

Curriculum Vitae
DARREN HEDLEY

darren.hedley@ucalgary.ca; <https://www.linkedin.com/in/darrenkhedley/>
Calgary, Alberta, Canada

HIGHLIGHTS OF COMPETENCIES AND EXPERIENCES

- **PhD in Public Policy**, focused on private-public networks for urban water service provision in Zambia
- 30+ years program and policy experience in Africa, Latin America, Europe, Canada and Asia. 20 years international residence including 10 in Latin America (Panama and Cuba), 8 in Africa (Zambia) and 2 in Eastern Europe (Russia).
- **Achievements:** in *Consulting* in program monitoring, evaluation and design in areas of livelihood, food and water security, environmental protection and climate change adaptation, strengthening community institutions and national policies, gender, rights-based approaches, cash and vouchers modalities, and knowledge management. *Directing* regional projects and program quality across 13 national offices of a major international NGO, directing a country office. *Managing and supervising* projects in nutrition and health promotion, child rights and gender programming, HIV/AIDS support, food security, financial services, agriculture and natural resources management, disaster response and mitigation. *Training:* University sessional instructor of development studies. Created curriculum and delivered courses in environment and development, gender and development, introduction to global development, drawing extensively on field experiences and from voices from the global South.
- **Skills:** qualitative and quantitative monitoring and evaluation, social analysis, research methods, fieldwork and logistics in a variety of developing country contexts, conference and workshop facilitating, project management in a cross-cultural work setting, networking and partnership strengthening, strategic planning and review, organizational development and learning, gender analysis, financial and administrative management
- **Language** competencies: Native English, Fluent Spanish, French, good working knowledge of Russian, some Portuguese and Sinhalla

EDUCATION

Ph.D - Public Policy. University of Bristol, UK, School for Policy Studies. 2011.

- Focus on inter-organizational partnerships among governmental, international donors, INGOs, and private sector actors for fee-for service in water service provision, and policy formulation and implementation
- Application of the theory of policy networks to governance of water supply: "Policy Networks in African Poverty Reduction: A Case Study of The Policy Process for Water Supply in Lusaka, Zambia"
<http://www.bristol.ac.uk/poverty-institute/poverty-research/phd-research/>

M.Sc. - International Policy Studies, University of Bristol. 1996-98.

- Cross-cutting focus on gender, power, and personal responsibility
- Courses in: Policy and Organisational Skills, International Organisations, Methods for Inquiry, The Learning Process, Understanding the Policy Process, World Futures, World Economy, The Nation State.
- Master's dissertation title: "Voluntary Service and Community Participation in Peri-Urban Poverty Programmes: Appropriate for CARE Zambia, Appropriate for CARE International?"

B.Sc. Honours - International Development Studies, emphasis on Physical and Ecological Resource Management. University of Toronto. 1986-90.

- Courses included: Political Economy, Physical and Ecological Resource Management, Soil Conservation, Geomorphology, Hydrology, Climatology, Environmental Pollution, Forestry, Applied Botany, International Relations, Politics of the Third World, Economics, Latin American Culture & Literature, Spanish .
- Special research interest: indigenous people's knowledge, sustainable environmental development, community planning, adult education

PROFESSIONAL EXPERIENCE

July 2024 – Present. USAID RISE I/II Program, Niger and Burkina Faso/ TANGO International. Consultant.

- Led a team conducting qualitative portion of baseline/endline evaluation for a large resiliency, food and livelihoods security program incorporating projects of multiple implementing organizations
- Conducted training, designed tools and methodological documents, and supervised team from distance

November 2023 – June 2024. Mercy Corps, CRS/ TANGO International

- Leading the mid-term evaluation of USAID Nawiri project in Northern Kenya, including designing methodology and tools, training research team and participating in field research, conducting analysis and writing reports

March 2023 – Present. USAID FFP/ TANGO International.

- Leading the qualitative portion of the endline evaluation of the Partnership for Resilience and Economic Growth project (PREG II) in Northern Kenya, including designing methodology and tools, training research team and participating in field research, conducting analysis and writing reports
- Leading the preparation of in-depth inquiry into a market resiliency program in Nigeria

September 2020 – Present. University of Calgary, Global Development Studies Program. Adjunct Professor.

