

HENRY H. KELLAM III

CURRICULUM VITAE



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KEY QUALIFICATIONS

Henry Kellam is a specialist in strategic 'sector-wide approach' planning, management & sustainable institutional capacity building for participatory development and decentralization processes that involves all levels of government and key stakeholders. His long and accumulative experiences are highly transferable to most any sector development initiatives. Key areas include:

- Decentralized public sector reform to improve coordination, the delivery of public services and greater local autonomy.
- Citizen participation and training in local governance, strategic planning and institutionalizing integrated development processes.
- Citizen, civil society participation for increased government accountability and anti-corruption measures.
- 'Sector-wide' multi-disciplinary program/project management and human resource development.
- Coordinated and analyze support for central/local Governments to strengthen and systemize Public Financial Management (PFM) systems and build capacities for greater sustainability.
- Interventions and program development for the poor and vulnerable (particularly women/children) regarding community based health planning, education, prevention and HIV/AIDS.
- Participatory approaches to plan and manage land, water, sanitation and conservation-based interventions.
- 'Sector wide' aid coordination, grant preparation, disaster relief, humanitarian and human rights operations - to include high-level security operations.
- Developing and implementing systems for operation and maintenance and M&E of programs or projects.
- Constitutional and electoral law reform with emphasis on citizen education and media awareness campaigns.
- Urban land use, Master Planning and strategic spatial planning approaches for participatory community development in coordination with broader local, regional and national development planning.

EDUCATION

- **DOCTORAL OF INTERNATIONAL DEVELOPMENT** Graduated 1994
Pacific-Western University, Honolulu, Hawaii, USA.
- **MASTER OF URBAN & REGIONAL PLANNING/COMMUNITY DEVELOPMENT** Graduated 1984
Virginia Commonwealth University, Richmond, Virginia, USA.
- **BACHELOR OF SCIENCE IN URBAN & REGIONAL PLANNING/SOCIAL WORK** Graduated 1979
East Carolina University, Greenville, North Carolina, USA.

Country Experience: Cyprus, Djibouti, Federated States of Micronesia (FSM), Fiji, Indonesia, Iraq, Maldives, Marshall Islands, Malawi, Moldova, Namibia, Palau, Palestine (West Bank), Papua New Guinea (PNG), Philippines, Rwanda, Saipan, Solomon Islands, Southern Sudan, Uganda, USA, Vanuatu, Zambia and Zimbabwe.

EMPLOYMENT HISTORY

- **Date/Post** July – September 2009, Maldives
Employer/Title UNDP/Maldives, Development Planning Advisor
- **Date/Post** April – May 2009, Southern Sudan
Employer/Title USAID BRIDGE Program, Research Triangle Institute (RTI), Senior Democracy and Governance (DG) Advisor.
- **Date/Post** Oct 2008 – Present, Uganda and Cyprus
Employer/Title UNCDF/Uganda, Retainer Contract to Advise the Coordination & Harmonized Support to the Decentralization Sub-Sector.
Employer/Title UNDP/Cyprus, Retainer contract to develop a civil society Project Document to increase bi-communal & Peace-building.
- **Date/Post** Dec 2007 – April 2008, Baghdad & outside the IZ, Iraq
Employer/Title USAID/Iraq and IBTCI, Planner: Evaluation of Local Government Program (LGP) II and Design of LGP III.
- **Date/Post** Jan – Jun 2007, Kigali Rwanda (2 Contracts)
Employer/Title UNDP/Rwanda, Macro-Assessment of the Public Financial Management (PFM) Systems in Rwanda
Employer/Title DFID (UK), Rwanda Review of the Joint Support Projects to the Ministry of Finance & Economic Planning
- **Date/Post** Sept – Dec 2006, Ramallah & Jenin Palestinian (West Bank)
Employer/Title UNDP Program of Assistance to the Palestinian People (PAPP), Strategic Development Planning Expert
- **Date/Post** Jun – Sept 2006, Republic of Moldova
Employer/Title DAI Europe & UNDP/Moldova, Government Wide Functional Review
- **Date/Post** Oct 2005 – May 2006, Djibouti
Employer/Title USAID/Djibouti, Decentralization Expert - Election Law Reform
- **Date/Post** July – Aug 2005, Banda Aceh, Indonesia
Employer/Title UN-HABITAT (Japan Office), Senior Housing Advisor to the Aceh Settlements Support Program (ASSP)
- **Date/Post** Jan – Apr 2005, Indonesia
Employer/Title Checchi & USAID/Indonesia, Team Leader for the Evaluation of BIGG/PERFORM for 5-year extension
- **Date/Post** 2003 – 2004, Rwanda
Employer/Title ARD & USAID/Rwanda, Chief of Party/Program Director, Rwanda Fiscal Decentralization Project
- **Date/Post** 2002 – 2003, Solomon Islands
Employer/Title UNDP/Fiji, Program Coordinator/Director, Constitutional Reform Program
- **Date/Post** 2000 – 2001, USA, Uganda & Federated States of Micronesia
Employer/Title Nathan & Assoc., DC; Christian Children's Fund, Richmond, VA, USA; UN-DESA, NY, USA, Consultant
- **Date/Post** 1996 – 1999, Zambia
Employer/Title Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), District Development Senior Advisor
- **Date/Post** 1990 – 1995, Malawi, Federated States of Micronesia & Hawaii
Employer/Title UN-DDSMS, NY - National Govt. of the FSM, Decentralization Planner; National Advisor; PhD Program
- **Date/Post** 1990 – 1992, Chuuk State, Federated States of Micronesia
Employer/Title UN-Expert, Senior State Planning Advisor
- **Date/Post** 1986 – 1989, Solomon Islands
Employer/Title United States Peace Corps, Provincial Planning Director (line-position), Peace Corps Volunteer
- **Date/Post** 1982 – 1986, Greater Richmond Virginia Area, Urban & Regional Planner, Community development.

