committee, and World Bank Group Executive Directors and senior staff counterparts to design and facilitate in-depth dialogue in preparation for 2020 FFD Forum. Participating UN Permanent Representatives, IMF and World Bank Group Executive Directors noted that dialogue was unprecedented in depth and quality, and helpful in clarifying common and complementary interests as well as differences on issues of debt, illicit financial flows, and domestic and international resource mobilization. Currently supporting 2022 FFD High Level Dialogue and will facilitate High Level segment in New York.

United Nations, Strategic Priority Setting at Global and National Levels, 2007-present.

Process designer, facilitation team leader and facilitator. At global level, have assisted the United Nations 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 2007-2020, 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.

Climate Investment Funds Transformational Change Learning Partnership, 2018-2019.

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. Focus of partnership is collaborative evaluation of CIF investments and programs to transform national energy sectors, climate adaptation institutions, and forest management regimes. Stakeholders included CIF donor and recipient governments, multilateral climate finance institutions, multilateral development banks, civil society and Indigenous peoples' representatives, and expert evaluators. Process produced actionable insights on use of climate finance for transformational change, accepted and internalized across all stakeholder groups.

Southeast Asia Sustainable Fisheries and Aquaculture Initiative (SAFAI) Development, 2018.

Lead designer and facilitator for stakeholder consultation and expert workshop to inform development of 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 produced refined governance assessments for 5 countries, with priority recommendations for public and private action, and a strategy for engaging national and regional stakeholders to advance the recommendations.

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.

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. Facilitated 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.

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 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.

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.

ASSESSING AND BUILDING DEVELOPMENT ORGANIZATIONS' CAPACITY TO RESOLVE COMPLAINTS AND FOSTER COLLABORATION

Green Climate Fund, Development and Delivery of Virtual Workshops on Grievance Redress Mechanisms, 2019-present.

In collaboration with GCF Independent Redress Mechanism, developed a blended virtual course on establishing and operating grievance redress mechanisms (GRMs) for GCF Direct Access Entity (DAE) GRM staff, including virtual live sessions to complement and deepen the participants' learning from completing online, self-paced learning modules. Delivered annually to 3 cohorts (Latin America and the Caribbean, Africa, and Asia), with six live sessions over a 3 week period for each cohort, using active facilitation of participant learning and engagement, guest speakers. Course was highly rated by participants for practical usefulness and building community of practice. Providing ongoing advising services to DAEs on GRM policies and operational guidance.

C40 Cities Climate Advisory Facilitation and Mediation Training, 2021 and 2022. Lead designer and trainer for series of virtual regional workshops for C40 Cities Climate Advisors. C40 training group of 60 City Advisors, regional and global managers works with cities around the world to develop and implement climate action plans. Training built skills in role definition and choice, effective facilitation and negotiation, and appropriate integration and separation of advisor, project manager and facilitator roles, with case studies tailored to C40 cities contexts in Latin America, Africa and Asia/Pacific regions.

World Bank Group, External Review of IFC/MIGA Environmental and Social Accountability, including CAO's Role and Effectiveness, August 2019-June 2020.

Review team member with lead responsibility for review of CAO dispute resolution and advisory functions, IFC/MIGA E&S accountability for financial intermediary clients, and remedy options. Review was commissioned by World Bank Group Board of Directors. Conducted interviews with IFC, MIGA and CAO management and staff, IFC/MIGA clients, NGOs and independent experts; reviewed IFC/MIGA E&S policies, procedures and guidance and CAO case documents. Drafted several sections of Review Report, and co-presented to WBG Board. Findings and nearly all recommendations were overwhelmingly approved by WBG Board in June 2020.

United Nations Development Program Stakeholder Response Mechanism Design and Implementation, 2012-present.

Advised on design of an organization-wide grievance mechanism to ensure that 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.

Forest Carbon Partnership Facility/UN-REDD, Assessment and Design of Forest Sector Grievance/Dispute Resolution Mechanisms, December 2012-present.

Lead author of joint FCPF-UN-REDD guidance on grievance redress mechanisms. Assessed 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 assessment reports for both countries. Followed up in Suriname to design and establish REDD+ GRM. Advised UNDP globally on REDD+ grievance mechanisms in several other countries, including Sri Lanka and Guyana. Currently advising on design and strengthening of Costa Rica REDD+ GRM.