- Developed courses in Introduction to Global Development, Gender and Development, and Environment and Development, delivered in virtual and in-person format to up to 120 1st, 3rd and 4th year undergraduate students
- Combined academic and professional literature, emphasized development of practical skills and methodology, while incorporating a critical, reflective perspective
- Coordinated inputs from 12 guest speakers, mainly women practitioners from the global South
- Working with departmental colleagues to develop research and field training programs

June 2021 – Present. Baha'i Institute for Higher Education, Iran. PhD Program in Community Health Promotion. Faculty and course development committee.

- Helped develop PhD program with international faculty team, advising PhD candidates
- Developed and delivered course in Social Determinants of Global Health
- Designed and delivered course in Professional Practice and Project Management

February 2020 – February 2022. USAID RISE I/II Program, Niger and Burkina Faso/ TANGO International. Consultant.

- Led a team conducting qualitative portion of baseline/endline evaluation for a large resiliency, food and livelihoods security program incorporating projects of multiple implementing organizations, planning

qualitative and quantitative findings in the report; this included RISE I endline in 2020 and RISE II baseline in 2021

- Conducted training, designed tools and methodological documents, and supervised team from distance

February – November 2022. USAID Bureau of Humanitarian Affairs/ TANGO International/ Save the Children.

- Led a team conducting qualitative evaluation for COVID-19 emergency response in Colombia, encompassing food security, public health in emergency, water, sanitation and hygiene program
- Prepared report for Colombia case study and participated in global study of multiple projects and country cases

April – October 2021. Cash Learning Partnership (CALP). Advisor

- Advised on review of approaches to building capacities in the integration of social protection and disaster preparedness systems, covering Central America and the Caribbean, focus on Honduras and the Dominican Republic
- Advised on research design and methodology, helped develop questionnaire and conduct interviews

May – August 2021. International Federation of the Red Cross. Consultant.

- Co-conducted evaluation of Red Cross response to Hurricane Dorian, emphasis on recovery stage including emergency cash assistance, housing repairs, small business support
- Developed questionnaire and sampling plan, helped conduct interviews and write report

February 2020 – March 2021. Water Integrity Network. Lead Consultant.

- Led a team developing the Water Integrity Global Outlook 2021 report, focusing on addressing corruption and promoting integrity in the urban water and sanitation context through literature review, interviews and case studies from multiple individuals and organizations globally
- Coordinating interactions with a multi-organization steering committee and network partners to compile this report on corruption and good governance in the water and sanitation sector

June 2017 – December 2019. PICMCA/CONFIO Project. Childfund International/Christian Children's Fund. Regional Project Manager.

- Directed a project in Central America and Mexico for child protection and violence prevention, employability and entrepreneurship, youth participation and gender equity, aligned with reducing irregular migration
- Supervised country implementation teams and regional technical team in implementing this \$14 million 5-year project among 4 implementing organizations, with a staff of 40, implemented in 142 rural and urban communities
- Managed the annual planning, budgeting, and reporting processes, responsible for all products
- Led policy and networking efforts to align NGO and UN agencies behind an agenda of improving conditions in communities of origin to increase alternatives for youth and children

April – June 2017. Lutheran World Federation. Consultant.

- Led an evaluation of a global program of human rights advocacy, with national components in Mozambique and Myanmar, including processes of advocacy through the Universal Periodic Review of the UNHRC
- Evaluated Mozambique national land rights advocacy program along with livelihood and women's advocacy coalitions and community associations
- Provided recommendations and advice to LWF for new global strategy

August 2016 – February 2017. CGIAR - IFPRI/ TANGO International. Consultant.

- Participated in a state-of-the-art review of the policies and practices of NGOs for promoting women's role in agriculture, to determine the extent of influence of IFPRI's research program on intra-household gender dynamics, decision-making and management of resources
- Interviewed NGOs and research programs in Rwanda and Mozambique as well as head offices

March – September 2016. Technical and Operational Strengthening Program (TOPS)/ TANGO International. Consultant.