PROJECT EXPERIENCE

Post Title	Development Planning Advisor, Maldives
Dates/Project Title	July – September 2009, Support the Development of an Action Plan for the Govt. of Maldives Manifesto
Country/Organization/Funding	<u>MALDIVES</u> , Research Triangle Institute (RTI), USAID funded.
Tasks	Develop the Maldives Strategic Operational Action Plan from the Manifesto 2008-2013 in coordination with the National Department of Planning to be approved by the National Planning Council and line ministries. Develop a management framework to implement, monitor and review the sector strategies. Provide technical support to Department of National Planning to prepare guidance notes for each framework and sector strategy. Develop an overall monitoring, reviewing and evaluation arrangement for the Action Plan.
Post Title	Senior Democracy and Governance (DG) Advisor, Southern Sudan
Dates/Project Title	April – May 2009, USAID Building Responsibility for the Delivery of Government Services (BRIDGE).
Country/Organization/Funding	<u>SOUTHERN SUDAN</u> , Research Triangle Institute (RTI), USAID funded.
Tasks	Coordinate LG capacity building by designing and implementing training packages, technical assistance and mentoring systems to LG institutions to: (1) build their capacity to operationalize newly decentralized functions and responsibilities, (2) promote constructive and effective vertical and horizontal linkages among different government institutions, (3) facilitate community participation in government service planning and decision-making processes, and (4) coordinate with WASH, Education and Agriculture BRIDGE Sectors.
Post Title	Retainer Contracts: UNCDF Decentralization Advisor, UNDP Civil Society Advisor, Cyprus & Uganda
Dates/Project Title	Oct. 2008 – Present, Support the District Decentralization Governance Group & Civil Society Advisor.
Country/Organization/Funding	<u>UGANDA</u> , Nov 08 – Aug 09 (Retainer 85 days), UN Capital Development Fund (UNCDF) and UNDP.
Tasks	Retainer Contract to Advise the Coordination and Harmonized Support to the Decentralization Sub-Sector to the Ministry of Local Govt. through the District Decentralization Governance Group (DDGP) and the Decentralization Working Sector Group (DWSG) supported by a Joint Donors basket program.
Country/Organization/Funding	<u>CYPRUS</u> , Jan 2009 – Sept 2011 (Retainer 100 days), USAID Funded.
Tasks	Retainer contract to draft a strategic plan taking the following into account: <ol style="list-style-type: none"> 1. Build the capacity of relevant stakeholders to implement participatory governance processes. 2. Improve existing civil society processes and strengthen local authorities to increase community leadership to undertake joint learning and planning process for community development. 3. Design inclusive governance structures, such as the design of charters and/or citizen juries which can support civil society in taking a full role in the process of decision-making which govern the planning, development and management of common spaces and their impact on the lives of local communities. 4. Establish a learning and knowledge city to city wide network between professionals and civic leaders designed to prepare them for future post settlement scenarios, where the two communities will need to engage in joint planning and harmonize urban infrastructures.
