

ASSOCIATES FOR GLOBAL CHANGE

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Richard Everett Senior Associate

CAREER SUMMARY

Mr. Everett is a management and communications strategist with over 20 years of experience in international development and business. His areas of expertise include: corporate social responsibility (CSR); stakeholder engagement; sustainable development, strategic planning; strategic alliances and public-private partnerships; business/government and business/NGO relations; project design, management & evaluation; management training; new business development; market research and analysis; and strategic corporate communications.

He has worked with private companies in the mining, oil & gas, energy, telecommunications, high tech and financial service sectors, and for international development agencies including USAID, Peace Corps, World Bank, International Finance Corporation, UNICEF, and the African Development Bank. He has an MBA, with post-graduate studies in Nonprofit Management and Fund-raising, Environmental Studies and Energy Resources Management & Policy. He is fluent in French and speaks and reads basic Spanish and Portuguese.

PROFESSIONAL EXPERIENCE

ASSOCIATES FOR GLOBAL CHANGE, Washington, DC
Senior Associate

September 2005 – Present;
September 2002 – February 2005

Develop and implement sustainable business and communications strategies for corporate and international aid agency clients, including:

- **Industry Best Practices Research & Analysis:** Analyzed environmental and social policies of 65 mining and oil & gas firms, export credit agencies, banks and venture capital firms to determine impact of World Bank and IFC Safeguard Policies on extractive industry, as part of World Bank Group's **Extractive Industry Review** process. Researched and analyzed industry trends and individual company performance. Designed company selection criteria and performance indicators, conducted phone interviews with industry managers and developed in-depth follow-on survey and interview guide. Provided policy recommendations for World Bank/IFC financing of extractive industry projects in developing countries.
- **CSR & Stakeholder Engagement Strategies:** provided strategic assistance to Newmont Mining Corp. in **Ghana** from early exploration and investment stages through development stage of two mining facilities
 - **Stakeholder Engagement & Communications:** Developed *Ghana Communications Strategy* detailing how to proactively engage government & community stakeholders on environmental and social issues. Identified key stakeholder groups, issues, activities, and recommended performance criteria to measure program success. Profiled key local and international media that cover mining activities and mining-related environmental and social issues in separate *Ghana Media Review*
 - **Best Practices Consulting:** Designed and executed project to capture Newmont's social and environmental successes and lessons learned in Ghana, as model for future greenfields mining

operations. Conducted earlier *Social License Progress Review* of Newmont's CSR and community relations activities in Ghana; recommended policy changes and new initiatives

- **Risk Assessment & Mitigation:** Coordinated and co-wrote *Ghana Risk Assessment & Mitigation Strategy*, assessing social, political, economic and environmental risks for Newmont Board consideration of \$100M+ investment in Ghana. Developed reporting template for key risk factors and mitigation measures. Updated *Risk Assessment* six months later
- **Strategic Planning:** Helped Newmont Ghana Community Relations, Government Relations and Communications teams clarify objectives for internal collaboration and for resettlement, community investment, and government and media outreach activities
- **Country Risk Assessment:** Researched and analyzed economic, political and social environments in Senegal for major mining industry client. Identified and interviewed in-country and US-based experts on political, economic and democracy and governance issues. Analyzed potential risks of doing business in Senegal.
- **Research & Analysis:** Designed and conducted Internet-based research project to locate ATLAS and AFGRAD long-term training participants and find possible evidence of their impact on international organizations, regional entities, universities, sector-oriented research centers, NGOs, etc. Research was part of larger ATLAS/AFGRAD Impact Study conducted for USAID/Washington.
- Serve as respondent for biannual GlobeScan *Survey of Sustainability Experts*, which surveys experts in 40 countries on corporate social responsibility and sustainable development trends.