- Co-conducted internal review of this knowledge-sharing program which is carried out by a consortium of NGOs and led by Save the Children, which promotes capacity-building among USAID/FFP Title II implementing agencies, on agriculture and natural resource management, nutrition, behaviour change, gender, commodity management, monitoring and evaluation
- Jointly carried out design of exercise to understand knowledge-sharing practices among NGOs and partners and to explore the impact of TOPS
- Interviewed implementing agencies in Niger, Ethiopia and Madagascar

October 2015 – April 2016. UN World Food Programme (WFP) Rwanda/ TANGO International. Evaluation Team Leader.

- Designed and supervised quantitative and qualitative evaluation exercise for program which includes general food distribution and cash transfers for refugees from DRC, Burundi and returning Rwandan refugees, malnourished children, mothers and chronically ill patients
- Developed questionnaire and topic guides, elaborated methods, drew sample, planned exercise, assembled and trained team
- Conducted interviews with government, UN, NGO partners, community leaders and members
- Carried out/ supervised analysis and report-writing, with emphasis on self-reliance and livelihoods

November 2015 – March 2016. CARE Mali / TANGO International. Consultant.

- Evaluated a program of food security and women's empowerment, for smallholder farmers, part of a global program funded by the Gates Foundation

July – October 2015. Catholic Relief Services Niger/ TANGO International. Consultant.

- Led the mid-term evaluation for the PASAM-TAI program, funded by USAID Title II Food for Peace, for this program which includes literacy education, nutrition and health, food and livelihood security, conservation agriculture, resiliency and community capacity-building
- Guided the team of local consultants and wrote the evaluation report

June 2012 – June 2015. Save the Children International. Regional Program Director, Latin America and the Caribbean.

- Led the development and implementation of a regional program and advocacy strategy (2012-2015) to adapt the organization to a changing environment, which prioritized some thematic/sectoral issues (livelihoods and sexual health for adolescents, quality of education, elimination of humiliating punishment for children, public and private investment in children, and enhanced humanitarian response) and transversal operating approaches (strengthening evidence and technical expertise, partnerships, advocacy, communications, diversifying funding)
- Coordinated regional and country office strategic planning and alignment with the new SCI global strategy for 2016-2020
- Oversaw emergency preparedness and response programs across the region
- Facilitated regional organizational learning and knowledge sharing, including managing consultants and country teams to document applications of the SC Theory of Change, of building evidence-backed

innovations with partners by giving voice to citizens, and seeking results at scale through partnership and advocacy with state institutions

- systematize and compare project experiences in given thematic areas, promote learning through various formats, and co-led a workshop design with consultants for regional leaders on individual and organizational learning
- promoting promising practices of SC's "theory of change" approach
- Built the capacity of program implementation staff of both SCI-managed and independent Member offices, in areas such as proposal development, project and partnership management, through training, ongoing consultation, field visits, and a technical assistance brokerage function
- Supervised regional specialists in advocacy, monitoring and evaluation, and humanitarian prevention and response, in support services to country offices and engagement with global functions

April-May 2012. ACDI/VOCA & Save the Children Burkina Faso/ TANGO. Consultant.

- Led a team conducting qualitative portion of a baseline assessment for a large food and livelihoods security project, interweaving qualitative and quantitative findings in the report

March 2012. American Red Cross Haiti. Consultant.

- Co-designed and helped facilitated needs assessment exercise for an integrated urban health, livelihoods and post-earthquake reconstruction project in Port-au-Prince

October 2011. CARE Canada/ TANGO International. Consultant.

- Co-evaluating CARE's multi-country Programme Grant, supported by CIDA
- Strategizing the incorporation of a gender assessment as part of an overall impact assessment

October 2011 – January 2012. Save the Children/ PCI, Guatemala. Project Design Consultant

- Facilitated team for assessment and design of livelihood and food security project involving agriculture and marketing, disaster risk management, health and nutrition
- Helped facilitate and write proposal for USAID / Food for Peace MYAP program

March-August 2011. UN WFP Zambia and Zimbabwe/ TANGO International. Team Leader.

