

Katherine Müller-Marín

Summary

Over 35 years of professional experience in more than 20 countries in Latin America and the Caribbean, Central Asia, Southeast Asia, the Middle East, and Europe, working with various international, multilateral, and bilateral development organizations, with a 15 year-long career as UNESCO Representative, until retirement. Currently, taking part in conferences and courses.

Proven leadership in executing multiple complex projects, programs, and strategies at the national, cluster and regional level and in developing new business. Demonstrated expertise in strategic planning, program management, finance, administration, and evaluation, talent training and management, coaching, communication, and public relations. Strong record of delivering project results in the areas of education, judicial reform, health sector reorganization, culture, natural, social, and human sciences, communications, and information, among others. Excellent interpersonal and intercultural skills and demonstrated success in building, managing, and coordinating large, diverse teams and in fostering participatory methodologies, ownership, and partnerships.

Experience includes developing and applying skills in change management, local leadership, institutional re-engineering, personnel development and administration, in-service training, teamwork, and self-instructional quality control techniques as well as extensive experience in planning, implementing, and evaluating project/program activities, and ability to work with stakeholders and build human and institutional capacities. I have worked on creating sustainability for different reforms and programs by training leaders and managers in overall organization and management and assisting in the preparation of plans to include reform components in institutional budgets.

A dynamic professional and effective diplomat, working at high senior levels as well as directly with local entities and communities, with ability to synergize and network and ensure adequate visibility for program implementation results. Experience in the development of innovative programs such as bioliteracy, community empowerment, and national discussions on desired profiles for the learning society.

An active member of United Nations Country Teams with experience with Delivering as One, including as Chair of the UNCT Management Secretariat supporting Green One UN House, Common and Integrated Services, Change Management and Programme Support, HACT, HPPMG and EU Cost Norms, member of the One Plan Steering Committee and contributing to the joint Like-Minded Donor Group/UNCT Policy M&E Initiative, Coordinator of UN Gender and UN Communications Teams.

Education: Post-graduate diploma (1999) in Management of Competitive Enterprises, Universidad Tomas Alba Edison, El Salvador; Master's degree in Education (1976), Universidade Federal de Santa Maria, Brazil; and Bachelor's degree in Higher Educational Pedagogical Course/Qualification for the Teaching of English, Pontificia Universidade Católica do Rio Grande do Sul, Brazil.

Certifications and Trainings (a selection)

- UNESCO Senior Leadership Development Program (UNESCO HQs, 2020)
- Private Sector Engagement and Resource Mobilization (Brazil, 2020)
- Teamwork (UNESCO HQs, 2020)
- BSafe, United Nations Department of Safety and Security (2019)
- SMT: Online Learning Programme, United Nations Department of Safety and Security (2017); Advanced Security in the Field (Paris, 2017)
- Basic Security in the field (Paris, 2017); ICT Security Training (Paris, 2017)
- Human Rights-based Approach for Resident Coordinators and UN Country Teams (Panama, 2016)
- RBM, Project Programming and Financial Management (Montevideo, 2016)
- UNESCO Leadership Development Program (Paris, 2010); UNESCO Gender Equality and Gender Mainstreaming, Division for Gender Equality (Ha Noi, 2010)
- Results-Based Management Training for UNESCO
- Resident Coordinator Office (Ha Noi, 2010)
- UNCT Leadership and Coordination Skills Workshop

- UN System Staff College (Turin, 2008)
- UNDSS Safe and Secure Approach in Field Environments (SSAFE) (Peru, 2008)
- Technological Innovation, Process Reengineering, Quality Control, Strategic Benchmarking, and Information Systems Reliability (El Salvador, 1999).

Languages: Fluent in English, Spanish, Portuguese, and basic German.

International Experience: Latin America and the Caribbean (Aruba, Bahamas, Belize, Brazil, Colombia, Costa Rica, Cuba, Dominican Republic, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua, Panama, Paraguay, Peru, Uruguay), Central Asia (Tajikistan), Southeast Asia (Viet Nam), Middle East (Jordan) and Europe (Austria).

International/Bilateral Organizations for Development:

UNESCO, UNDP, PAHO/WHO, United Nations Latin American Institute for Crime Prevention and Treatment of the Offender (ILANUD), Inter-American Development Bank (IDB), the World Bank, Organization of American States (OAS), Progeco Italy S.r.l./IRZ-Stiftung (German Foundation for International Legal Cooperation), Spanish International Cooperation Agency, among others, and various USAID funded projects with International Foundation for Election Systems/IFES Democracy at Large, National Center for State Courts/DPK Consulting, Checchi and Co., Development Associates Inc., Management Sciences for Development (MSD), Center for the Administration of Justice/Florida International University (FIU), Sigma One Corporation, National Rural Electric Cooperative Association, Foundation for Cooperation with Government and Central American Institute for Business Administration.

Professional Experience

Current Activities:

Advisor on organization, HRM, client outreach, marketing and service quality assurance to GS Medical Care, private clinic, Orotina, Costa Rica (01/10/2021 – present).

Participation with speech on “Values and principles of Asian culture and its relevance in commercial relations” in Panel for Specialists and Presidential Candidates, organized by the Asia Pacific and Latin America Trade Promotion Center, Costa Rica (25/11/21).

Participation with inaugural conference on “New roads for education: a change in paradigms. Lessons learned from the pandemic” in the II International Congress on Humanities organized by the Metropolitan Municipality of Lima, the Association of Universities of Peru, the Ricardo Palma University in alliance with the Universidad Mayor de San Andrés, the National University of Cordoba, the Union of Latin American Universities and the United Nations Educational, Scientific and Cultural Organization. (UNESCO) (09/12,2021).