BUSINESS FOR SOCIAL RESPONSIBILITY, Washington, DC
Director, Energy & Extractives Industry Practice

March 2005 – August 2005

Led BSR oil, gas & energy practice, including business development, consulting, product development

- **Business Development:** Developed and kicked off strategy for increasing consulting services to key oil, gas and energy BSR Member companies, including meetings and teleconferences with 15 major industry players. Also led efforts to add more European oil & gas majors to membership
- **Policy & Issue Analysis:** Provided monthly analyses of developments in UN Human Rights Norms for Business, Global Compact, and children's health policies affecting oil, gas & petrochemical industries, for a major integrated oil company client
- **Corporate Reporting:** Advised BSR Member companies on scope and content of their Corporate Responsibility reports, and interviewed oil & gas firms on sustainability reporting challenges as part of BSR contribution to Global Reporting Initiative's G-3 corporate reporting process
- **Project/Product Management:** Helped BSR IT staff ready BSR Stakeholder Mapping & Database Tool & for sale, by guiding development of standard feature set, pricing strategy, marketing a p-proach and user guide

EVERETT & ASSOCIATES, Silver Spring, MD

January 2000–September 2002

Management & Communications Strategy Consultant

Provided management, marketing and communications strategies for corporate and nonprofit clients:

- Assessed Internet, data communications and security service markets for large U.S. telecom firm. Conducted phone interviews with nationwide sales team members to gather pricing and other win-loss data for use in future competitive RFP opportunities. Helped plan lead generation program, included designing tradeshow and email marketing campaigns, and developing performance measurement tool to track conversion of leads to sales. Created new sales and marketing materials.
- Identified and initiated contacts with potential U.S. partners and customers in financial service and information technology consulting sectors for a European "smart card" technology firm.
- Assessed business strategy for under-performing product line of leading U.S. wireless telecom operator. Conducted channel and value chain analyses, recommended strategies to improve business processes, and Web-based and other marketing activities.

- Developed three-year strategic plan for regional hotline and crisis intervention service. Surveyed over 40 community stakeholders, and facilitated all-day retreat and other team activities to develop new marketing, partnering, fundraising, and internal capacity-building strategies.
- Developed three-year, \$15 million fund-raising plan for Mexico Division of The Nature Conservancy as pro bono project. Included recommendations for developing in-country fund-raising capability and improved leveraging of headquarters marketing resources and corporate donors.
- Developed strategic plan for Washington-area professional association. Designed and administered survey of association members to identify critical issues for attracting and retaining membership. Recommended goals and objectives, new fundraising opportunities, and new marketing activities.
- Developed "Clicks and Mortar" e-Business strategy for national book retailer, as team leader for graduate school consulting project. Identified competitive differentiators, designed business model for e-Business architecture and Website design, developed partnering and marketing strategies.

IRIDIUM LLC, Washington, DC

Director, Strategic Planning and Business Development

September 1996–September 1999

Manager, Strategic Planning

December 1995–September 1996

Manager, Africa & Director, Developing Country Programs

September 1991–December 1995

Progressively increasing responsibilities in marketing communications, government relations, strategy and business development as part of core team that financed and launched \$6 billion global telecom venture.

Strategic Planning, Market Research & Analysis, and New Business Development

- Provided competitive analysis, managed outside bank due diligence consulting firms, and helped rewrite business plan which led to bank financing and IPO that raised \$3+ billion in equity and debt. Also made road show presentations for \$1+ billion in private offerings.
- Developed, wrote, and won Board approval for initial business plan to provide satellite users access to cellular networks. Strategy became basis for new business model, was critical to attracting financing.
- Led business analysis to reposition cellular roaming service to increase market appeal; provided similar business analysis to teams developing wireless data and other new services.
- Conducted all industry/competitor analyses to support product/service development, business plans, road shows, marketing strategy and tactics, and future network planning.
- Set up and managed corporate research library to monitor market and industry trends.
- Wrote regular Competition Updates for Board of Directors, CEO and senior management.

Strategic Partnering and Alliances

- Negotiated partnerships with key telecom operators in North America, Europe, and Asia to sell Iridium services through their channels, who then became company's most successful initial distributors.
- Led cross-marketing partnership negotiations with two international satellite consortia to enable co-branding and reselling of their services, expanding company's service portfolio.
- Initiated negotiations with over 25 telecom operators in Europe, Africa, and Asia to obtain licensing, market access and distribution agreements.
- Provided analysis and contributed to negotiation strategy that allowed senior management to successfully win 50 percent price reduction from two primary equipment suppliers.
- Negotiated two-year extension option on Network Operations contract with satellite system operator, greatly increasing timing flexibility of 2nd Generation infrastructure purchase.
- Led company's initial 2nd Generation planning activities with supplier Motorola, and led joint Iridium/Motorola team that wrote 2nd Generation license application filed with U.S. regulators.
- Created program to allow developing country governments to become company shareholders, resulting in over 50 governments joining program, and facilitating local market access.