- Designed and supervised two evaluation exercises, with quantitative and qualitative research, for SPLASH voucher assistance program for vulnerable urban households with malnourished children and HIV/AIDS and TB patients
- Developed questionnaire and topic guides, elaborated methods, drew sample, assembled and trained team in conjunction with local co-consultant
- Supervised analysis and wrote reports

January-February 2011. ACDI/VOCA & PCI/ TANGO International. Bangladesh. Consultant

- Led a team conducting qualitative portion of a baseline assessment for a large livelihood and food security project

December 2010 – December 2011. FANTA/ TANGO International, Mali and Chad. Consultant.

- Helped lead development of questionnaire and monitoring program for donor oversight of livelihood and food security projects, using handheld computers with quality assurance sampling, in conjunction with NGOs: Africare, CRS, Save the Children, HKI, ADRA
- Training local research firm and NGOs implementing USAID multi-year food security projects and supervised their use of this monitoring system

October – November 2010. ADRA / TANGO International, DR Congo. Consultant.

- Co-directed a team conducting a final evaluation of USAID Title II program for consortium of ADRA and Africare, focusing on community-building and provision of shelter for returning refugees, agriculture development in conflict zone (South Kivu, Eastern Congo)
- Carried out evaluation sections on community development, women's empowerment and environmental protection
- Jointly wrote report, integrating qualitative and quantitative findings

June – August 2010. FINCA International/ TANGO International, Zambia. Consultant.

- Conducted assessment of livelihood security impact of microfinance program in Zambia, in conjunction with study in Guatemala and multi-country analysis, to inform FINCA's global strategy
- Carrying out both quantitative household survey and qualitative research, mostly in urban settings, preparing report including recommendations on how to strengthen FINCA's financial services approach to facilitate greater improvements in livelihood and food security with existing client base, and how to reach a *wider* range of participants with a poverty-reducing approach to financial services

January-August 2010. USAID Zambia/FANTA/ TANGO International. Consultant.

- Working with team to research livelihood and food security needs and potentials in Zambia and prepare the "Food Security Country Framework" for Title II funding program
- Interviewing all relevant government agencies, donors, NGOs, businesses and developing a consultative process, reviewing country literature
- Wrote sections on agriculture and economic development, both analysis and guidance aspects

November – December 2009. CARE Bangladesh/ TANGO International. Evaluation Team Leader.

- Led team conducting final evaluation of USAID Title II program worth \$130 million with rights-based approach for livelihood and food security in 4 regions, focusing on promoting women's empowerment and pro-poor governance for isolated rural communities and urban slums
- Carried out evaluation sections on governance, community empowerment and disaster preparedness

September – October 2009. World Food Programme Zambia/ TANGO International. Consultant.

- Assessed the relevance, effectiveness, efficiency, impact and sustainability of the food voucher program, which works through local retailers to distribute assistance for addressing urban food insecurity and malnutrition, to inform WFP's urban strategy nationally and internationally
- Develop and implement the research methodology and contents for the process review/evaluation, in conjunction with local consultants, including meetings, field work
- Wrote the assessment report and generate recommendations for specific actions/activities by the Government, non-government organizations and private sectors

August-September 2009. Oxfam Tajikistan. Consultant.

- Provided advice for the formation of a inter-agency policy network for water supply, in conjunction with UNDP, with funding and active engagement by the Swiss Agency for Development and Cooperation
- Wrote sections of project document related to policy development and contributed to overall proposal

July – September 2009. Catholic Relief Services Zambia/ TANGO International. Consultant.

- Facilitated the mid-term evaluation for the C-FAARM Consortium, including CRS, CARE, World Vision, and Land O'Lakes, funded by USAID Title II Food for Peace, for this program which includes conservation agriculture, nutrition and health, livelihood and food security, capacity-building
- Developed the research methodology and co-facilitated stakeholder workshops, in conjunction with C-FAARM staff, government and community partners
- Wrote the evaluation report with inputs from C-FAARM team and stakeholders

February – July 2009. World Food Programme/ TANGO International. Consultant.

