

ASSOCIATES FOR GLOBAL CHANGE

Andrew C. Gilboy

Senior Partner

Background Summary

Mr. Gilboy is a performance improvement and international development specialist with 40 years of professional experience primarily in Africa. In recent years he extended his development focus to conducting performance appraisals and supervision missions to ensure that the social issues surrounding extractive activities in Africa (such as community relations, stakeholder engagement, local recruitment and procurement, HIV/AIDS & malaria and community development) are appropriately addressed. He has undertaken appraisal, supervision and management review and performance improvement/training missions for USAID field offices and extractive industries. He has led evaluations of community-based interventions, conducted performance assessments and implemented capacity-building programs for NGOs and public-sector institutions throughout Africa. An experienced trainer and facilitator in both English and French, Mr. Gilboy also designs and conducts workshops on various management topics for African professionals. He has worked throughout North and Sub-Saharan Africa, and in the Middle East, for multinational companies, local and international NGOs and donors such as USAID, U.S. Trade & Development Agency, the World Bank and UNDP.

Professional Experience

6/96 - Senior Partner, Associates for Global Change (AGChange)

present AGChange is a consulting partnership dedicated to providing policy analysis, technical assistance in developmental and social programming, training and research support to extractive industries, international development agencies, multi-national corporations, foundations, governments, associations and non-profits. As a Senior Partner, Mr. Gilboy has coordinated multifaceted field teams, conducted project appraisals, evaluations and performance reviews, drafted Scopes of Work, and managed financial matters for the firm. He has completed over 40 short-term missions to Africa since 1996.

Selected Short-Term Assignments

11/08 - Evaluation, African Education Initiative (USAID)

present Member of multi-disciplinary team undertaking a large, Africa-wide evaluation of an 8-year, \$600 million effort to improve basic education in sub-Sahara Africa. The evaluation will conduct in-school surveys in 600 schools in 6 African countries to gather data on student classroom behavior and teacher skills. The final evaluation is to be presented to Congress in June 2009.

- 7/08** **Management & Performance Review (Freeport McMoRan.)**
11/08 Conducted a review (in French) of the needs and objectives of the Social Programs Team at the Tenke Fugurume Mine in Katanga (DRC) in preparation for start-up operations in 2009 of one of the world's largest copper/cobalt mines. Assessed performance goals, identified gaps and provided training and management solutions to rapidly expand the capacity of TFM's Community Liaison Office to fulfill the company's social commitments. Collaborated closely with an information systems designer to improve and refine the database used to monitor resettlement and damage compensation to community residents impacted by the project.
- 8/08** **Performance Appraisal/Assessment and Planning, LIBAMM Project (Liberia)**
Conducted a performance review and developed a revised management Work Plan for the Liberian Improved Budget, Assets, and Mining Management (LIBAMM) project. The activity (funded by USAID and the World Bank) assists the Ministry of Mines, Lands and Energy, and two other key government agencies, in developing a new mining law, and revised policies and regulations, that pertain to both exploration and mining in Liberia. The project, in its third year, has resulted in critical reforms in the legal and regulatory environment that have led to greater transparency and accountability in the tendering and licensing processes for extractive industries interested in Liberia's vast iron ore and other mineral resources.
- 5/07** **Social Assessment/Coordination: Wastewater Feasibility Study (Senegal)**
present In charge of the social components, financial analysis and project coordination for a feasibility study for a wastewater treatment plant in a Dakar neighborhood. Study led by a New York engineering firm (Hazen & Sawyer) with no Africa experience working with technical support from Senegalese firms and consultants that we identified and coordinated. Six-month study funded by the U.S. Trade & Development Agency through the Senegalese National Water Office.
- 8/06** **Sustainable Community Development Support (Xstrata/Kabanga Nickel Co.)**
12/07 Provided continuous assistance to the technical team coordinating the Pre-feasibility Study (PFS) deliverables to the Kabanga Nickel Mine to ensure development of on-going community development activities during the study phase. Also provided management support to the exploration site in community relations, communications strategies, HIV/AIDS & TB strategies, malaria programs and local procurement and recruitment approaches.
- 8/03** **Ensuring Sustainable and Socially-Responsible Mining (Newmont Ghana Gold)**
2/07 Working with a mining multinational, coordinated the analysis and edited a major review of the health, economic, political, social, legal, environmental and security risks in connection with a major investment made in Ghana. Once the mines were