Post Title	USAID City/Regional Planner, Local Government Program, Iraq
Dates/Project Title	Dec 2007 – April 2008, Evaluation of the USAID Iraq Local Govt Program (LGP) II & Design of LGP III.
Country/Organization/Funding	<u>IRAQ</u> , USAID, International Business Technical Consultants Inc. (IBTCI)
Task	Evaluation of the Local Governance Program (LGP) II and Design of LGP III. The LGP is an effort to strengthen government in Iraq at the local, municipal, and provincial levels. LGP's goal is to improve governmental management and administration, provide training and technical assistance on the roles and functions of government officials and agencies, and support the establishment of a legal framework for a democratic, representative, and decentralized government in Iraq.
Post Title	UNDP and DFID, PFM Systems & Aid Harmonization Expert (2 Contracts) Rwanda
Dates/Project Title	January – June 2007, Aid Harmonization, Coordination and the Assessment of the PFM Systems.
Country/Organization/Funding	<u>RWANDA</u> , 1. UNDP Rwanda; 2. Department for International Development (DFID), UK.
Task	1. Support the UN ExCom Agencies and Government to identify strengths and weaknesses of Public Financial Management (PFM) systems for capacity building by the Government and other partners and assist in the establishment of appropriate cash transfer modalities, procedures, and assurance activities to be applied by the ExCom Agencies. Identify the capacity of the Supreme Audit Institution to undertake audits of cash transfers provided to "low risk" Implementing Partners. 2. Joint Donor Support Review of projects for the Ministry of Finance and Economic Planning in capacity building, strategic development planning and aid coordination & harmonization.
Post Title	UNDP Strategic Development Planning Expert, Palestine
Dates/Project Title	Sept – Dec 2006, UNDP Participatory Rural Development & Planning (PRDP) Program.
Country/Organization/Funding	<u>PALESTINE</u> , UNDP Program of Assistance to the Palestinian People (PAPP), Pilot Jenin District.
Tasks	To enhance the capacity of participating local authorities in participatory planning in order to better respond to the development needs of their communities. To improve the capacity of local civil society organizations (CSOs) and empower citizens to participate effectively in the planning process. To establish a counterpart Community Development Fund (CDF) to support the implementation of high priority projects identified in the participatory planning process.
Post Title	UNDP Government Functional Review Specialist, Moldova
Dates/Project Title	June – September 2006, Government Wide Functional Review for the Republic of Moldova.
Country/Organization/Funding	<u>MOLDOVA</u> , UNDP, DAI Europe and the Moldova Central Govt. Public Administration Program.
Tasks	To provide Support the Moldova Central Public Administration Program through Implementation of Government Wide Functional Review. Teams comprised 5 international and 30 local experts in 5 sectors. My sector was in Central/Regional Government and Public Finance.
Post Title	USAID Decentralization Expert, Djibouti
Dates/Project Title	Oct 2005 - May 2006 (2 Phases) Decentralization Process Harmonized with Election Law Reform
Country/Organization/Funding	<u>DJIBOUTI</u> , USAID, IFES and the US Embassy Djibouti, Grant by US State Dept under Good Governance and Democratization Program & USAID.