Preparing to participate in the International Forum El Salvador and Asia Pacific: shortening the way to international relations and business opportunities, organized by the Asia Pacific and Latin America Trade Promotion Center, with speech on “Values and principles of culture necessary to relations between El Salvador and Asia Pacific to be held on 31/03/2022.

Preparing to provide training course 2022 on “Cultural values and their incidence on international diplomatic and commercial relations”, organized by the Costa Rican Diplomatic Academy.

Posts held for UNESCO:

Director, UNESCO Regional Office for Culture for Latin America and the Caribbean based in Havana and UNESCO Representative to Cuba and Dominican Republic (03/16-01/21)

UNESCO main duties: Designed and implemented programs and relevant partnerships at the country/cluster/regional level and across regions (including South-South and North-South-South) in the areas of education, natural sciences, social and human sciences, culture, communications, and information. Represented UNESCO to Member States, regional and sub-regional groupings of Member States, donors and other counterparts and built effective partnerships and cooperation with national authorities, UN Country Teams (UNCTs), non-governmental organizations, the private sector, and other networks/partners; developed and maintained consultative and operational relations with national and regional governmental authorities, National Commissions, and other counterparts. Advocated for UNESCO’s mandates, priorities, and programs at the national, regional, and international level in all its fields of competence and for UNESCO-relevant goals and targets within Agenda 2030 (leaving no one behind) and prepared, implemented, and monitored Program Sector work plans in line with UNESCO strategies and policy frameworks, and with UNESCO’s RBB/RBM approach. Achieved experiences of intersectoral cooperation and of inclusive development and management of regional projects and partnerships. Ensured the integration of gender equality in programs and initiatives. Ensured effective, timely and analytical monitoring and reporting for regular program activities and extra budgetary projects, and analyzed and monitored risks at the office, program, and project level, and designed and implemented risk mitigation strategies. Designed and implemented

communication and outreach strategies and products and enhanced the physical and online media presence of the Organization. Provided direction to the Regional Office's Senior Management Team, developed and implemented the UNESCO Country Programming and the Regional Strategy and work plan for Culture for Latin America and the Caribbean 2016-2021. Effectively managed regular program, extra budgetary resources, and contracts in line with UNESCO's policies, procedures, internal controls, financial regulations, and delegated authority as well as in compliance with donor requirements.

Led 42 international and national staff members; most recently, as the Office transitioned into a teleworking modality, developed training and methodology for remote work and emotional well-being and stress management of office staff, especially for the most vulnerable, to ensure their safety, wellbeing, and productivity.

UNCT main duties: Represented UNESCO as an active member of the UNCT and the Security Management Team (SMT) in Cuba and Dominican Republic and supported the Common Country Analysis, preparation of situational analysis matrixes, development of the UN Delivering as One Road Map and the UN Cooperation Framework. In Cuba, led the participation in the Operations Management Team (OMT), the UN Emergency Technical Team (UNETE) Monitoring and Evaluation, and Food Security, coordinated the Results Group on Effective Governance and contributed to the Working Groups on Productive Transformations, Environmental Sustainability and Human Development with Equity; led the UN Interagency Gender Group in 2017 and the Interagency Communications Group in 2018, 2019 and 2020 and produced the Communications Strategy 2021-2024 and Work Plan; led the UN Communications Group for the Crisis on COVID-19 and produced the corresponding guidelines for the UN in Cuba; contributed to the joint Like-Minded Donor Group/UNCT Policy M&E Initiative. Adapted to the local context of the UNSG Campaign "Verified" that aims to debunk misinformation related to Covid and supported the social media campaign to celebrate UN's 75th Anniversary. In Dominican Republic, led the participation in interagency UN programming groups, including on Gender Equality, Youth, HIV/AIDS, and UN response to COVID-19 (particularly the Recovery Needs Assessment) and supported as a resource to the High-Level Governmental Commission for Agenda 2030 and the Partnership and Financing Network in the development of and support to a cohesive funding strategy for the implementation of the 2030 Agenda in the Dominican Republic. Worked on interagency programs, including with WHO on Traditional Medicine as intangible cultural heritage in biosphere reserves; with UNICEF on psychosocial recovery aimed at children and adolescents in emergency or disaster situations to build resilience and with UNDP on decentralization processes to strengthen local and territorial capacities for planning, development management and multilevel articulation and to reduce the negative impacts of the informational campaign to combat the proliferation of misinformation and disinformation surrounding COVID-19 and use of ethical artificial intelligence; with UNHabitat the development of Guideline for Sustainable Urban Development and City Planning in Latin America; with multi agencies, the design of initiatives for Caribbean Youth Network for Climate Change integrating it into the Global Ecological Network based in New York. With FAO, under the GEF 7 Programme, collaborated to integrate agricultural biodiversity to boost economic community development, under the Green Climate Fund Programme, collaborated to reduce the impact of large-scale fishing on fishing communities, and provided strategic support for sustainable food production in Cuba, financed by the EU.

Served as Resident Coordinator a.i. for UN Disaster Response following Hurricane Irma and as UN Resident Coordinator a.i. and Designated Official a.i.: 23 July-7 Aug. 2016, 28 Oct.-7 Nov. 2016, 4-12 Dec. 2016, 29 Dec. 2016-4 Jan. 2017, 8-18 June 2017, 9-16 July 2017, 31 July-20 Nov. 2017, 1-4 Dec. 2017, 14-21 Oct. 2018, 13-22 January 2018, 13-28 July 2018, 20 Dec. 2019-5 Jan. 2020, 13-16 March 2020. Served as Representative a.i. for the Food and Agricultural Organization (FAO): 23 June-1 July 2016, 4-7 Dec. 2016, 6-9 May 2019 and as Representative a.i., for UNICEF: 4-12 Dec. 2016 and 21 Dec. 2019-2 Jan. 2020.