Marketing and Corporate Communications

- Represented company and spoke at over 25 conferences and tradeshow in Europe, Africa, Asia, and the Americas. Also pitched company messages in bank roadshows and dozens of one-on-one meetings with CEOs, government ministers, other senior corporate and government executives.
- Developed and edited content for business plans, road shows, corporate Web site and magazine, media and customer Q&As, trade shows, and other marketing collateral.
- Wrote white paper, talking points as inputs to U.S. Gov't *Global Information Infrastructure* report.

Business/Government Relations

- Personally persuaded 30 African government delegations to support new global agreement giving worldwide access to single radio frequency band, a critical first step for mobile satellite industry.
- Served on UN International Telecommunication Union's planning committee for Africa Telecom 94 Conference. Served as panelist in conference session; and staffed Iridium trade show booth.
- Participated in joint U.S. Government/private sector workgroups and was government-appointed member of official U.S. delegations which negotiated telecom policy reforms at three UN telecom conferences, including 1994 World Telecommunications Development Conference in Buenos Aires.
- Developed and delivered wireless and satellite communications training courses to developing country telecom executives under U.S. Telecommunications Training Institute (USTTI) program.

LABAT-ANDERSON, INC., Arlington, VA

1988–1990

Human Resources Development Assistance (HRDA) Project Assistant Project Manager

Co-managed five-year, \$9 million USAID project to identify priority training needs and strategies to promote private sector development in 21 African countries.

- Personally developed five-year Private Sector Training Needs Assessments and Training Plans for USAID missions in four countries. Included developing and administering surveys to over 40 business owners in each country. Recruited and managed consultants for four other country studies.
- Organized four regional conferences in Africa on strengthening private and informal sector firms.
- Provided other private sector development and training guidance as requested by USAID missions.
- Coordinated AID private sector development activities in Africa with World Bank, AfDB, and various bilateral donors.
- Wrote proposals, recruited consultants for USAID RFPs, and pitched LAI capabilities to clients.

MANAGEMENT CONSULTANT, Abidjan, Ivory Coast, West Africa

1986–1988

Independent consultant providing market research, project evaluation, and other consulting services to private clients and international development partners in Africa. Clients included:

- **TvT Associates:** Follow-up evaluations of nine Peace Corps/Senegal micro-enterprise projects, including interviews with project beneficiaries and others in community affected by projects.
- **USAID/REDSO Abidjan:** Analyzed private sector training needs in Ivory Coast.
- **African Development Bank:** Identified 20 leading African entrepreneurs in talent search for nominees for newly-created African Businessman's Roundtable.
- **Business International/Economist Intelligence Unit:** Conducted market and cost of living surveys twice a year in over one dozen African countries.

FOREIGN CORRESPONDENT, Abidjan, Ivory Coast, West Africa

1984–1988

Economic, political, and feature reporting on 25 African countries for Associated Press, *Time*, *Washington Post*, *Christian Science Monitor*, *International Herald Tribune*, *London Times*, *London Observer*; and Voice of America and DW Radio. Interviewed government and business leaders, other newsmakers in French and English. Edited and rewrote copy filed in French and English by local reporters for AP's English-language newswire. Managed AP West Africa Bureau when bureau chief on travel.

EDUCATION

Georgetown University, Washington, DC
MBA, February 1997. International business focus.

Dartmouth College, Hanover, NH
BA, June 1981. Included semester abroad at **Université de Toulouse** (France).

PROFESSIONAL DEVELOPMENT

University of Maryland, College Park, MD
Graduate Certificate in Energy Resources Management & Policy, expected completion Jun 2006
15-credit program in energy resources, alternative energy, energy economics and policy development.

World Bank Institute, Washington, DC
Course: *Corporate Social Responsibility and Sustainable Competitiveness*, February 2004.

Business for Social Responsibility, 2003 Annual Conference, Los Angeles, CA.
Workshop: *Building Effective Relationships with Indigenous Peoples*, November 2003.

