**Julian Murray:** [julianmurrayconsulting@gmail.com](mailto:julianmurrayconsulting@gmail.com)

Over thirty years of progressively more responsible assignments in international development and humanitarian relief, including 26 years on staff with CIDA, and 6 years with UNHCR.

Field assignments – 16 years in 10 countries:

1 year in Algeria, 1 year in Malaysia, 2 years in Sudan, 7 years in Indonesia and 3 years in Sri Lanka, as well as 4-6 month assignments in Nepal, Singapore, the Democratic Republic of Congo and Uganda, and short assignments in Rwanda, DRC, Afghanistan, Pakistan, South Sudan, Ghana, Sénégal, Mongolia, Philippines and Turkey.

Senior Management experience – 14 years:

Three years serving as a senior management consultant to the UN and to the Organisation of American States. Four years as Senior Director (Strategic Planning) responsible for ensuring alignment of policies, programs and resources in the Americas, and leading change as new systems were introduced, program management was decentralised, and resources were reallocated to meet evolving Government priorities. Two years as Corporate Secretary responsible within the office of the CIDA President for coordinating Agency information and decision flows, and reforming the corporate governance structure. Five years as CIDA’s most senior executive in the field in Asia, ground-truthing the aid effectiveness principles of country leadership, donor coordination, and harmonized program delivery.

Evaluation:

Evaluation experience includes the commissioning and management of several evaluations for CIDA, serving as a reference group member for CIDA corporate evaluations, serving as a resource person for the DAC Peer Review of CIDA and as an advisor to CIDA’s Evaluation Division, and since 2013 conducting a comprehensive review of humanitarian protection funding, a mid-term review of a governance project in Mongolia, a comprehensive management review of the Organization of American States, the Inter-Agency Humanitarian Evaluation of Typhoon Haiyan, a results-focused strategic plan for UNHCR in Uganda, the evaluation of UNHCR's response to the Syrian refugee crisis in Turkey, and supporting the evaluation of a governance project in the Philippines. Current contracts are to conduct an After Action Review for UNDP in Liberia and Sierra Leone, and a mid-term review for IFAD in Niger.

Graduate of the Carleton University/World Bank International Program for Development Evaluation Training, a member of the Canadian Evaluation Society, and the Active Learning Network for Accountability and Performance (ALNAP).

Areas of interest:

Corporate Governance of development agencies  
Strategic planning at country level  
Capacity-building of development actors  
Results-Based Management  
Donor – Implementing Partner – Host Government relations  
Project monitoring and Operational Review

Strengths:  
  
Problem-solving  
Interpersonal and intercultural relations  
Strategic Planning  
Ability to deliver under pressure

**JULIAN MURRAY**

**Citizenship: Canadian and British  
Languages: English, French (fluent), Bahasa Indonesia (working)  
Born: 22 August 1957**

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**Ottawa, ON**

**K1S 1S7**

**Canada**

**Professional association memberships:**

**Canadian Evaluation Society**

**Canadian Association of International Development Professionals (Board Member)**

**Employment History:**

**JULIAN MURRAY CONSULTING LTD (February 2013 to present)**

**32. Goss Gilroy Inc (Canada): September - November 2016**

Senior evaluator, conducting a mid-term review of the International Fund for Agricultural Development (IFAD)’s Platform for Agricultural Risk Management in **Niger**

**31. UNDP: August – September 2016**

Senior evaluator, conducting an After-Action Review on behalf of UNDP’s Crisis Response Unit, assessing UNDP’s response to the ebola crisis in **Liberia** and **Sierra Leone**

**30. Baastel (Canada): July 2016**

Special Advisor (Poverty reduction expert and Quality Advisor) for the summative evaluation of the Global   
Affairs Canada “Local Governance Support Program for Local Economic Development in the Philippines”

**29. Universalia (Canada): December 2015 – June 2016**

Senior evaluator, working as a team member conducting the evaluation of UNHCR’s programme in **Turkey**. My role in this evaluation team was to provide thematic focus on Coordination, Efficiency and Protection.

