

November 2013

	منظمة الأغذية والزراعة للأمم المتحدة	联合国 粮食及 农业组织	Food and Agriculture Organization of the United Nations	Organisation des Nations Unies pour l'alimentation et l'agriculture	Продовольственная и сельскохозяйственная организация Объединенных Наций	Organización de las Naciones Unidas para la Alimentación y la Agricultura
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## COUNCIL

### Hundred and Forty-eighth Session

Rome, 2-6 December 2013

### Arrangements for an Independent Review of Governance Reforms

### Addendum

#### Curriculum Vitae of Nadia Hijab: Selected Assignments

Director, Development Analysis and Communication Services (DACS)

International Consultant on Evaluation; Policy Analysis; UN Institutional Reform; Gender.

Clients include: UNDP, UN Women, FAO, IFAD, UNICEF, OHCHR, ILO, the World Bank, Columbia University, OECD.

#### Evaluation

Extensive experience in evaluations and programme reviews in diverse country and regional conditions, with proven capacity to analyse and synthesise findings from document reviews, interviews, surveys, and other tools. A selection of key assignments is listed below:

- Evaluation of a wide-ranging ILO women and work programme in the occupied Palestinian territory (Nov 2011-May 2012);
- Team Specialist, Evaluation of UNDP Maldives Country Programme, July–Nov 2009;
- Team leader of the evaluation of the Office of the High Commissioner for Human Rights' Mainstreaming of Human Rights within the UN at the Country Level (November 2007 – March 2008). The team conducted an extensive desk review, surveyed OHCHR staff in Geneva and worldwide, and visited five offices: Guatemala, Lebanon, Ukraine, Sierra Leone, and Colombia.
- Review of Palestinian Legislative Council Reform Programme, team member, UNDP Aug 2005.
- Team leader for in-depth rights-based reviews of UNDP country programmes in each of Armenia (2006), Brazil (2005), Philippines (2004), and Bosnia (2003) as well as team member for the rights-based review in Indonesia (2005)
- Co-management of the evaluation of the African network to avert maternal death and disability, partners in the global Averting Maternal Death and Disability Programme, Heilbrunn Center,

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Mailman School of Public Health, Columbia University (2000 – 2004), travelling to Ghana, Benin and Kenya.

- Team leader, evaluation of UNDP global poverty programmes (2000).

### **UN Institutional Reform**

Extensive experience in conducting overarching as well as focused institutional reform initiatives within the UN, as UNDP senior staff member. A selection of key assignments is listed below:

- Policy Bureau, UNDP, advisor for “operationalizing” human development, including support to countries for capacity development on human development, including: Bolivia, Guyana, Uruguay, Fiji, Pakistan, Egypt, Jordan, Mauritania (1992-96);
- Member of the 6-person core team responsible for leading the reform of UNDP’s services, systems, structures, processes, and values (1996-97). As part of the follow-up to this process, author of the *2001 Change Resource Guide* as well as a *Case Study of UNDP Brazil*, a country office that had overhauled its systems and structures to become a valued independent development advisor to the government at the highest levels.
- Actively supported the introduction of human rights and the human rights based approach in the programmes and operations of UNDP. This included: issues paper and workshop for the Human Rights Strengthening Programme of UNDP and OHCHR (2005); a methodology to integrate human rights in UNDP programmes (2002-2003); and a background paper, "Human Rights and Development: Learning from those Who Act," for the 2000 UNDP Human Development Report.

### **Policy Analysis**

Extensive experience in conducting strategic analyses, at the regional level as well as at the country programme level. A selection of key assignments is listed below:

- Analysis of the impact of the fast-moving Arab uprisings on Arab women’s economic and other human rights for ILO to inform its work Feb – July 2013;
- Lead consultant on a regional strategy for UN Women Arab States in the wake of the Arab uprisings, drawing on their existing work as well as on a reading of changes in the region (July - Oct 2011);
- Advice on country strategy for UNIFEM Iraq (Dec 2010 – Jan 2011).
- Co-author of a study on legal impediments to women’s economic rights in MEDA region, British Council (Jun-Aug, 2008) and development of all strategy papers for the final conference covering legal as well as institutional strategies (Sept – Nov 2008);
- Comprehensive situation analyses to support the development of UNICEF’s Iraq country programmes in 2001 and 2002, at a time of serious crisis in the country due to sanctions, and elaborated a human rights-based methodology for analysis to underpin programme development;
- Lead author, regional report on Arab children, UNICEF (2003);
- Synthesis of Latin America and Caribbean five-year strategy (2000).
- Lead author, background paper on Yemen programme for *Poverty Report* (1999).

### **Gender Advisor**

Since 1988, conducted several analyses on gender and advised UN organizations on how to mainstream gender within their operations. A selection of key assignments is listed below:

- Author of a major regional report as well as country briefs on Arab women for UN Women (June – Nov 2011);
- Gender audit for UNDP Bahrain (Feb – March 2010), advising on entry points in programmes and operations as well as in institutional structures;
- Advisor for engendering the approach and materials of the UNDP Democratic Governance Group, Bureau for Development Policy in their different areas of focus, e.g. governance, electoral processes, ICT, human rights (July-Dec 2005; Jan-Sept 2006);

- Comprehensive study of the laws impeding Arab women's economic opportunity for the World Bank in 2001, applying a human rights framework of analysis;
- Consultant to the British Council on a workshop, gender and marketing in the Mediterranean (Mar-Apr 2008);
- Consultant to Development Training Services on the gender aspects of Jordan tax policy reform (2006);
- Team leader, review of projects on freedom, knowledge, women's rights in Yemen, Lebanon, Jordan, Sept 2005;
- Lead author on a report on gender mainstreaming at UNDP (2003). The findings captured the attention of the organization's Governing Council and led one member country to set up a USD\$5 million fund to support UNDP's gender mainstreaming efforts;
- Author of a synthesis paper on gender and citizenship for UNDP Arab States (2002);
- Author of *Womanpower: The Arab debate on women at work*, commissioned by Cambridge University Press and published in 1988.