UNESCO Sector programs and priorities (selection): Supported the implementation of the Cultural Action Plan of the Ministers of Culture of the Community of Latin American and Caribbean States. Designed and developed the joint European Union-funded, four-year program *Transcultura: Integrating Cuba, the Caribbean and the European Union through Culture and Creativity* to strengthen the skills and capacities of young cultural professionals and enhance opportunities for entrepreneurship, sustainable cultural tourism, and cultural exchange and cooperation. Led extensive consultations and negotiations to secure USD \$16.5 million in funding. Coordinated the implementation of the Inception Phase and the first year of the Transcultura Program which is structured around two complementary outcomes, both contributing to the overall objective of stronger cultural and socio-economic integration within the linguistically diverse Caribbean region and between the region and the European Union: i) capacity building to strengthen professionalization in the cultural and creative sectors through a training hub and the use of virtual training and ii) generating new opportunities for socioeconomic development, employment and cultural cooperation with a gender equality perspective.

Supported the Regional Center for the Safeguarding of the Intangible Heritage of Latin America (CRESPIAL) and the Regional Center for the Promotion of Books in Latin America and Caribbean (CERLALC), both UNESCO Centers, providing guidance on strategic planning and joint initiatives, as a member of the Administration Council of CRESPIAL and the Council and

Executive Committee of CERLALC. Organized International Jazz Day in Havana 2017, comprising educational activities, events, and concerts with the participation of over 30,000 Cuban young people who interacted with national and international artists and the global broadcast of the All-Star Concert to over 500,000 viewers around the world in 186 countries.

Designed and implemented the project Towards a Sustainable Community-based Tourism Strategy in the Valley of Viñales in Cuba, through which a Sustainable Community Tourism Strategy was developed with 100 local community members together with the Ministry of Tourism, the Ministry of Science, Technology and the Environment of Cuba, the Ministry of Agriculture, the Cuban Institute of Physical Planning, and the Spanish Agency for International Development Cooperation Technical Office. Led the preparation of a project with USD \$250,000 funding from the Spanish Agency for International Development Cooperation (AECID), which aims to strengthen accessibility in the Old Square of the Historic Centre of Old Havana and support persons with disabilities who visit the heritage site. Led the negotiation and preparation of a Cuban South-South Cooperation Initiative for the Colombian Peace Process, providing opportunities to demilitarized FARC rebels to attend medical education and training in Cuba, in addition to providing capacity building on peacebuilding and peacekeeping to ensure that beneficiaries develop the necessary skills and behaviours to reintegrate into society.

Strengthened the safeguarding of Intangible Cultural Heritage (ICH) through culture and education, to serve as a driver for sustainable development in the region through the collection, systematization, and dissemination of best practices for ICH education in 16 countries in the region and the development of the training tool Learning with Intangible Cultural Heritage for Sustainable Development: Guide for Educators in Latin America and the Caribbean. In the context of the current pandemic, worked on the preparation of the Education for All Preserving Health Programme of the Ministry of Education of the Dominican Republic and supported the government in the preparation of the program on Development of technological competences for the exercise of teaching in the new normality. Designed and implemented a sub-regional project to mainstream UNESCO Media and Information Literacy (MIL) into teacher training institution curricula in Cuba, the Dominican Republic and Aruba. Worked on training of community media, regulating open access to information, fake news management, promotion of access to and preservation of information and documentary heritage, developed skills in young people to create mobile applications for sustainable development and supported the preparation of a national norm on access to information and transparency of public administration, by which the country will achieve, partially, SDG 16.10.2. Promoted the establishment of the Youth Network on Climate Change Adaptation and Disaster Risk Reduction in the Caribbean, working together with the Management of Social Transformations Program (MOST), the Man and the Biosphere Program (MAB), the International Hydrological Program (IHP), the Intergovernmental Oceanographic Commission (IOC), the International Geoscience and Geoparks Program, UNESCO's Section for Small Islands and Indigenous Knowledge, the Youth and Sports Section (YSS) and the World Heritage Marine Program.

Head of Office and Representative to Viet Nam, UNESCO, Viet Nam (09/09-02/16)

UNESCO main duties: Represented UNESCO Director General and coordinated overall management of UNESCO Office; promoted UNESCO mandate and visibility among population and stakeholders. Mobilized funds. Managed Country Programming and the Memorandum of Understanding between UNESCO and the Government of Viet Nam. Executed UNESCO's role as Coordinating Agency for the Global Partnership for Education, assisting the Ministry of Education and Training to obtain relevant funding. Mobilized private sector funding, including a USD \$1 million Samsung-funded Education for Sustainable Development (ESD) project and a USD \$1 million Gender Equality and Girls' Education Initiative funded by CJ Corporation from South Korea, and coordinated the implementation of both projects.

UNCT main duties: Represented UNESCO in United Nations Country Team, Security Management Team, One Plan Fund Mobilization and Allocation Committee, Joint Programming Groups for Climate Change and Environment, Gender, Governance, HIV, Social Protection, Human Rights, Results Based Management, Viet Nam's Inter-Agency Working Group on Youth (WGY) and created a UN Culture Working Group. Was a member of the UN One Plan 2012-2016 Tripartite Working Group (Donor, Government and UN) and the One Plan Steering Committee. Chaired the UNCT Management Secretariat. Supported HACT/HPPMG implementation. Co-Chaired, with Ministry of Education and Training (MOET), the Education Sector Group and UN Education Program Coordinating Group; Supported UNCT in implementing UNGA Resolutions on Culture and Development. Promoted culturally appropriate programming across UN programs as part of the criteria for implementation. Organized UN Day celebrations for three years for 1,000 UN staff and family.