Tasks	Stage 1: Evaluate the necessary conditions for proceeding with decentralization; Advise on best practices and approaches to ensure successful decentralization programs; Identify immediate needs and structures for capacity building of future local authorities; Recommend long-term support strategies to promote good governance and anti-corruption at the local level. Stage 2: Provide training to newly elected officials and local administrations in planning, budgeting, anti-corruption and institutional capacity building in harmonization with decentralization laws.
Post Title	UN-HABITAT Planning and Housing Specialist, Senior Advisor, Banda Aceh
Dates/Project Title	June - Aug 2005, Rebuilding Affected Communities: Banda Aceh Settlements Support Program.
Country/Organization/Funding	<u>INDONESIA, BANDA ACEH</u> , UN-HABITAT (Level III, United Nations Security Level).
Tasks	The program supported the communities' own efforts through a process of community action planning (CAP) to ensure a needs-driven, participatory approach to rehabilitate and reconstruct houses and community infrastructure damaged by the Tsunami. The TOR was to: Provide technical advice on issues pertaining to housing, land management and spatial planning both at the community level and at the policy level; To Chair the 107 member Donor Shelter Working Group and sub-committees; To identify ways to strengthen technical assistance to local government; To liaise with partners and donors active in the sector; To represent UN-HABITAT in meetings and advocate for our agency approach.
Post Title	USAID Team Leader, Indonesia
Dates/Project Title	January – April 2005, USAID BIGG & PERFORM Project Evaluation
Country/Organization/Funding	<u>INDONESIA</u> , USAID/Indonesia, Checchi and Company Consultants, Inc.
Tasks	Evaluation to identify lessons learned and develop recommendations on sustainable decentralized capacity building/participatory planning programs for Indonesian local governments implemented by: Building Institutions for Good Governance (BIGG- www.bigg.or.id) and Performance-oriented Regional Management (PERFORM- www.perform.or.id) that will be continued under a new 5-yr (\$60M) Local Government & Support Program (LGSP).
Post Title	USAID Chief of Party, Rwanda
Dates/Project Title	December 2003 – November 2004, USAID Fiscal Decentralization Project (FDP)
Country/Organization/Funding	<u>RWANDA</u> – USAID, Ministry of Local Government via Associates in Rural Development (ARD).
Tasks	Provided sustained policy assistance to the government in devolving resources and responsibilities to local units on the design of intergovernmental revenue transfer. Managed the implementation of the Decentralization Project (FDP) in 5 areas: Financial Management, Institutional Development and Support/Land Management Reconstruction, Macro-Fiscal Decentralization, District Services, Market Administration and Anti-Corruption. Coordinated support for the Ministry of Local Government to strengthen and systemize fiscal management capacities at the local government level. Managed a professional staff of 23 people and several International consultants. Managed all stakeholder/donor coordination, large grant preparation, FDP budget lines, reporting and final FDP deliverables. Developed annual project strategies and work plans with the Coordinators.