World Bank CAO and IFC Capacity Building for Effective Resolution of Complaints, 2007-2017.

Over a decade, assessed CAO's implementation of its operational guidelines and advised on updates to the guidelines (2007, 2010, 2012, 2017); facilitated dialogue and lesson learning on how CAO and IFC approach complaints on complex projects in the agriculture, FI and infrastructure sectors, and what they can learn from those experiences (2016, 2017), and how IFC and CAO can strengthen working relationships in pursuit of effective responses to complaints (2017). Overall, these engagements have helped to strengthen both CAO and IFC capacity for complaint response, and have deepened mutual understanding of each other's views on institutional accountability for environmental and social impacts, and on the roles of IFC and CAO in ensuring accountability.

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.

STRENGTHENING COLLABORATION CAPACITY FOR DEVELOPMENT PRACTITIONERS AND ORGANIZATIONS

Climate Investment Funds, Evaluation of Local Stakeholder Engagement, 2018-2020.

Team lead for global evaluation of how the Climate Investment Funds (CIF) are engaging local stakeholders to learn about, influence and benefit from CIF investments in low-carbon development. Evaluation process includes refinement of learning questions; portfolio review to create an initial overview of local stakeholder engagement (LSE) activities and outcomes across the CIF's four program areas; and country case studies to explore key LSE issues in depth. Team produced report with actionable lessons and insights on ways that LSE can contribute to effective, broadly supported use of climate finance to produce both global and local benefits, published January 2020 and distributed by CIF.

United Nations Development Operations Coordination Office and United Nations System Staff College, Negotiation and Political Acumen Skills Training, 2006-2017.

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, 2003-2017.

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. Lead for design and delivery of more than 20 face-to-face and online training programs for UNFPA, UNICEF and WHO.

International Programme on the Management of Sustainability. 1994-2018.

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.

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 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.

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.

STRATEGIC PLANNING AND DECISION MAKING

WWF-US Climate Strategy Development, 2021-2022.

Facilitated development of global climate strategy by largest WWF affiliate, with focus on ways to maximize joint gains for nature conservation, carbon sequestration, community adaptation, and emissions reductions using nature-based solutions. Stakeholders included senior leadership of WWF-US and senior program staff. Process included collaborative development of climate vision, mission, goals, objectives, and outcome metrics, and clarification of team roles, responsibilities and resourcing for implementing the strategy.

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.

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.

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.

Asialink Business, Australia, September 2015-June 2016.

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.

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

Responding to the Risks of Covid Debt Distress: Roundtable Report. Lead author on behalf of Roundtable participants. New York and Cambridge, MA: Friedrich-Ebert-Stiftung and CBI, 2021.

External Review of IFC/MIGA E&S Accountability, including CAO's Role and Effectiveness Report and Recommendations. Co-author as Review Team member. Washington, DC: World Bank, 2020.

Evaluation of Local Stakeholder Engagement in the Climate Investment Funds. Lead author. Cambridge, MA: CBI for the Climate Investment Funds, 2020.

“Breakthrough Collaboration: What is It and How Do We Help Make It Happen?” Co-author with Stacie Smith. University of Utah Quinney College of Law, UEDR.org blog, December 2019.

Political Speech on Social Media Platforms: An Initiative to Create Better Governance Mechanisms. Co-author with Toby Berkman. Report of a Pocantico Conference convened by CBI and supported by the Rockefeller Brothers Fund. Cambridge, MA: CBI, 2019.

Reentry Ready: Improving Incarceration's Contribution to Successful Reentry. Final Report of the Reentry Ready Leadership Group. Lead author with Stephanie McGencey on behalf of the Leadership Group. Washington, DC: Convergence, 2019.

Working Up: Final Report of the Convergence Dialogue for Action to Increase Economic Mobility. Co-author with Russell Krumnow on behalf of Working Up Leadership Group. Washington, DC: Convergence, 2018.

Energy Projects in Nepal: Options for Conflict Prevention and Mitigation. Report to the World Bank. Co-author. Cambridge, MA: CBI for the World Bank, 2016.

A Transformational Vision for Education in the US. Lead author on behalf of the Education Reimagined Leadership Group. Washington, DC: Education Reimagined (formerly an initiative of Convergence), 2016.

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.

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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.

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"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.