**28. Graybridge Malkam (Canada): October 2015 – March 2016** Senior training advisor, supporting change management and executive training within DFATD.

**27. Department of Foreign Affairs, Trade and Development Canada: September – December 2015** Senior consultant, advising DFATD on the drafting of practical guidelines for the design and management of large scale infrastructure projects.

**26. United Nations High Commissioner for Refugees: August 2015 - February 2016** Senior strategic planner, advising UNHCR on the design of multi-year strategies and specific initiatives to support refugee and host community resilience and self-reliance in **Ghana** and **Senegal**, and providing planning support to the Solutions Alliance Secretariat based in Geneva. The support to the Secretariat included drafting a new Governance Framework, drafting the 2015 Annual Report, and drafting a revised statement of Mission, Objectives and Principles.

**25. Cordaid (Netherlands) South Sudan country office: July – August 2015** Supporting Cordaid’s South Sudan team in the design of a $6 million food security project for DFATD.

**24. GOAL (Ireland) Honduras country office: July 2015** Supporting GOAL’s Honduras team to design a $6 million economic growth project for DFATD.

**23. United Nations High Commissioner for Refugees: October 2014 – June 2015**

Senior strategic planner, advising UNHCR on the alignment of country planning with the National Development Plan II and with the UNDAF, on design of a multi-year strategy and specific initiatives to support refugee and host community resilience and self-reliance in **Uganda**, and on engagement with local governments and development partners. Designed a joint five-year UNCT strategy, a five-year UNHCR strategy and the corresponding five-year Government strategy, a corresponding Communications Strategy as well as assured alignment of short-term programming with the new long- term goals. Supported risk assessment and change management in line with the above. The team working on this was recognized with the 2015 Innovation award by UNHCR senior management.

**22. Valid International (United Kingdom): August 2014 - October 2014** Senior evaluator, working as a team member conducting the Inter-Agency Humanitarian Evaluation of the Response to Typhoon Haiyan in the **Philippines**, on behalf of OCHA and the Philippines Humanitarian Country Team. My role in this evaluation team was to provide thematic focus on Early Recovery/Livelihoods, Shelter and Protection, as well as an evaluation focus on the application of IASC core humanitarian programming principles and guidance.

**21. Organisation of American States: April 2014 – October 2014**

Senior consultant, working through the Institute of Public Administration of Canada, to support the OAS to develop a Strategic Plan for Management Modernization that would 1) enhance the OAS’ accountability; (2) improve the efficiency and effectiveness of operations; and (3) improve planning for delivering results. The plan was approved by the OAS Permanent Council for implementation from 2015 onwards.

**20. United Nations High Commissioner for Refugees: February - April 2014**  
 Senior Operational Solutions Consultant, providing strategic planning support to UNHCR as they deepen UNHCR's development approaches to protracted refugee situations, and seek ways to better link up refugee and internally displaced populations with national systems and development donors.

**19. Carleton University (Canada): December 2013**

Supporting the preparation and revision of a grant proposal to DFATD (formerly CIDA) for a 5-year professional training program involving international scholarships and capacity-building of developing country partners.

**18. Swiss Development Cooperation: September – October 2013**

Mid-term review of a governance programme in **Mongolia**: a project aimed at enabling citizens’ participation in local government (contribution to priority-setting and accountability for performance).

**17. International IDEA (Institute for Democracy and Electoral Assistance - Sweden): Feb to Nov 2013**

In consortium with Plan:Net and Project Services International, development of a Project Management Methodology Framework (review and redesign of Results-Based Management system). This involved mapping the current project management practices of IDEA, capturing best practices from analogous institutions, and recommending a package of tools and organisational change measures to introduce a system-wide project management methodology.