Supported FAO as Representative a.i. for six months in absence of Viet Nam Head of Office and was nominated as Designated Official ad interim (DO a.i.) for the UN in Viet Nam.

UNESCO Sector programs and priorities (selection): In Education, supported MOET to review and update the country's National Education for All Action Plan 2003-2015, for which Viet Nam received an implementation grant of USD \$84.6 million for the GPE Viet Nam New School Model (GPE-VNEN). Supported the implementation of the Education Development Strategic Plan (EDSP) 2011-2020 and secured funding from the UN in Viet Nam One Plan Fund to conduct the first education Joint Sector Review (JSR) in Viet Nam. Provided guidance and support to the National Steering

Committee on Building a Learning Society (NSC-BLS) on developing the national framework and action plan for its implementation. Supported the National Strategic Action Plan for Education on HIV/AIDS Prevention and raised awareness on healthy sexuality and lifestyles for more than 35,000 Vietnamese youth. Assisted MOET in the design of the Education for Sustainable Development Action Plan and the Action Plan for Education Sector Response to Climate Change; the 2015 Education For All Review; the organization of the yearly Global Action Week for Education; supported the ESD Initiative under MOET, UNESCO and Samsung partnership; assisted in school assessment and preparedness plan guidelines; and in the intersectoral coordination and Community Action Plans for Climate Change Adaptation and Mitigation and DRR. Designed and implemented gender-sensitive e-learning teacher training on biodiversity conservation, disaster risk reduction, and climate change adaptation and mitigation for all primary and secondary school teachers nationwide. Developed a Disaster Risk Preparedness Plan Toolkit for schools and communities to carry out participatory climate change and disaster preparedness in over 1,000 schools across Viet Nam. Strengthened Education Sector capacity through the development and implementation of trainings for all senior education officials and managers on strategic planning and results-based management, talent and resource management, participatory planning, organization development and disaster risk reduction and education in emergencies.

In Natural Sciences reopened the Natural Science Program at the Office; strengthened assessment and capacity building of Viet Nam's biosphere reserves and natural tourism management; supported the National Committee for the Decade of ESD and the National ESD Forum on implementation of the ESD Action Plan 2010-2014; strengthened capacities in flood forecasting; and established the Centre for Research and Training on Climate Change and Disaster Risk Reduction at the National Institute of Education Management.

In Gender coordinated support for Gender mainstreaming in media; enhanced the mainstreaming of gender equality in education by undertaking an analysis of primary school textbooks to identify gender bias and stereotypes and developing a gender equality-training program for education officials and teachers and teacher training modules to promote gender equality.

In Culture enhanced World Heritage Site management through the development of site Management Plans, Tourism Management Plans, and Disaster Risk Management Plans, using participatory methodology for community-led Public Use Planning. Supported the restoration of the My Son World Heritage Site and its reopening to the public after over 10 years and developed a Craft Village Tourism Structure with the Ministry of Industry and Trade, providing a comprehensive guide for the effective integration of traditional crafts, World Heritage Sites and the tourism economy and trained craft producers in design, packaging and markets, product development, and business management. Supported the drafting of the National Strategy for Development of Cultural Industries to reinforce Viet Nam as a major center and market leader for the cultural industries in Southeast Asia. Created a manual on the use of museums and heritage sites in primary and secondary education and guidelines on integrating intangible cultural heritage into curricula to strengthen the role of culture and heritage in education.

In Social and Human Sciences supported the First Southeast Asian Countries High-Level Forum on Management of Social Transformation and advocated for the creation of a management of social transformation liaison committee.

In Communications and Information: helped develop teacher media and information literacy curriculum promoting user-generated content; trained journalists to strengthen their capacities to effectively report on minority issues and produce media coverage in ethnic minority languages thereby expanding media outreach to remote areas and vulnerable populations. Developed Gender-Sensitive Indicators for media which were piloted and adopted by the Ministry of Information and Communication; promoted gender mainstreaming in media; trained media for reporting on culture and heritage, climate change, biodiversity, disaster preparedness and use of satellite data for evidence-based decision-making; supported the launching of the Media Rights Advisory Network and developed Guidelines for Peer Assistance for the Safety of Journalists and Guidelines for Open Educational Resources in Higher Education. Assisted the Viet Nam National Committee for Memory of the World Programme.

Head of Office and Representative to Peru, UNESCO, Peru (12/06-09/09):

UNESCO main duties: Represented the Director General of UNESCO and managed the UNESCO Office in Peru. Obtained funds from UNDP to strengthen capacity of UNESCO Office to implement the UN Development Assistance Framework. Revitalized work on Culture, Education, Science and Communications and Information sectors. Strengthened relations with national authorities, the Peruvian Commission for UNESCO and UNCT. Mobilized extra-budgetary resources for projects and activities aligned with national priorities. Supported education system reform towards decentralization.

UNCT main duties: Designated as Resident Coordinator (RC) a.i., UN System in Peru and Delegated Official (DO) for Security a.i. (18/11–19/11/07; 30/04–08/05/08; 18/10–21/10/08; 22/06–23/06/09). Chaired thematic group on Education. Provided assistance through UN Central Emergency Response Fund (CERF) after the 2007 earthquake. Prepared national/local education authorities to lead the emergency response and coordinated the construction of model school rooms. Led the UN and national team design and implementation of the MDG Spanish Fund Programme: Inclusive creative industries: an innovative tool for alleviating poverty in Peru.