Post Title	UNDP Project Manager/Coordinator, Solomon Islands
Dates/Project Title	Sept 2002 – July 2003, UNDP Constitutional Reform Project, <i>UNDP level II post conflict status</i>
Country/Organization/Funding	<u>SOLOMON ISLANDS</u> – UNDP/Fiji, Suva, Ministry of Local Government and Rural Development
Tasks	Managed the implementation of a Constitutional Reform Project (CRP) in 3 stages: 1. Socio-economic study - (4 Int'l Consultants); 2. Team training workshop & 'broad coverage' rural Consultations with 9 teams (5/team) throughout the country and; 3. Preparation of drafting instructions (2 lawyers) for Parliamentary review and subsequent State Constitutional preparation to include land management reform. Managed a countrywide multi-media campaign to and support CRP outputs. Responsible for all donor and stakeholder coordination, large grant preparation, CRP budget lines, reporting and final CRP outputs.
Post Title	CCF Consultant
Dates/Project Title	Mar 2002 – June 2002 (Part-Time), Annual Impact, Monitoring and Evaluation Systems
Country/Organization/Funding	<u>RICHMOND, VA., USA</u> . – Christian Children's Fund (CCF)
Tasks	Evaluation and revisions to the Annual Impact, Monitoring and Evaluation Systems (AIMES) used by CCF National and Project offices for annual reporting to the Headquarters.
Post Title	Infrastructure Development Planning for the Federated States of Micronesia (FSM)
Dates/Project Title	June 2001 – October 2001, Health and Education Social Planner
Country/Organization/Funding	<u>FEDERATED STATES OF MICRONESIA</u> – US Dept. of the Interior, FSM, Implemented by Nathan and Associates and the National Department of Transport and Infrastructure.
Tasks	Managed the development of a 15 year Health and Education Development Plan for the Federated States of Micronesia (FSM) and four states: Chuuk, Kosrae, Pohnpei and Yap. Developed systems and practices for the improved delivery and decentralization of health and education services at the State and Municipal (local) level. Completed a comprehensive conditions survey of all elementary, secondary, tertiary, vocational schools, State hospitals, dispensaries and health Centers in the FSM and make recommendations on 15 year requirements, i.e. renovation, expansion, new construction etc. Developed detailed cost analysis for all Health & Education facilities - phasing over a 15-year period and cost recovery analysis of the sectors. Provided an analysis of Public Sector Investment Program budget process.
Post Title	UNDP Decentralized Development Planning and Financial Management
Dates/Project Title	Dec 1998 – April 1999, Decentralized Planning Specialist
Country/Organization/Funding	<u>UGANDA</u> - Decentralization Secretariat, Ministry of Local Govt, UN-DESA, UNOPS, UNDP.
Tasks	Developed training linkages for District Plans as a means to promote decentralized development. Developed 'Technical Manuals' for District Planners and Technical Committees. Train planning units, Councilors and Planning Committees in basic skills in the planning process. Trained District Planners in data analysis and interpretation and how this can be used to prepare development plans including setting of strategies and objectives. Develop financial management systems to enable local/lower level governments to plan, coordinate, implement, monitoring, evaluation and carry out revenue collection.