**16. UNHCR (on behalf of the Global Protection Cluster): February to September 2013**

Study of funding trends and patterns to the Protection Sector in non-refugee humanitarian emergencies. This involved extensive statistical analysis (FTS and DAC/CRS), literature review, a bilingual global online survey, a comprehensive survey of 21 donors, field visits to Afghanistan, Pakistan and South Sudan, and workshops in Washington and Geneva. The study considers reasons for apparent underfunding, the standing of protection within the humanitarian system, the challenges of measuring protection results, and strengthening of the protection cluster.

**CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (1986 – February 2013)**

**15. 2008 - February 2013: Senior Director, Americas Directorate, Geographic Programs Branch, CIDA**

Reporting to the Regional Director-General, this position was responsible for strategic planning, analysis and operations for the Americas Directorate, direction of the Regional and **Cuba** programs, and CSR (altogether 22 staff). Americas Directorate has an annual program budget of $270 million, and 122 Canadian staff (including staff in twelve embassies throughout the Americas Region). Additional duties include acting as Regional Director-General for 2-3 months a year, representing the Americas Directorate on a number of Agency committees including the Task Force on Mobilising Canadians, Corporate Management Committee, Branch Investment Review Committee, as well as chairing the Americas Project Review Committee. Landmarks were representing CIDA at the last two Summits of the Americas, and working with DFAIT to develop an integrated Americas Strategy.

Corporate Governance: the Strategic Planning function of this position involved aligning (a) the country program planning and reporting systems (10 country programs) with (b) detailed financial allocations for the year ($270 million) and notional financial allocations for the next 3 years, and (c) human resource planning in 12 locations (122 Canadian staff), and then (d) ensuring that this whole system is itself continually adjusted to align with Agency thematic priorities and the Government-wide Americas Strategy. In a nutshell, it ensured that the projects, the money, the people and the policies were all coherent. This required leadership in managing change, particularly as new contracting, planning and reporting processes were introduced, and work units were reorganized to match evolving corporate and geographic priorities.

While in this function, I actively supported the process of reorganizing CIDA’s thematic specialist services to better support policy development and programme delivery, including engagement with field-based (local) thematic experts, and established an Americas knowledge network on a social media platform. We also updated and provided extensive training on Results-Based Management including risk assessment and defining gender-specific results, introduced to our 122 Americas staff an Agency-wide IT-based integrated project and (country) program planning and reporting system, as well as a specialized tool for assessing and managing the financial risks of each initiative (about 30 new initiatives are approved each year). We piloted new business processes aligned to our different project and partner types, and developed 5-years strategic plans for all 10 programs. In addition, we managed a process of devolving management authority from HQs to four field-based Directors. Finally, this position chaired the Americas “quality at entry” committee that provided specialist and peer review at the early stage of initiative design, reviewed all Americas investment decision documents for compliance with strategic and operational benchmarks, and was a member of the Committee that reviewed all geographic projects of CIDA (about 150 per year) immediately prior to approval.

Humanitarian: supported the Haiti program team in mobilizing in response to the 2010 earthquake, developing a financial and human resourcing plan for the Haiti team, and support for communications. Reviewed CIDA’s draft Humanitarian Assistance Strategy on behalf of Geographic Programs Branch.

14. 2007-2008 (22 months): Corporate Secretary, President’s Office, CIDA

Responsible for a team of fifty staff providing executive support to the Minister and President of CIDA. On the services side, this included: Access to Information and Privacy, Executive Correspondence, Cabinet Liaison, Parliamentary Relations, Executive Briefings, Memoranda to the President and Minister, and Management Services in support of the President’s and Minister’s Offices. On the Management Board side, this involved managing the Management Board agenda, and facilitating weekly Senior Management meetings (Operations and Forward Planning) that coordinate the sequencing and priorisation of strategic decisions and communications involving internal, external and political actors. Special assignments included serving as the co- Chair of the Local Labour-Management Consultative Committee; member of ad hoc committees on Transformation, Recognition, Overtime, and the Streamlining of Business Processes; and leading initiatives to reform the corporate governance structure and to comply with Privacy legislation.