UNESCO Sector programs and priorities (selection): Strategic areas of assistance included: creation of the Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America (CRESPIAL); safeguarding and return of cultural objects; Strengthening the Transmission of the Traditional Textile Knowledge of Taquile as a pre-Hispanic Andean culture; supporting heritage site conservation and education, including working with schoolteachers and students; literacy for rural areas; supporting the National System for Evaluation, Accreditation and Certification for Education Quality Assurance; supporting the Deans of Latin America and the Caribbean on integration of universities for the validation and homologation of titles and degrees; assisting the 2008 APEC Ministerial Meeting; implementing the National Sports School Games organized by the Peruvian Institute of Sports and the Ministry of Education; training in preparedness for disasters and coordination of training programme on preparation for tsunamis; developing a guideline on socioemotional support for primary and secondary school children and parents post-earthquake and other disasters; and providing technical assistance to biosphere reserves and biodiversity conservation and regeneration.

Fixed-term Positions and Assignments on Judicial Reform:

Team Leader, Progeco Italy S.r.l./IRZ-Stiftung, Hashemite Kingdom of Jordan (06/06-11/06): Led the Inception Phase activities of the European Commission funded project in support of the “Institutional Strengthening of the Ministry of Justice of the Hashemite Kingdom of Jordan”; designed technical assistance for the reorganization of the Ministry of Justice; strengthened operations of the Strategic Planning Directorate and assisted in the creation of an Office for Legal Affairs; designed technical assistance to the Heads of Directorates for capacity building of the Human Resources, International Relations, Public Relations, and Strategic Planning systems; strengthened judicial system and police work as set in the European Neighbourhood Policy and the National Plan for Political Development.

Team Leader/Long-Term Advisor/USAID-funded Justice Sector Reform Project, Peru (05/03-02/04): Provided technical assistance to the reorganization of the Public Defense Office; developed and implemented civil society provincial consultation methodology for National Accord for Justice; assisted policy development by Inter-institutional Commission on Anti-corruption Policy, Ethics and Transparency in Justice Sector through design of a Justice System reform plan; designed and implemented an inventory and case log reduction program for pre-trial detainee courts; supported creation of Commercial Courts to resolve commercial disputes.

Consultant for Project Design, World Bank/UNDP, Administration of Justice Programs, Peru (03/03-05/03): Supported preparation of Justice Services Modernization Project. Provided assistance in the coordination between the Judicial Branch Restructuring Commission (sub commissions on Criminal Justice, Civil Justice, Anticorruption and Ethics, Governance, and Court Management) and project design team for components on Decentralization, Court Administration, Human Resources, Access to Justice, Information Systems, and Communications; developed component for assistance to reform the National Council of Justice and the Human Resources Department; developed procedures for selection, appointment and evaluation of judges; designed proposal to reorganize the institution and ensure its role as a means of social auditing of the judicial branch and the Public Ministry.

Consultant to the National Council of Justice, International Foundation for Election Systems (IFES)/USAID, Peru (02/03): Aided judicial counsellors in implementing the personal interview as an evaluation procedure for the selection of new magistrates, judges, and prosecutors and reviewed the psychological evaluation methods.

Organizational Methodology and Technical Assistance Consultant, Justice Sector Assistance Program, National Center for State Courts/DPK Consulting/USAID, Honduras (05/00-12/02): Assisted in the design and implementation of the USD \$80 million Inter-institutional Plan for New Criminal Code; developed three proposals for Plan implementation that received funding: an IDB project for USD \$600,000 to equip courtrooms, an IDB judicial reform for USD \$10 million, and a UNDP project for monitoring and assessment of case tracking, pre-trial release measures, and alternative disposition of cases; designed organizational methods and procedures for the court system and for Judicial Branch administrative areas; designed instruments and assistance to courts in the registration of statistical data for caseload management; designed 5-year Mission/Vision/Policy Plan for the National Public Defense; assisted in the design and implementation of the new judicial centres and unification of jurisdictional court system organization; developed mechanisms to inform civil society on new judicial system services and procedures; helped reform Honduran Office of Administrative Probity on public ethics and public sector corruption, and assisted the Presidential Commission on State Modernization to transform this office into the new “Tribunal Superior de Cuentas” (Higher Accountability Court).

Consultant in Project Design and Evaluation, UNDP, Honduras (10/02): Designed project on electronic local government for “Alliance for the Information Society with Latin America (@LIS)” presented by Honduras, Nicaragua, Spain, France, and Portugal to the European Commission to enhance access to information, including justice sector.

Program Manager/Consultant, UNDP Project for Justice Sector Modernization and Rule of Law, Guatemala (01/99-04/00): Developed organizational and operations model and mediation services; a proposal for re-engineering and decentralization

of Judicial Branch's administrative services; designed innovative training initiative for Judicial Training School; coordinated participatory design of Judiciary restructuring led by Supreme Court; evaluated technical assistance provided by UNDP to the Justice Sector Coordination Entity, the Ministry of Interior and the National Police and Planning Department; coordinated a 200 member team during four months for the institutional planning and budgeting for the years 2000 and 2001 and assisted the Supreme Court magistrates in team building and long term planning.