Post Title	GTZ District Development Planning Coordinator
Dates/Project Title	June 1996 – January 1999, Senior District Development Capacity Building Advisor
Country/Organization/Funding	<u>ZAMBIA</u> - Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)
Tasks	Managed the strengthening of Local Government institutions in five district administrations to build up capacities for performing the following functions: Delivering improved basic Social Services to the majority of the population with special emphasis on health, family care/well-being, education, the rural population, gender, HIV/AIDs and on poverty reduction; Effective data management, planning and coordination of all development activities of Local Government and Government Organizations (e.g. Department's of, Health, Education, shelter development) Designed program for vulnerable, distressed and/or orphaned children; NGO's and Private Sector Organizations; Planning and coordination of water supply, sanitation and health education interventions. Empowering the communities in SP districts to effectively participate in the process of socio-economic decision making by initiating and coordinating participatory community development mobilization involving all organizations in the respective districts; Operationalizing a decentralized District Development Fund for greater self-reliance/ownership.
Post Title	UNDP Decentralized Development Planning and Financial Management
Dates/Project Title	December 1995 – June 1996 (2 Contracts) Decentralized Planning Specialist
Country/Organization/Funding	<u>UGANDA</u> - Decentralization Secretariat, Ministry of Local Government, UN-DESA, UNOPS, UNDP
Tasks	Advised the Decentralization Secretariat (DS) on Socio-economic sector strategies and practical sustainable fiscal decentralization models at the District level in harmony with the Decentralization Law. Developed guidelines for decentralized district planning training materials for ToT and District Planners in formulating District Development Plans; produced a series of handbooks on decentralized district planning for government Ministries, Local Councils and the public at large to help facilitate a greater understanding of decentralization as well as coordination for planning at the district level.
Post Title	Wage and Labor Study
Dates/Project Title	July 1994 – May 1995 (3 Contracts) Wage and Labor Specialist
Country/Organization/Funding	<u>NORTHERN MARIANA ISLANDS</u> , (CNMI) – Development Assoc., Inc., Washington, DC
Tasks	Prepared a Wage/Labor Competitiveness Study for the Northern Mariana Islands, CNMI.
Post Title	National Socio-Economic Advisor
Dates/Project Title	February 1993 – June 1994, National Advisor – Direct hire line position
Country/Organization/Funding	<u>FEDERATED STATES OF MICRONESIA (FSM)</u> – Dept of Planning & Statistics, FSM Govt.
Tasks	Advised National Government in Socio-Economic policy and management reform. Reviewed National/State Development Plans as they relate to Social Sector implementation and M&E; Improved operational linkages between the National & State Office's of Planning & Statistics in order to enhance the overall effectiveness of planning, plan implementation, macro-economic management and Social Sector development at all levels of government; Assisted in developing a Pubic Sector Investment Program (PSIP). Liaison with multi/bi-lateral and NGO delegates as well as organizing training/workshops in various areas of socio-economic planning.
Post Title	UNDP Sub-National Development Advisor
Dates/Project Title	June 1992 – January 1993, UNDP/5 th Country Support Program for Management & Development
Country/Organization/Funding	<u>MALAWI</u> – Ministry of Economic Planning and Development, UN-DESD, UNDP
Tasks	Developed planning linkages between national & district level govt and make recommendations for workable structures (including financial management systems) to strengthen local level capacities to coordinate, plan, develop and implement programs/projects in harmony with national ministry planning and development; Developed guidelines for the preparation of District Development Plans, District Development Funds and organized workshops on new approaches, based upon the government's decentralization policy, regarding district Socio-Economic (health & education) development activities that coincided with the UNDP/Malawi 5th Country Program on Management for Development.
Post Title	UNDP State Planning Expert
Dates/Project Title	April 1990 – May 1992, Support to National and State Government Development Planning
Country/Organization/Funding	<u>CHUUK STATE, FEDERATED STATES OF MICRONESIA, UN-DESA, UNDP/Fiji.</u>
Tasks	Completed State and Municipal Plans; Conducted workshops for regional development authorities in development planning for communities; Completed a project/plan monitoring system for the effective implementation of development funds; Trained State counterpart staff and state/municipal representatives; Advised the state executive branch on all aspects of socio-economic issues; Liaison with international aid organizations missions; Prepared Macro-Project proposals in areas of priority importance for the government; Performed duties as UNDP Representative for the FSM (1-5/92).
Post Title	Independent Research
Dates/Project Title	Nov 1989 – Feb 1990, Decentralized Planning, Coordination and Delivery of Basic Services.
Country/Organization/Funding	<u>VANUATU, SOLOMON ISLANDS, PNG, PHILIPPINES & INDONESIA</u> , Asian Dev Bank (ADB)
Tasks	Contacted numerous In-Country Donor organizations, Central, Regional and Local Government bodies for independent research regarding "Decentralized Development Planning, Coordination and the Delivery of Basic Services". Paper presented to ADB East 3 Division in March 1990.
Post Title	United States Peace Corps Volunteer
Dates/Project Title	November 1986 – June 1989, Director of the Provincial Planning Office – Line position.
Country/Organization/Funding	<u>SOLOMON ISLANDS</u> – Central Province Administration, United States Peace Corps.
Tasks	Coordinate Social, Economic and Physical planning at the provincial level; Trained provincial administration in annual programming and budgeting; Completed the 1 st Central Province 5-Yr Development Plan (1987-92), in coordination with the provincial executive branch, national government ministries, and the UNDP (UN-DESA) project team responsible for long-range planning efforts; Worked with area councilmen/village chiefs to identify and prepare projects for submission to national ministries for funding; Implemented a Provincial Development Fund; Conducted assessments of development proposals and evaluated their impact on the community, culture, and environment; Training coordination with University of Solomon's for provincial center, sub-station and rural development center structure plans.