Corporate Governance: the essence of this position was ensuring that the President of CIDA, and the Minister responsible, had the information they needed, in the form and at the time they needed it, to make the highest-level policy and corporate management decisions. It coordinated between all the Branches of CIDA to frame coherent corporate decisions, it coordinated the flow of information and decisions from the Branches through the office of the President to the Minister, and the horizontal engagement of CIDA with Cabinet and other Ministries of the federal government. This position served as Secretary to the Management Board (managing the Agenda and records of decision), and directly managed several teams that keep the offices of the President and the Minister running smoothly. During this period, in the context of what was named the “Transformation for Results Initiative” championed by the President, I managed a process to completely revise the mandates and composition of the senior executive committees of CIDA, and was member of a committee reviewing Agency Communications (in particular our web strategy, our framework for external consultations, our engagement with the public and with key decision-shapers, and our service to the Minister) – recognized with an Agency award.

Humanitarian: supported CIDA’s Management Board in the creation of the Afghanistan Task Force.

13. 2004-2007: Regional Director, Central Africa and Great Lakes Region, Africa Branch, CIDA

Director of a team of about 40 professional staff in Canada and in three Central African countries (Democratic Republic of Congo, Cameroun and Rwanda). In addition to its programming responsibilities, this position provided advice to Senior Officials in Canada and Africa on economic and social policy and programming relating to Central Africa, and represented Canada in negotiations with other donor and African governments. About 2 months per year were spent acting for the Director General for West and Central Africa. In addition, served as Branch United Way champion, and on the Agency team developing the Agency’s Employment Equity strategy for 2006-2009.

Corporate Governance: from the vantage point of Director for an operational program, I led a Branch-wide exercise to streamline business processes by removing duplicated effort and clarifying roles and accountabilities; participated in the elaboration of the first Agency-level results framework (Program Activity Architecture) – to comply with the requirement to develop a Management Resources and Results Structure across the Government of Canada (essentially the introduction of RBM across the whole federal government); and helped develop an Employment Equity Strategy for the Agency (including the introduction of new employee assessment and recruiting tools).

Humanitarian: directly responsible for CIDA’s programming in the DRC and Rwanda, including the development and monitoring of programs to address Gender-Based Violence in the Kivus, and support for the World Bank’s Multi-Country Demobilization and Reintegration Program**.** Represented CIDA on the interdepartmental task force supporting the International Conference on the Great Lakes Region, including at Ministerial conferences in New York and Kinshasa. Led the Canadian delegation to Rwanda and DRC donor consortium meetings in 2005 and 2006.

**12. 1999-2004: Counsellor, Canadian Embassy, Jakarta, Indonesia**

Senior Manager responsible for the conduct of Canadian development policy dialogue, aid coordination and program implementation in **Indonesia and East Timor**. During this period of rapid political and economic transition in Indonesia and East Timor, this required a strong capacity for horizontal coordination across Embassy programs, leadership, initiative and flexibility.Drafted country policy frameworks for Indonesia and East Timor. Responsible for monitoring development performance of the country programme including review of progress reports, representing CIDA at periodic steering committee meetings, field monitoring in Indonesia and East Timor, and annual results reporting to CIDA HQs. Conducted special field research initiatives on coastal zone small enterprise in Sulawesi, CSR and paper production in Sumatra, the Kalimantan forest economy, social services in remote regions of Irian Jaya, and reducing conflict risk in Maluku.

Corporate Governance: as the most senior head of a CIDA field office in Asia at the time, I was called upon to coordinate several processes whereby field feedback was provided on planned HQs corporate and system changes, most notably around the introduction to CIDA of Program-Based Approaches and enhanced donor coordination mechanisms, at the time of the Paris Declaration on Aid Effectiveness principles. In addition, we piloted new methodologies for due diligence assessment of partner organizations, and an analytical framework for capacity-building that included assessment of political will, regulatory readiness and organizational mapping.