Principal Technical Advisor/Regional Coordinator, Judicial Continuing Training Project UNDP/Spanish Fund, Central America (01/97-12/98): Managed the regional program for Central American countries; enhanced judicial sector capacity to apply due process, diligence and transparency; strengthened country team capacity through assessment and training for national project administration; assisted in project management and implementation for Judicial School Directors, and coordinated the curriculum design for training programs for the civil, criminal, mercantile and labor courts; coordinated with Supreme Courts, UNDP Representations, Spanish Embassies and Spanish Cooperation Offices; coordinated the design, production, implementation, and evaluation of 270 different three-day courses for 7,371 trainees.

Project Design and Evaluation Consultant, UN Latin American Institute for Crime Prevention and Treatment of Offender Training Unit, Costa Rica (06/97-5/98): Strengthened rule of law and rights-based legal reform; designed project on technical assistance to the Justice Training Institute of the Ministry of National Security and Justice of Jamaica, including logical framework and budget; supported design of the bilateral USAID Administration of Justice Development Project in Guatemala; designed a World Bank-funded Judicial Institute Development Plan for Bolivia; supported Regional Centre for Development and Judicial Cooperation in Central America for control of drug production, illegal drug trafficking, money laundering and connected crimes funded by CCP/PNUFID/CICAD-OAS; strengthened community police, juvenile justice and alternative dispositions to prison in Brazil.

Institutional Strengthening and Modernization Consultant, Judicial Reform Project, Inter-American Development Bank/Government of El Salvador (12/96-12/98): Prepared project logical framework for a USD \$27 million program for judicial reform and assisted monitoring; supported the reorganization of the Institute for the Protection of Minors (ISPM) and coordinated the creation of an Institutional Planning and Development Division within the ISPM.

Justice Training Specialist/Training Component Coordinator, Judicial Reform II Project, Checchi and Co./USAID, El Salvador (01/96-12/96): Designed and implemented capacity building for the Judicial School of El Salvador, for public defenders, prosecutors and judges (criminal, family and juvenile), secretaries and other judicial collaborators and multidisciplinary support teams (psychologists, social workers and others); evaluated performance of trained judicial personnel in the application of oral procedures and techniques in actual trials; provided methodological and content support for courses on constitutional law, crime and criminal procedure, juvenile justice, family law, justice and gender, alternative dispute resolution, mediation, court administration, introductory courses for criminal and family judges and prosecutors and training of trainers; completed 162 training events for 4,198 participants over a six-month period; evaluated overall impact of training activities; advised policy making of Justice Sector Coordinating Committee with production of a 5-year Justice Sector Development Plan.

Court Administration and Training Consultant, Development Associates Inc./USAID, Panama (10/92-11/92): Designed and coordinated a court administration training program for municipal judges of criminal, circuit, and juvenile courts, public defenders, prosecutors, and other judicial sector personnel, based on new court organization models.

Judicial Organization and Training Specialist, United Nations Development Programme (UNDP), Uruguay (05/92-10/92): Advised the development and operation of the Center for Judicial Studies; carried out a training needs assessment and designed a training plan for prosecutors and judges.

Judicial Organization and Human Resources Specialist, Management Sciences for Development (MSD)/USAID, Panama (09/91-06/92): Coordinated project activities involving human resources administration: recruitment and selection, performance evaluation, job description and classification and organizational structure of the Public Ministry and Judicial Branch Human Resources Departments.

Judicial Training Specialist, Judicial Reform I Project, Checchi and Co. Consulting/USAID, El Salvador (02/91-04/91): Conducted a training needs assessment and designed a training program for the Public Defender's and Attorney General's Offices; designed a database for judicial personnel.

Judicial Training Specialist, Regional Administration of Justice Project, Checchi and Co. Consulting/USAID Paraguay (12/90-08/91): Conducted a feasibility study, designed a proposal for a Judicial School for Paraguay, and evaluated training needs.

Project Management Trainer, Center for the Administration of Justice/Florida International University (FIU), Panama (07/90-07/91): Designed a continuing education system for the Judicial School, developed a training needs assessment and a training plan for judges and prosecutors.

Judicial Organization and Training Consultant, UN Latin American Institute for Crime Prevention and Treatment of the Offender, Costa Rica (04/88-08/88): Designed proposal for Latin American training system in Administration of Justice.

Fixed-term Positions and Assignments on Institutional Reform:

Emerging Markets Management Consultant, BearingPoint Ltd., Vienna (09/06-11/06): Provided assistance for an organizational analysis and redesign of the Organization of Petroleum Exporting Countries (OPEC) Secretariat, including talent management, performance management and compensation based on Performance Management Study; conducted a review of OPEC's vision and strategic objectives; assisted in Blueprint Development for OPEC's redesigned high-level organizational structure and governance model alternatives.

Institutional Reform Consultant, Ministry of Public Infrastructure and Transportation, Costa Rica (09/95-12/95): Assisted in institutional transformation process; provided training on organizational procedure analysis; revised the procurement process; supported Ministry personnel in the implementation of reforms.

Institutional Reform and Training Specialist, Sigma One Corporation/USAID, Costa Rica (06/95-09/95): Supported the Ministry for Public Reform Program through a three-month training program for 80 government officials on re-engineering, strategic planning, decision-making, negotiation, process analysis and institutional evaluation.

Project Coordinator, National Rural Electric Cooperative Association/USAID, Costa Rica (10/93-10/95): Supported the National Public Utilities Regulatory Authority to facilitate accountability and private sector investment through institutional strengthening and improved HR practices, including staff negotiations and union-management relations; designed public consultation systems in tariff regulation and quality control; led the transformation and institutional strengthening process of Servicio Nacional de Electricidad in coordination with the National Regulatory Research Institute and the Public Utilities Commission of Ohio; prepared project for multilateral investment fund through Inter-American Development Bank (IDB); led change management process and conducted personnel training to facilitate institutional reforms.

