

Dr. Keith Shawe

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Email: kgshawe@yahoo.co.uk

PROFILE: Consultant with over 25 years of supporting & leading complex projects and multi-functional, cross-cultural teams in 21* countries for 9 different donors. *Current Role:* Senior Strategic Advisor to the Resident Representative of UNDP in Afghanistan responsible for introducing systems approaches and articulating a new strategic vision for the Country Office. *Previous Role:* Country Program Manager for UNEP in Afghanistan. *Bulk of career:* Working in an advisory capacity with senior government leaders and NGOs to promote and support organizational change processes. *Core skills:* 1) Organisational sensemaking using a systems thinking approach and creative methods such as the LEGO® SERIOUS PLAY® Method; 2) Support for policy development (strategic planning, policy analysis, processes & procedures, policy review & drafting); 3) Analysis of complex social and technical information for senior decision-makers with a particular emphasis on biodiversity and natural resources management planning. *Countries worked in:* Afghanistan, Albania, Belize, Bhutan, Burkina Faso, Ethiopia, Georgia, Ghana, Greece, Guinea, India, Macedonia, Mali, Niger, Namibia, Nepal, Nigeria, Russia, South Africa, USA, Venezuela

QUALIFICATIONS

- HEC, Paris (2018) Mastère Spécialisé Consulting & Coaching for Change.
- Birkbeck College, University of London (1990) Ph.D. Plant Biosystematics
- Reading University (1984) M.Sc. Plant Taxonomy
- Kings College, University of London (1983) B.Sc. Botany

CONTINUING PROFESSIONAL DEVELOPMENT

- Currently studying for a Masters in Systems Thinking in Practice at the Open University, UK (April 2019-Present)
- Localisation of the SDGs, The Hague Academy of Local Governance, The Netherlands (1-5th July 2019)
- Systemic Design facilitator's training workshop, Colombo, Sri Lanka (11-15th February 2019)
- Certificate in Facilitating and Designing Workshops with the Lego® Serious Play® Method (January 2019)
- Scenario Planning Short Course, Said Business School, Oxford University (1-5th October, 2018)
- "Social Norms, Social Change I & II by University of Pennsylvania & Unicef on Coursera (Certificates earned on December, 2017" & January 25, 2018)

PROFESSIONAL EXPERIENCE AND ACHIEVEMENTS

Environment & Natural Resources Management (Global)

- **Environmental Policy & Strategy Development:** Comprehensive review and analysis of the national and international policy framework on environment leading to the identification of priorities for the National Environmental Protection Agency (NEPA - Afghanistan). Recommendations on improving environmental governance and environmental mainstreaming taken up as part of the process of institutional reform at NEPA.
- **Multilateral Environmental Agreements (MEAs):** The assessment of national environmental priorities based on the priorities identified in national policy/strategies and by the priorities of global environmental funding sources; Development of national strategy for accessing global MEA funding, recommendations on options for the development of national environmental funding mechanisms, and identification of priorities for MEA implementation for the National Environmental Protection Agency (Afghanistan) leading to a 3-year GEF Cross-Cutting Capacity Development project \$1.6 million designed to build core capacity for the implementation of MEAs. Development of a MEA Handbook and a MEA Training course primarily for government officials (Afghanistan)
- **GEF Project Formulation & Mid Term Review:** 1) Mid-Term Review of GEF Cross-Cutting Capacity Development project on MEA Implementation in Afghanistan for UN Environment leading to reorganisation of the project reporting framework and a refocusing on the connection between central level policy/strategy and local-level decision-making on environmental Management. 2) Introductory training of National Environmental Protection Agency staff (Afghanistan) in the design and preparation of Global Environment Facility (GEF) *Project Identification Forms* for full-sized projects (Afghanistan). 3) Successfully led and managed project formulation team achieving a funded trans-boundary GEF proposal (\$2 million). Led to a 13-year program in Macedonia, Albania and Greece
- **Strategic Assessment of National Environmental Programs:** Contribution to drafting of two national priority programs for the Ministry of Agriculture (Afghanistan): (1) Environment & Conservation, (2) Natural Resources Management. Main goal of both priority programs was to bring about behavior change that results in more sustainable use of natural resources.
- **Biodiversity/Natural Resources Management:** Assessment of biodiversity and protected areas systems management in Macedonia, Albania & Greece leading to transboundary management plan, and in Bhutan and Belize for Forestry Departments contributing to the development of sustainable *forest management plans*. Assessed sustainable harvesting, conservation status and commercialization of medicinal plants in Russia, Georgia, South Africa, Macedonia & Afghanistan leading to establishment of national quality standards and management plans for commercial species based on harvesting guidelines developed.