Humanitarian: as CIDA’s senior representative in Indonesia and East Timor, coordinated CIDA’s engagement with the East Timor independence process, from the pre-referendum preparations in July1999, through the referendum and Indonesian separation in August 1999, the initial phases of military and civilian deployment with INTERFET, direct UN administration under UNTAET, the creation of an East Timorese administration in 2000- 2002, through to independence in 2002. Traveled extensively throughout East Timor and represented Canada at all donor conferences in East Timor.

**11. 1996-1999: Program Manager, Great Lakes Region, Africa Branch, CIDA**

Manager responsible for the design and implementation of Canada’s aid programs in **Rwanda, Democratic Republic of Congo and Burundi.** This involved a combination of policy development (drafted two country policy frameworks), program management, and personnel management, all in a complex post-genocide environment. The Rwanda-Zaire "crisis" period of this assignment demanded flexibility, leadership, perseverance and communications skills, which were recognised by Deputy Ministers involved.

Humanitarian: in the immediate post-genocide period, managed a combination of relief, reconstruction and development programs with a focus on building a Rwandan legal system capable of handling the aftermath of the genocide, the gender equality machinery of government, and providing sustainable housing to hundreds of thousands of refugees returning from DRC in 1997. Represented Canada at donor consortium meetings, and negotiated directly with the emerging Government of Rwanda. During the 1996-1997 period when power in the DRC was transferred from Mobutu to Kabila, managed CIDA’s re-engagement with the DRC. In particular, represented CIDA on an interdepartmental committee planning a Canadian-led civilian and military deployment into Eastern DRC to provide a humanitarian corridor to refugees returning to Rwanda. Organised three international donor conferences (two on Rwanda and one on Burundi), specifically on reconstruction priorities.

**10. 1993-1996: Counsellor, Canadian High Commission, Colombo, Sri Lanka**

Manager of a team of twenty staff in the High Commission and in the Program Support Unit, in the conduct of Canadian policy dialogue, aid coordination and program implementation in **Sri Lanka**. In the absence of a Canada-based political or trade officer, supported the Canadian High Commissioner in the pursuit of all Canadian foreign policy objectives in Sri Lanka, during a period of open conflict**.** Responsible for monitoring development performance of the country program including review of progress reports, representing CIDA at steering committee meetings, field monitoring in Sri Lanka and Maldives, and annual results reporting to CIDA HQs. Conducted special field research initiatives on micro-finance options, the gendered micro-economy of tea plantations, and the benefits of the main Government poverty-reduction program.

Humanitarian: in addition to regular program responsibilities for Sri Lanka, developed and monitored programs in the LTTE-held areas of Northern Sri Lanka, particularly in health and micro-finance, as well as in the conflict-frontier regions of Kilinochchi and Mullaitivu. As an integral element of ceasefire negotiations, worked with other donors in Colombo to analyse reconstruction priorities for the Northern regions, and on occasion acted as a go-between in negotiations between the LTTE and the Sri Lankan government.

**9. 1989-1993: Country Program Analyst, Pakistan/Afghanistan, Asia Branch, CIDA**

Drafted the country policy framework for **Pakistan**, and led program planning for both Pakistan and **Afghanistan**. Also managed a number of major infrastructure and human resource development projects (as project officer from 1989-1990). During this period, acted as lead expert for CIDA's in-house training programs on sustainable development, and on Islam and development.

Humanitarian: from 1990-1993, responsible for CIDA’s program of support to UNOCA and to local civil society organisations working in Afghanistan and with Afghan refugees in Pakistan, in the period following the Soviet withdrawal until shortly after the fall of the Najibullah government.