Management Organization and Training Consultant, Pan American Health Organization (PAHO/WHO), Nicaragua (05/93-08/93): Strengthened the Advanced Management Training Program for the School of Public Health, jointly run by the National University of Nicaragua and the Ministry of Health, through a renovated structure and curriculum.

Health Reform and Training Specialist, World Bank, Costa Rica (08/92-12/92): Assisted in the design of organizational models for health services; implemented a training needs assessment and plan for health sector personnel responsible for implementing the new health services model.

Institutional Development Specialist, Inter-American Development Bank (IDB), Costa Rica (06/92-07/92): Assisted the preparation of the IDB-funded Health Sector Reform and Ministry of Health Reorganization Project for USD \$30 million.

Advisor to the Minister of Planning and Economic Policy, Foundation for Cooperation with Government/USAID, Costa Rica (01/92-05/94): Produced proposals for restructuring public sector institutions and for soliciting funds from international agencies, including the World Bank and IDB; designed reform methodology and procedures and led change management training; supported preventive health systems reform in coordination with unions and political parties.

Project Technical Advisor, Institutional Strengthening and Reform (UNDP), Costa Rica (05/90-12/91): Assisted state bureaucracies in improving accountability, autonomy and technical capacity through the organization of the Presidential Authority for Public Sector Reform; supported institutional administrative reform commissions; advised the Minister of State Reform on participatory and change management methodology; reviewed and prepared reform law and carried out training on institutional reorganization; coordinated technical and financial assistance from World Bank, Pan American Health Organization and a grant from the Government of Japan, and developed health and water sector participatory restructuring strategy.

Technical Assistance Consultant for Central America and Panama, PAHO/World Health Organization, Costa Rica (09/88-03/89): Assisted the development and transfer of educational technology to Central American health personnel; designed and implemented health management training courses; designed occupational profiles for the Social Security Agencies and Ministries of Health; supported the preparation of an IDB-funded project on decentralization and system strengthening; advised the National Health Human Resources Commission in Honduras.

Fixed-term Positions and Assignments on Elections, Education and Training:

Chief of Party, IFES Democracy at Large/USAID, Tajikistan (03/04-06/06): Responsible for general management of office and programs: representing IFES, coordinating with IFES Central Asian Republics offices in Kazakhstan and Kyrgyzstan, designing work plans, supervising staff, fundraising, and administering funds; donor funding coordination from UNTOP, U.S. Department of State, OSCE, British Embassy, and USAID for 2005 parliamentary election assistance. Promoted

understanding of citizens' rights, responsibilities, and democratic values, especially rights of young women and girls; supported local NGOs in developing programs in democracy. Supported political party development, election organization campaigns, Central Commission of Elections and Referenda good governance, polling station personnel and local observer training and regulations, checklist, and manual preparation for local election observers; implemented voter education programs; elections assistance including training polling station personnel; OSCE observer in the Parliamentary Elections of Kazakhstan and Tajikistan. Training of women leaders and politicians.

Project Management Trainer, Central American Institute for Business Administration (Instituto Centroamericano de Administración de Empresas - INCAE), Guatemala (05/90-12/91): Supported training of project administration team for the USAID-funded Primary Education Project (BEST).

Program Coordinator, Smith, Kline and French, Central America (06/89-06/90): Supported improved sanitation and health education by coordinating the Central American Sanitary Education and Intestinal Helminthiasis Control Program with Central American-operating NGOs and an international committee of scientific experts, including WHO and Center for Disease Control (CDC/Atlanta).

Distance Teaching Specialist, Organization of American States (OAS), Brazil (04/89-06/89): Facilitated access to education through Open/Distance Education Management; designed a national distance training program for the University of Brasilia and Ministry of Education; designed a postgraduate program on Open and Distance Education.

Member of Board of Directors, Coordinator of Management Committee, Project Design Coordinator, Grupo PROE (Pro-Education), Costa Rica and Panama (01/88-11/93): Conducted and supervised administrative and financial institutional development; prepared institutional policy and development plans, carried out feasibility studies, and guided human resources administration strategies; designed graduate and postgraduate programs in ecotourism, business administration, accounting, computer sciences and industrial engineering; designed an in-service training program for the Human Resources Training Institute of Panama; supported institutional strengthening of the University in Panama.

Technical Assistance and Training Consultant, Organization of American States (OAS), Commonwealth of the Bahamas (02/86-04/86): Designed and supported the operation, norms, and procedures of a distance training program for the Ministry of Education teacher and education managers; trained personnel on production of e-learning material, use of multimedia technologies and course evaluation.

Sub-regional Technical Advisor for Health Training Program/PAHO/WHO, Central America and Panama (08/85-01/86; 05/86-04/88; 09/88-03/89): Strengthened local health systems decentralization and management to implement the Health Priority Plan for Central America and Panama; supported Costa Rican Social Security Institute and Ministry of Health services reorganization and the design and operation of a training and health care model for Costa Rica; conducted a training needs assessment on health management in Belize; assisted in the organization and development of a continuing education system for health sector personnel in Panama; designed a distance education system for the Ministry of Health in Costa Rica; and supported distance education for health personnel and community leaders in Guatemala.

Distance Teaching Organization Specialist, UNDP/UNESCO, Colombia (01/85-06/85): Strengthened capacity of educational policy managers in 53 universities to develop distance training strategies and programs for rural populations in armed conflict; designed and evaluated university distance education teaching programs and supported design for implementation of a higher education National Distance Training Program.