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- **Food Security:** Advice on the development of a general food security policy for the Ministry of Agriculture (MAIL) in Afghanistan. Assessment of the dependence of local communities on wild food species leading to assessment of sustainable harvesting methods and the publication of food security fact sheets on how to dry, store and use these species to minimize loss during storage and maximize nutritional value.

Project Management (Global)

- **Examples of Projects Managed:** Country Programme Manager for UN Environment (21 staff, 9 projects, \$25 Million, DFID, Korea, GEF, EU); Officer in charge in absence of Chief of Party on the Strategic Support to the Ministry of the Interior (MoIA) Project for Coffey International Development (\$7 million, DFID); Director of the Survey of the Afghan People Project for the Asia Foundation (TAF) (\$3.1 Million – USAID, DFID, AusAID); Team Leader of Policy & Legal component of the Asia Foundation Change Management Project at the Ministry of Agriculture (MAIL) (\$9 Million – DFID, CIDA, AusAid); Chief Technical Advisor of the Biodiversity Project, UNFAO (\$3 Million – German Ministry of Foreign Affairs); International Coordinator of the UNDP Lake Prespa Project in Macedonia (\$2 Million – Global Environment Facility); International Coordinator of the Sustainable Natural African Plant Products Project (\$2 million – USAID)

Policy/Strategy (Afghanistan)

- **Strategy/Systems Thinking:** strategic advice to the Resident Representative on the articulation of a new Country Programme Narrative for the United Nations Development Programme (UNDP) country office. This has involved taking a systems view of the current and future projected role of UNDP using a portfolio sense-making process, and advising on the development of an integrated portfolio of programmes designed to address the two main government priorities of poverty reduction and building a sustainable peace in a systemic manner. Each of the programmes was designed using a meta-micro strategic framework for thinking through what interventions are needed to address the policy choices being made, improve wellbeing, resilience to shocks and promote sustainable development.
- **Public Policy Research:** Redesigned and led a national public perception survey project (*Survey of the Afghan People* - \$3.1 Million funded by DFID, AusAID, USAID) in order to generate information for decision-makers and policy specialists on 9 themes in Afghanistan including questions on environment covering water use and fuel sources. Main themes were: National Mood, Security, Economic Growth & Employment, Development & Service Delivery, Governance, Political Participation, Access to Information, Women in Society. Redesigned the survey plan and method to improve data quality and statistical reliability. All findings under each theme disaggregated by gender, ethnicity, educational and income levels, region, province and urban-rural. Wrote the final survey report (2013 Survey of the Afghan People) which was published in November 2013 and presented the main findings to government, media and researchers in Australia, USA and the UK.
- **Agricultural Policy & Legal Development:** As an advisor to the Minister of Agriculture (MAIL), established a new Policy & Legal Advisory Department at the Ministry of Agriculture (06/2010-12/2011) to improve the functioning of the Ministry and align departments better with policy and strategic goals. Presented analyses of complex and sometimes sensitive policy topics to the Minister for approval and follow-up by the relevant Directorates. Drafted legal institutional guidelines for the development and approval of policy & legal instruments for the Ministry of Agriculture, and provision of long-term training in how to implement these guidelines. Created the first database of agricultural policies and a policy development tracking system, and used this to create a policy development strategy and improve the awareness of senior management team of policy priorities. Managed a legal team drafting new laws on Medicinal Plants and Rangelands, (Rangelands law has now been approved by the Ministry of Justice). Contributions to development of policies on food security, drought & wheat.