Full CV available upon request.

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**Nationality:** Original nationality Jordan; current nationality United Kingdom, United States.

**Languages** English, excellent; Arabic, mother tongue; French, good working knowledge.

**Curriculum Vitae of: Maxine Estelle Olson**  
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**Land Line: 914 432 5821, Cell 914 329 1932**  
[maxineols@gmail.com](mailto:maxineols@gmail.com)

### **Professional Experience**

July 2013 – Present: Team Member, FAO Evaluation of the Decentralized Offices in Asia and the Pacific

- Serving as Institutions Expert, with responsibility for evaluation aspects for FAO institutional organization within the region, communications and advocacy, partnerships development, UN inter-agency collaboration, and programme analysis.
- Conducted in-country investigation of the decentralized offices.
- Contributing to group analysis of findings, recommendation formulation and report production.

October 2012 – May 2013: Team Leader, FAO Evaluation of the Decentralized Offices in Africa

- With a Co-Team Leader, led a five person team through extensive thematic evaluation of FAOs decentralization process from 2005 through 2012.
- Responsible for conceptual framework for evaluation, leading group analysis of findings and formulation of recommendations, and acted as lead author of the report.
- Presented findings to FAO's internal and external stakeholders

September 2009 – January 2010: Senior Adviser, Environment and Energy Group (EEG), Bureau for Development Policy, UNDP

- Team leader for preparations of advocacy and programme materials for Copenhagen Conference on Climate Change.
- Climate Change programme preparation for resource mobilization.
- Restructuring adviser to improve effectiveness of EEG support to programme countries.

February-June 2009: Acting Director, Regional Bureau for Asia and the Pacific (RBAP), UNDP

- Concurrently with position immediately below, provided off site Bureau management, particularly with regard to critical personnel issues and Bureau positions regarding Agency policy.

September 2003 – December 2008: UN Resident Co-ordinator/UNDP Resident Representative to India, India.

- Co-ordination of the United Nations Country team in India, comprising 23 different UN entities, including programmatic and administrative coherence.
- Leadership of the United Nations Development Programme in India, with an annual delivery of USD\$35 million and staff of over 100 persons. Programme areas: poverty reduction, social empowerment, governance, gender, disaster preparedness and management, HIV/AIDS, energy and environment.
- Principle representative and spokesperson for the UN in India.
- Disaster Management Team Chair.
- Designated Official for Security of UN Staff.

July 2001- September 2003: UN Resident Co-ordinator/UNDP Resident Representative to Malaysia, Singapore, Brunei Darussalam, Malaysia

- Same functions as above.

- Programme areas: Millenium Development Goal analysis, governance, strategic planning in education, energy and environment.

June 1998 -July 2001: Asia and Pacific Country Operations Division Chief, Regional Bureau for Asia and the Pacific, UNDP

- Oversee the work of RBAP for the 25 Asian and Pacific Country Offices, and represent CO interests in UNDP/New York, including regular country visits
- Formulating and installing an oversight framework based on results-based management and ex-post assessment in a decentralized accountability structure

1995-1998: Deputy Director, United Nations Development Fund for Women (UNIFEM), New York

- Redesigned programme management and financial processes.
- Responsible for daily management of USD\$20 million annual programme for political and economic empowerment of women.
- Resource mobilization among government and Foundation/NGO partners.
- Focal point for liaison with other UN agencies.

1991-1995: Chief of Programme Operations and subsequently Deputy Director, United Nations Office to Combat Desertification and Drought (UNSO), New York

- Guided operations activities for dryland management in African developing countries (USD\$35 million annual programme).
- Conceived and negotiated restructuring plan for organization at time of moving to a global mandate
- Promoted activities in environmental information systems as a tool for environment management
- Developed and implemented programme to promote pastoral systems as effective risk reduction strategy in dry lands

1988-1991: Resident Representative/Resident Co-ordinator, Maldives

- Functions same as above for India and Malaysia
- Programme focus: Human resource development, public administration, urban planning, environment.
- As Representative of the UN Population Fund, successfully advocated with President of country for more liberal policy for child spacing

1985-1988: Assistant Resident Representative, UNDP, Bangladesh

- Oversaw formulation and managed UNDP-funded programmes in employment, micro credit, public administration, education and health (USD\$7 million annual expenditure)
- Managed UNHCR assistance programme within country

1979-1985: Programme Officer, United Nations Sudano-Sahelian Office, UNDP, New York

- Developed and managed programme of desertification-control activities in East Africa (Ethiopia, Sudan, Somalia, Kenya)
- Built relationships with European donors for resource mobilization and partnership-building

1972-1977: Research Associate, University of Michigan, Pa Mong Resettlement Project. Ann Arbor, Michigan and Vientiane, Laos.

- US Liaison and subsequently head, Lao-based research team for field research programme in Thailand/Laos to investigate social and economic feasibility of resettling the population in projected reservoir area of mainstream Mekong dam.

**EDUCATION**

PhD Agricultural Geography, University of Michigan, 1979. *Dissertation: Flight, Settlement and Adjustment: Refugee Experience in Laos and Other Developing Countries*

MA, Geography, University of Michigan, 1974. Thesis: Drought and Land Tenure in Northeastern Brazil: The Impact of Drought Adjustment Techniques on Farm Size and the Implications of These Techniques for Agrarian Reform

BA (Honors), Social Work, University of Wisconsin, 1970