**8. 1986-1989: Senior Program Officer, Technical Cooperation, Multilateral Branch, CIDA**

Officer responsible for CIDA’s relations with UNICEF, and then for the Commonwealth and La Francophonie during four summits in 1987 and 1989, including the creation of the Commonwealth of Learning and the Université de la Francophonie. Developed CIDA’s first HIV/AIDS strategy (in 1986), and managed international health programs with WHO and its specialized agencies. Represented Canada in international and intergovernmental negotiations.

**WORLD UNIVERSITY SERVICE OF CANADA**

**7. 1986: Country Program Director, Lubumbashi, Zaire**

Humanitarian: during a 4-month special assignment in Canada and in Shaba/Katanga province of **DRC**, managed WUSC field offices (Lubumbashi and Dilolo) with the task of turning around an Angolan refugee program which had damaged relations with its main UN agency donors. Redesigned the project to put it back on a balanced financial footing, empowered local and Angolan refugee staff to assume key management positions, and recruited a long-term management team. Represented WUSC at UNHCR’s 1986 Excom.

**UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES**

**6. 1984-1986: Program Officer, Khartoum and Gedaref, Sudan**

Humanitarian: during the height of the African famine, managed Chadian and Ethiopian refugee relief programs in various regions of the **Sudan**, with direct budgetary responsibility for about US$ 30 million of program and food aid per annum, with four implementing agencies. Initially managed the largest first asylum camp on the Ethiopian border (Wad Kowli – 100,000 refugees) during the immediate crisis period, then moved to the post of Eastern Area Manager in Gedaref with more responsibility for cluster coordination and Sudanese Government relations. From there, assumed Senior Program Officer position in Khartoum responsible for all UNHCR programs in Darfur (1985-1986).

**5. 1982-1984: Resettlement and Protection Officer, Tanjung Pinang, Indonesia**

Humanitarian: managed the registration and immigration processing all Vietnamese boat people and Khmer refugees arriving in **Indonesia**, and assured their protection in the two main first asylum camps (Kuku and Galang). On occasion, acted as UNHCR head of Sub-Office and overall responsible for camp management (up to 30,000 refugees).

**4. 1981-1982: Resettlement Officer, Singapore**

Humanitarian: managed the registration and immigration processing of all Vietnamese boat people arriving in **Singapore**, and assured their protection in the main first asylum camp at Hawkins Road. Administered the DISERO system of guaranteed resettlement for refugees landing from ships flying flags of convenience.

**MALAYSIAN RED CRESCENT SOCIETY**

**3. 1980-1981: Education Officer, Pulau Bidong, Malaysia**

Humanitarian: while living in the camp and participating in camp management, designed and managed a teacher training program for English, French and German language and cultural orientation teachers, in the main camp for Vietnamese boat people arriving in Malaysia. This assignment was as a contractor to UNHCR.

**ALGERIAN MINISTRY OF EDUCATION**

**2. 1978-1979: English Teacher, Lycée Mixte de Ghardaia, Ghardaia, Algeria**

Worked as an English teacher in the principal boarding high school in the Sahara desert region of Algeria.

**VOLUNTEER EXPERIENCE**

**1. 1975-1976: Research assistant, Nepal**

Under the guidance of a senior British academic, supported a number of social anthropologists conducting research into economic models, religious practices and caste politics among the Gurungs of Western and Eastern **Nepal**, including community mapping and responses to pressure on limited land. In preparation for the field work, studied Nepali intensively, and taught ESL in Kathmandu.

**Education:**

2013: Graduate of the International Programme for Development Evaluation Training – a one-month specialized evaluation training programme of Carleton University and the World Bank: including the Humanitarian Evaluation specialization.

1982: M. Phil (Cambridge University, UK) in Social Anthropology. Research in Muslim political systems, specializing in the Berber political systems of pre-protectorate Algeria. Full UK Government scholarship.

1980: BA (London University, UK) in French Language and Literature. First Class Honours, and Draper’s Prize.