- Conducting field studies of urban targeting approaches and project implementation modalities used by WFP and partner organizations in different regional and crises settings (Haiti, Zambia, Lesotho, Bangladesh, Tajikistan, Liberia)
- Identifying and systematizing context-related best practices in urban targeting
- Report on findings and prepare recommendations for refining current and/or designing new urban targeting approaches by WFP Country Offices.

November-December 2008. United Nations Development Programme/ UN Volunteers, Ministry of Women, Community and Social Development, Samoa. Consultant.

- Conducted situation analysis of volunteerism knowledge, attitudes and practices, qualitative study of stakeholders, 400-household quantitative survey, an on-line survey and partnership workshops
- Developed proposal for 3-year programme for building an approach for long-term local volunteers, best practices documentation, volunteerism centre, and volunteerism policy process

August-October 2008. CARE Madagascar/ TANGO International. Consultant.

- Evaluating USAID Title II funded program: 2 urban projects and 5 rural projects involving governance and partnership-building with local NGOs and municipal government, food-for-work, water and sanitation, environmental health, family planning and nutrition, livelihoods and food security, and transport infrastructure
- Conducted qualitative research, supported team for quantitative analysis

March-April 2008. CARE Zambia. Consultant.

- Leading a learning review of two urban governance projects, the City-Community Challenge Fund with funding from DFID and UN-Habitat, and Community-Managed Improvements (SIDA)

September 2007 - March 2008. World Bank, Nicaragua, Benin. Consultant.

- Working as Change Management consultant to support national policy processes to strengthen political commitment, public support and partnerships for nutrition programs, in Nicaragua, Benin and Tanzania, providing advice to World Bank and government departments and politicians

April 2007 – March 2008. CARE Canada. Consultant.

- Created a learning process to gather lessons to develop policy guidelines for urban programming and policy advocacy and engagement in national and municipal governance

May 2007-May 2008. United Way of Calgary, High River/Okotoks partnerships. Consultant.

- Complete community needs assessment to analyze situation of various social groups, to focus strategy to commence United Way funding in High River
- Writing report, presenting to community stakeholders to help facilitate inter-agency planning process
- Preparation of an investment strategy document for Okotoks United Way Partnership

March 2007. Calgary Catholic Immigration Society. Consultant.

- Consultant to community needs assessment and strategic planning exercise, contacting and conducting interviews with a range of community leaders, and contributing to framework report

March 2002 to August 2006. CARE-International in Cuba. Country Director.

- Directed and developed numerous proposals for a range of projects in sustainable livelihood and food security and agriculture, small business development, disaster relief and prevention, water and sanitation, implemented through partnerships with Cuban NGO and government agencies
- Networked with local and international NGOs and UN to coordinate advocacy approaches

- Developed program of national institutional strengthening and strategy development with the Ministry of Agriculture, focusing on promotion of fruits and vegetables
- Led staff team to expand portfolio from \$200,000 to 2.5 million and established management framework for all projects
- Introducing cross-cutting themes with criteria of gender, environmental protection, climate change, and improved management systems for project start-up and project planning

June 1994 to July 2002. CARE-International in Zambia. Program Director.

- Managed projects worth \$3 million (PUSH) and \$16 million (PROSPECT) respectively, in partnership with Lusaka and Livingstone City Councils, funded by DFID, of integrated urban institution building, livelihood improvement, savings and loans promotion, water and urban environmental infrastructure, health and food security. including food-for-work components supported by World Food Programme
- developed proposals and strategies with a multi-country CARE team, for Urban INSAKA, a regional unit for research and documentation, technical assistance
- jointly developed proposal, initiated and supervised City-Community Challenge Fund project entailing empowering Lusaka and Ndola City Councils with management of portion of the funds
- participated and provided input into a series of government interagency policy initiatives: Peri-Urban Water & Sanitation Strategy, National Sanitation Strategy, Decentralization
- supervised and participated in training programmes for staff and residents in understanding the gender dimensions of poverty, and forming interventions to assist "gender facilitators"
- undertook consultancy assignments to develop proposals, review and strengthen projects with CARE country offices in Angola, Zimbabwe, Kenya, Mozambique and Madagascar

February-June 1994. Charities Aid Foundation, Russian Branch. Program Officer.