Post Title	Senior Planner
Dates/Project Title	June 1985 – November 1986, Planning, Community Development and Design
Country/Organization/Funding	<u>RICHMOND, VA., USA</u> – The City of Richmond, Virginia
Tasks	Evaluated zoning ordinance and its impact on urban housing if fully enforced; Coordinated with the City Attorney to research, investigate and test precedent setting cases in court; Coordinated with community organization groups, other public service offices and the private sector on planning related projects and programs; Worked on various urban revitalization projects.

Post Title	Zoning Enforcement Officer
Dates/Project Title	June 1984 – June 1985, Planning and Community Development
Country/Organization/Funding	<u>CHESTERFIELD CO. VA. USA</u> – Dept of Planning & Community Dev, County of Chesterfield.
Tasks	Interpretation/enforcement of county's zoning ordinance; Monitor 40-50 cases and investigating potential zoning infractions; Prepared cases for court; Consulted with County Attorney and provided testimony; Worked with the Development Review Division evaluating new commercial and subdivision proposals; Supervised and train undergraduate interns.

LANGUAGES:	English, Melanesian Pidjin (Solomon Islands, Vanuatu, PNG), Simple French.
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DOCUMENTS & REPORTS

1. *'Iraqi Local Governance Program II: Evaluation & Future Design Options'*; Co-Author with C. Reynolds, W. Rogers and J. Doane; *USAID/DEC, 4/2008.
2. *DFID (UK) Review of the Joint Donor Support to the Ministry of Finance & Economic Planning (Rwanda) in Capacity Building, Strategic Planning and Aid Coordination & Harmonization*. DFID/Rwanda, Kigali, June 2007.
3. *UNDP Macro-Assessment of the Public Financial Management Systems in Rwanda*, UNDP/Rwanda, Kigali, Mar. 2007.
4. *Djibouti 5-Year Decentralization Program for Capacity Building in Harmonization with Electoral Law Reform*, *USAID/DEC, Jan. 2006.
5. *USAID Final Evaluation of BIGG/PERFORM Programs in Indonesia*, Jakarta, Indonesia, *USAID/DEC April 2005.
6. *USAID Final Report on the 3-Year Fiscal Decentralization Program in Rwanda*, Kigali, Rwanda, *USAID/DEC Oct. 2004.
7. *UNDP Summary of 9 Provincial Consultation Reports for Constitutional Reform in the Solomon Islands*, Project Coordinator, UNDP/Fiji, Ministry of Provincial Government and Rural Development, Honiara, Solomon Islands, May 2003.
8. *Analysis/Recommendations for Social Sector (Health & Education) Development in the Federated States of Micronesia (FSM); Conditions Survey of all Health and Education Facilities in the FSM*, Nathan Associates, Inc., FSM Department of Transportation, Communications and Infrastructure, September 2001.
9. *Project Planning & Management Manual for Uganda Local Government Development Plans*, Decentralization Secretariat, Ministry of Local Government, UN-DESA, UNDP/Kampala, May 1999.
10. *Formulation of Local Government Development Plans in Uganda*, Decentralization Secretariat, Ministry of Local Government, Approved by the Ministry of Local Government on February 1999.
11. *A Strategic District Planning Manual for Local Government Decentralization*, Southern Province, Zambia (Team Leader), Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), Lusaka, Zambia 1998.
12. *Guidelines for Decentralized District Planning in Uganda*, Decentralization Secretariat, MOLG, UNDP/Kampala, 1996.
13. *Wage/Labor Competitiveness Study* for the Northern Mariana Islands, CNMI, Development Associates, Inc., 1995.
14. *The Social & Economic Ramifications of the US Compact Final Step-down (2003) for the freely associated exfacto Trust Territories in Micronesia*, USDI, Overseas Territories, Hawaii, Washington D.C, 1994.
15. *5th and 6th Annual Report of the Receipt & Expenditure of Funds Made Under the Compact of Free Association and Review of Compact Effectiveness*, Palikir, Pohnpei. Ratified by the FSM Congress on 3/94. Submitted to the U.S. Congress in 4/94 and approved by the U.S. Department's of State, Interior and OTIA on April 6, 1994 as meeting the requirements under the Compact of Free Association.
16. *Review of Existing/Proposed FSM Major Infrastructure Which Highlights Fisheries Development*, Palikir, Pohnpei, Prepared for the FSM President & the National Leadership Conference (Mar 4-12, 1994). Approved at the Governor's Conference.
17. *A Practical Manual for Malawi District Development, Decentralization & Aid Coordination*, Lilongwe, UNDP/UN-DDSMS, 1992.
18. *Chuuk State Five-Year Comprehensive Development Plan 1992-96*, Weno, Chuuk, FSM. Submitted to the Chuuk State Legislature on May 14, 1992, ratified by the Chuuk Legislature on 1/8/93 and signed by the Governor of Chuuk State.
19. *Recommendations, Solutions/Alternatives to Regional Development Project Planning in South East Asia*, Manila, ADB, 1989.
20. *The 1st Central Province Development Plan 1987-92*. Tulagi, Solomon Islands, US Peace Corps, 1987.
21. *Management System for Crisis Intervention*. Henrico Co. VA, USA, Mental Health/Police Dept. 1984.

* USAID, Development Experience Clearinghouse (DEC), <http://www.dec.org/>



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Reference: CV_Kellam_2009