Head, Curriculum Planning Office, Distance Teaching University (UNED), Costa Rica (05/79-07/85): Consolidated distance teaching methods and curriculum to facilitate access to in-service training for marginalized and rural populations. Defined curriculum planning procedures and methods and trained curriculum planning personnel; designed the curriculum for university programs, including ecotourism, business administration, agriculture, rural teaching, management of cooperatives, nursing, and others. Provided technical advice on enhancing and expanding distance education services; produced a guideline to support distance learning students to build skills for self-learning and self-motivation.

Honors and Awards:

- Honorary Citizenship of Ha Noi, Ha Noi People's Committee, Viet Nam (2015)
- Medal for Peace and Friendship Among Nations, Viet Nam Union of Friendship Organizations, Viet Nam (2015)
- Insignia of Honor for Peace and Friendship among Peoples, Viet Nam Union of Friendship Organizations, Viet Nam (2014)
- Doctorate Honoris Causa, Universidad Nacional Mayor de San Marcos, Perú (2012)
- Doctorate Honoris Causa, Universidad Nacional de Educación Enrique Guzmán y Valle, Perú (2009)
- Honorary Diploma, Ministry of Education, Peru (2009)
- Institutional Recognition for Contributions to Education and Culture, National Assembly of Rectors and Deans, Peru (2009)

- Certificate of Recognition, Faculty of Education of Universidad Inca Garcilaso de la Vega, Peru (2009)
- Honorary Professor of Journalism, Universidad Jaime Bausate y Meza, Peru (2008)

Publications:

- *Learning and Sharing for Sustainable Development: Biosphere Reserves*, Vietnam Today, Magazine, Ministry of Culture, Sports and Tourism, Vietnam National Administration of Tourism, 2012.
- *UNESCO and Vietnam: Productive and Fruitful Relationship*, Vietnam Business Forum, Chamber of Commerce and Industry, p. 14, Ha Noi, 2011.
- *Geotourism: a great start in Vietnam*, Vietnam Today, Ministry of Culture Sports and Tourism, Vietnam National Administration of Tourism, p.4, 2011.
- *Honduras Plans for the Implementation of its New Criminal Code*, Revista de Justicia Penal, Nº1, Vol.1, Unidad Técnica de Reforma Penal del Poder Judicial, 2001.
- *The Regional Continuing Justice Training Project: Gobernabilidad Democrática en América Central*, Mata, José de la and Muller, Katherine, UNDP/Agencia Española de Cooperación Internacional/Consejo General del Poder Judicial, Madrid, 2000.
- *Training models... is it necessary to evaluate their impact?*, Andean Jurists Commission/United Nations, Alto Comisionado para los Derechos Humanos, Canadian Agency for International Development and Consejo Superior de la Judicatura de Colombia, Lima, 1999.
- *Judicial Training: more of the same or do we change paradigms?* UNDP, Justice Regional Bureau for Latin America and the Caribbean, New York, 1998.
- *Distance Education as an Option for Health Personnel in Continuing Education Processes*, Education and Health Magazine, PAHO, Wash. D.C., 1987.
- *Systematizing Distance Education and Academic Planning*, Distance Education Methodology Workshop Memorial Magazine, UNICEF, Guatemala, 1987.
- *Knowledge of Distance Education*, Programa de Adiestramiento en Salud de Centroamérica y Panamá (PASCAP)/PAHO, San José, 1986.
- *Distance Teaching and Learning Process*, Universidad Estatal a Distancia, San José, 1986.
- *The Teaching - Learning System at the Distance Teaching University*, Editorial de la Universidad Estatal a Distancia, Costa Rica, 1986.
- *Distance Education; an alternative in the development of health personnel?* Central American Health Training Program Bulletin, Volume III, N4, PAHO/WHO, San José, Oct. 1984.
- *Guideline for Curriculum Planning and Evaluation, Vols. I and II*, UNDP/UNESCO, Bogotá, 1984.
- *UNED'S Experience in Distance Education*, EUNED, San José, 1984.
- *Curriculum Planning Manual*, Distance Teaching University, EUNED, Costa Rica, 1982; and
- *Centralized Curriculum Planning*, Educational Technology Magazine, N 3, Vol. 7, OAS, Chile, 1981.

References:

- Juan Garay, Head of Cooperation, Delegation of the European Union to Cuba, La Habana, Cuba, Juan.GARAY@eeas.europa.eu
- Obando-Sancho, Jorge, Coordinator in US for JAOS International, Lawyer at PenalCorp Abogados, former UNDP Senior Regional Adviser RBLAC, former Global Senior Adviser BDP, former Supervisor in Checchi and Co. Consulting/USAID /Judicial Reform Project in El Salvador; South Media, Pennsylvania, USA; lic.jaobando@hotmail.com
- Tirza Rivera-Cira, former Director of Programs and former supervisor at the Center for Administration of Justice/Florida International University/USAID; Barrington, Rhode Island, USA; cirarivera@yahoo.com
- Jorge Chediek, Retired 2021 from United Nations Office for South-South Cooperation, former Director and Envoy of the Secretary-General on South-South Cooperation, New York, USA and former Resident Coordinator and UNDP Representative in Peru and in Brazil; jlchediek@yahoo.com
- Jose de la Mata Amaya, Magistrate of the Investigating Court No. 5 of the National Court of Spain, former supervisor in Central American UNDP/Spain Project; Madrid, Spain; dlmataj@gmail.com
- Anthony Bowyer, Senior Program Manager, Caucasus and Central Asia, IFES Democracy at Large, former Supervisor in IFES Tajikistan; Washington, D.C., USA; abowyer@ifes.org