Foundation Center, Washington, DC
Proposal Writing Seminar, February 2003.

George Mason University, Arlington, VA
Graduate courses in Nonprofit and Trade Association Marketing, Management, and Fundraising, 2002.

Johns Hopkins University, Baltimore, MD
Advanced Graduate Certificate: Electronic Business, May 2001
12-credit post-MBA program in e-Business strategy, management and Internet marketing.

George Washington University, Washington, DC
Interactive Media & Web Design Program: classes in content development for electronic media, Web graphic design tools, desktop publishing, online newsletter design, 1999-2000

USDA Graduate School, Washington, DC
Environmental Studies courses, including *Natural Resources Policy*, *Biology for Naturalists*, 1997-99.

Motorola University, Schaumburg, IL
Scenario Planning for Telecommunications, *Strategic Management of Technical Standards*, 1992-93.

PUBLICATIONS

Selected Reports & White Papers

- *International Initiative Issue Update: Draft UN Human Rights Norms for Business*, for oil & gas industry client (May & June 2005)
- *International Initiative Issue Update: UN Global Compact*, for oil & gas industry client (May & June 2005)
- *International Initiative Issue Update: US & European Children's Health Policy & Regulatory Initiatives*, for oil & gas industry client (July 2005)
- *Ghana Model: Phase 1*, for Newmont Mining Corp. (February 2005)
- *Draft Strategic Plans* for Newmont Ghana's Community Relations, Government Relations and Communications Departments (August 2004)
- *Senegal Political & Economic Risk Assessment*, for mining client (June 2004)

- "Social License to Operate" Progress Review for Ghana, for Newmont Mining Corp. (May 2004)
- Ghana April 2004 Risk Review Update, for Newmont Mining Corp. (April 2004)
- Ghana Risk Assessment & Risk Mitigation Strategy, with Andrew Gilboy, for Newmont Mining Corp. (September 2003)
- Ghana Media Review, for Newmont Mining Corp. (July 2003)
- Ghana Communications Strategy, for Newmont Mining Corp. (June 2003)
- Impact of the World Bank Group's Social and Environmental Policies on Extractive Companies and Financial Institutions, with Andrew Gilboy, for WBG Extractive Industry Review Secretariat. (June 2003)
- The Nature Conservancy Mexico Proposed Three-Year Fundraising Plan: FY 2002-2004. (December 2001)
- Mobile Satellite Services in the Developing World, White paper submitted to US Government Global Information Infrastructure Task Force (1994)
- Private Sector Training Needs Assessment & FY 91-93 Private Sector Training Plan, USAID/Cameroon (1990)
- Private Sector Training Needs Assessment & FY 90-92 Private Sector Training Plan, USAID/Madagascar (1990)
- Private Sector Training Needs Assessment & FY 90-92 Private Sector Training Plan, USAID/Tanzania (1989)
- Private Sector Training Needs Assessment & FY 89-91 Private Sector Training Plan, USAID/Gambia (1989)
- Peace Corps/Senegal Project Evaluation: Nine Micro-enterprise Projects (August 1988)
- Ivory Coast Private Sector Training Assessment (USAID/REDSO Abidjan, May 1988)
- Health Issues in Gabon (UNICEF, 1988)
- Health & Education in Mali (edited and translated from French) (UNICEF, 1987)

Selected Articles

- "Exploring the Benefits: Bringing a Global Dial Tone to the Developing World," *Asia Pacific Telecommunity Journal*, April 1995.
- "Mobile Satellite Communications in the Developing World," *Iridium Today Magazine*, Spring 1994.
- "Wheeling and Dealing In Togo: An American Entrepreneur Comes to the Rescue of a State Company," *Time Magazine*, Sept 28, 1987.
- "Cushioning the Shock in Cameroon." *Africa Report*. May-June 1986. (article on impact of world oil prices on Cameroon's economy)
- "Government Considers New Debt Rescheduling," Ivory Coast Special Report, *International Herald Tribune*, Dec. 7-8, 1985.
- "Lower Coffee and Cocoa Prices Underline pressing Need for Crop Diversification," and "Government Hopes to Increase Tourism by Putting Quality Before Quantity," Ivory Coast Special Report, *International Herald Tribune*, April 13-14, 1985.