- underway, continued to provide regular assistance to ensure the company's operations in Ghana exceed international and corporate standards in regards to corporate social responsibility. Assisted in designing and conducting periodic senior staff training activities.
- 4/06 Kabanga Team Strategic Planning Workshop, Falconbridge Mining Corp.**
Designed and conducted a 2-day retreat/workshop for the entire Kabanga Nickel Project team (both Tanzania and Canada-based) in Toronto to clarify the Roles and Responsibilities of team members and set viable work objectives for 9 months.
- 9/05-6/06 Management Support to Kabanga Nickel/Falconbridge Mining Corp**
Drafted TORs, backstopped AGC Senior Associate Richard Everett and interfaced with client on services provided to the Scoping Studies Phase I and II.
- 2/06- Management Training & Evaluation, Middle School Project/Senegal**
Designed and conducted a 2-day workshop in French for 32 Senegalese educational specialists for the Middle School Support Project (PAEM)
- 9/05-10/05 Economic Growth Strategic Objective Team Strengthening, USAID/Ghana**
Drawing on Performance Improvement methodology, conducted in-depth individual interviews and designed a 3-day team retreat to obtain consensus and build shared understanding of the work to be performed.
- 5/05-7/06 Education & Health Strategic Objective Team Strengthening, USAID/Nigeria**
Performance trainer and organizational development consultant to assist in reviewing and realigning team Roles and Responsibilities
- 8/04-7/06 HIV/AIDS Strategic Objective Team Strengthening, USAID/Nigeria**
Performance trainer and organizational development consultant to assist in realigning team Roles and Responsibilities
- 10/04-1/05 Assessment of Long-Term Training Needs of West African Institutions (USAID)**
Coordinator for an assessment sponsored by USAID's Bureau for Economic Growth and Trade), Office of Agriculture, of the institutional capacity and long-term training needs of selected agricultural research and educational institutions in Ghana, Nigeria, Senegal and Guinea.
- 10/03-7/04 Assessment of the Impact of Long-Term U.S. Training on Africa**
Team Leader for a major assessment of the impact from 35 years of USAID investment of over \$300 million in long-term graduate study in the United States for Africans from 45 countries.

- 6/03-4/04 Health/Education Strategic Objective Procurement Design, USAID/Nigeria**
Team Leader to design a coordinated, unified mechanism for USAID to integrate its major education, health and HIV/AIDS activities over a five year period (2003-2008). In liaison with two AIDS experts, drafted two major procurement documents for USAID to use in selecting contractors to implement its \$100 million portfolio.
- 4-5/03 Evaluation, Community Education Project, Mali**
Conducted a comprehensive final evaluation of a 5-year activity designed to build and support community-based primary schools in three regions of Mali.
- 9/02 - 6/03 Impact of Social and Environmental Policies of the World Bank Group on Extractive Companies and Financial Institutions**
Coordinated a major study for the World Bank Group's Extractive Industry Secretariat that analyzed for the first time the stated social and environmental policies and practices of a representative group of extractive companies working in selected mining sectors and a group of financial institutions active in mining.
- 1/03 Sustainable Development Strategic Planning (Private-Sector client), Ghana**
Developed a model strategy for an U.S.-based mining company to implement its new Business plan in Ghana involving the launching of two major gold mining operations. Designed a plan for a major health/HIV/AIDS initiative, stakeholder mapping and communications strategy for the company to implement in Ghana. Conducted workshops with new Ghana team to introduce concepts such as "social license to mine" and "Sustainable Development."

Long-Term Assignments

- 1986-1989 Chief, Human Resources Development and Private Sector Advisor USAID/Nouakchott (Mauritania)**
- 1983-1986 Director, South Africa Higher Education Project, Aurora Associates, Washington, DC**
- 1975-1982 Deputy Director, Washington Office, The African-American Institute**
Supervised arrangements for high-level visits to the U.S. by African professionals selected by the U.S. Information Agency overseas.
- 1968 - 1971 Teacher of English as a Second Language, Peace Corps, Senegal**

EDUCATION

- 1972** M.A., European and African History, University of Illinois, Chicago
- 1967** B.A., History, Lawrence University, Wisconsin
- 1968** Post-graduate courses in French and TESL, Dartmouth College *and* l'Ecole Normale Supérieure (Senegal)

LANGUAGES

English (native), French (excellent reading, writing & speaking)
Wolof (fluent speaking, understanding)