Gender & Organisational Change (Afghanistan)

- **Gender Integration in the workplace:** Development of a new approach to gender awareness training for the Ministry of Interior Affairs (MoIA) using experiential learning methods (ongoing). Analysis of MoIA's police complaints mechanism focusing on issues relevant to female complainants such confidentiality, retribution, non-reporting, etc. The recommendations on improved institutional arrangements that are sensitive to the political, cultural and technical dimensions were approved and presented to the international donor community by the Deputy Chief of Staff on behalf of the Minister. Comprehensive review and analysis of the institutional, national and international policy framework on gender in order to identify the gender priorities and obligations of the Ministry. Analysis and recommendations on how to streamline the Ministry's Implementation Plan for the Female Police Strategy with measurable indicators for monitoring purposes. Initial work on development of a gender workplan for the Ministry in 2016 with indicators etc. for funding and reporting purposes. Advice and support to the female Director of the Gender Directorate including capacity development support leading to improved gender mainstreaming, improved linking of reporting to policy priorities, improved data analysis and improved communication through inputs made to the gender pages of the Ministry's website.
- **Mentoring & Coaching:** Advisory role to senior decision-makers on the leadership of change, decision-making, the management of internal politics and working across boundaries. Advisory roles include: Senior Strategic Advisor to the Resident Representative of UNDP; *Ministry of Agriculture, Irrigation and Livestock* (MAIL) - Advisor to the Minister of Agriculture and the General Director of Policy & Planning. *Ministry of*

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Interior Affairs (MoIA) – Advisor on complaints to the Inspector General, Special Advisor on gender to the Civilian Deputy Chief of Staff (the most senior female member of staff at the MoIA).

- **Assessment of Barriers to Change:** Conducted an assessment of internal and external barriers to institutional reform at MAIL leading to recommendations that were used by the UK Department for International Development (DFID) in a call for bids from the private sector for a change management project. Assessment of the barriers to change on gender at the MoIA leading to recommendations on the improvement of transparency & accountability and how best to link structure to function, and staff skills to policy/strategic priorities.

Other Technical Experience (Global)

- **Dryland Agriculture:** Ph.D. Field research on *Striga* species attacking sorghum and millet in West Africa leading to recommendations on reducing the impact on yield caused by *Striga*
- **Medicinal Plants/ Essential Oils:** Consulting work on sustainable harvesting, species conservation in protected areas, and trade/commercialization issues (Belize, Bhutan, Georgia, Guinea, India, Namibia, Nepal, Russia, South Africa, Venezuela)
- **Natural Plant Products Development:** Management of Natural Plant Products commercialization program in Southern and West Africa for Rutgers University (USA).

Career Summary (Last 15 years)

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)	Afghanistan	Articulating a vision and narrative for a new Country Programme Document	Senior Systemic Change Advisor	05/2019-Present
UNITED NATIONS ENVIRONMENT (UNE)	Afghanistan	\$25 Million Portfolio of Environmental Projects	Country Program Manager	04/2018-12/2018
UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)	Afghanistan	MoIA and Police Development (MPD) Project	Experiential Gender Curriculum Consultant	10/2017-04/2018
UNITED NATIONS ENVIRONMENT (UNE)	Afghanistan	Multi-Lateral Environmental Agreements (MEA) Cross-Cutting Capacity Development Project	Mid-Term Review & preparation of MEA Strategy, Handbook & Training	02/2017-04/2017
UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)	Afghanistan	Law & Order Trust Fund for Afghanistan (LOTFA)	Gender Strategy & Complaints Mechanism consultant	07/2015 – 12/2015
COFFEY INTERNATIONAL DEVELOPMENT	Afghanistan	Strategic Support to the Ministry of the Interior Project	Advisor to the Deputy Chief of Staff	04/2014 – 03/2015
THE ASIA FOUNDATION	Afghanistan	The Survey of the Afghan People	Director of Research & Surveys	01/2013 – 01/2014
COFFEY INTERNATIONAL DEVELOPMENT	Afghanistan	Change Management Project	Policy Advisor	03/2012 - 07/2012
UNITED NATIONS ENVIRONMENT PROGRAMME (UNEP).	Afghanistan	Development of Afghanistan's National Portfolio of Global Environmental Convention Funds Project	MEA Specialist	02/2012 - 03/2012
THE ASIA FOUNDATION	Afghanistan	Ministry of Agriculture, Irrigation & Livestock Change Management Project	Team Leader	06/2010 -12/2011
UNITED NATIONS FOOD & AGRICULTURE ORGANISATION (UNFAO)	Afghanistan	Managing Biodiversity for Sustainable Food Security and Nutrition in Afghanistan	Team Leader	02/2008 - 04/2010
UNITED NATIONS FOOD & AGRICULTURE ORGANISATION (UNFAO)	Afghanistan	Alternative Agricultural Livelihoods Programme	Biodiversity Consultant	05/2007-07/2007; 08/2007-11/2007