- Carried out needs assessment for HIV/AIDS prevention, published as HIV/AIDS in Russia
- Supported capacity-building for emerging Russian civil society through publications

January 1993 - January 1994. CARE - USA in the CIS (Russia). Survey Team Leader.

- coordinated two surveys of 4800 respondents - assessing the nutritional and socio-economic status of children under two and pregnant women, writing reports, helped design survey instrument, sampling and survey procedures, and the training of staff
- designed and implemented an institutional survey of the needs and possibilities for institutional strengthening, and the health status of children based in children's polyclinics and kindergartens

May-August, 1987, May 1990-March 1992. Four Worlds Development Project. University of Lethbridge. Alberta, Canada.

- facilitated a needs self-assessment, jointly planned and implemented a long-term community health promotion and research process in two Native communities, involving improving institutional linkages among local bureaucrats and elected officials
- helped develop training materials and facilitated evaluation for a senior citizens' health program, and a journal for community development workers

July 1987 – May 1988. Costa Rica Institute of Technology, Association of Canadian Community Colleges.

- implemented a study of sustainable development projects and indigenous knowledge of the environment among the Bribri peoples of Talamanca

1985-86. Canada World Youth/ Sri Lanka National Youth Services Council.

- Provided community development services in rural Sri Lanka and Newfoundland

SELECTED PUBLICATIONS & PRESENTATIONS

- Hedley, D. (2023) “From Stakeholders to Protagonists: An Exploratory Framework for Cultivating Prosocial Capacity for Development”. *Frontiers in Sociology*. Peer-review process, pending publication.
- “Knowledge Management and Organizational Learning in International NGOs: Framework, Challenges, Promising Practices”, Canadian Association for Studies in International Development, Calgary, June, 2016
- Hedley, D. & R. Besana (eds). (2013) Theory of Change in Action, Save the Children Latin America and the Caribbean Regional Office
- Hedley, D. (2009) “Zambian Experiences with Community Participation in Peri-Urban Water Supply”, Just Change, 16, Oct-Dec 2009, Wellington
- Sanderson, D. & D. Hedley (2002) Strengthening urban livelihoods in Zambia: PUSH II and PROSPECT’, in C. Rakodi, T. Lloyd-Jones, Great Britain DFID (eds) Urban Livelihoods: A People-Centred Approach to Reducing Poverty London: Earthscan
- Hedley, D., M. Phiri & L. Bull-Kamanga. (2001) “Programme of Support for Poverty Elimination and Community Transformation: Urban vulnerability and governance”, pp. 157-170, in Nomdo, C. & E. Coetzee (eds) Urban Vulnerability: Perspectives from Southern Africa Cape Town: University of Cape Town
- “Strengthening Participation in Urban Governance”, *Community Participation and Decentralized Governance*, Institute of Development Studies, University of Sussex, June 1999, D. Hedley & M. Phiri
- Hedley, D. (2001) “The Right to Development Assistance, and the Duty to Contribute: a Case Study from Zambia”, pp. 123-142, in Danesh, T. (ed), Baha'i-Inspired Perspectives on Human Rights Hong Kong: Juxta Publishing
- “Institutional arrangements to Serve the Poor/ CARE Zambia Peri-Urban Water and Sanitation PROSPECT program”, *Water Supply & Sanitation Forum 2000: Investing in Sanitation*, The World Bank, April 6-7, 2000, Washington, D.C
- “Strengthening the Role of Local Governments and Civic Society in the National Urban Environmental Agenda”, Habitat/UNEP Urban Environment Forum, Moscow, June, 1998
- Hedley, D. (1995) HIV/AIDS in Russia Moscow: Charities Aid Foundation