

## G. William Anderson (Grant William Anderson)

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### INTERAGENCY REFORM AND INTERNATIONAL PROGRAM MANAGEMENT

Experienced senior leader, manager, and troubleshooter with proven strategic planning, evaluation, facilitation, team building, and executive/leadership/organizational coaching skills. Accomplished in interagency coordination in foreign affairs/national security in collaboration with international donor and other partners at senior levels. Adept in problem solving with senior government officials, the US Congress, local stakeholders, other donors, non-governmental organizations (NGOs), and the private sector. Well-tested in diverse multi-cultural situations, teams, and organizations. Strong writer with polished presentation skills. Strengths include:

Senior management/leadership	Interagency reform/collaboration
Strategic planning/program design & evaluation	Team building/coaching/facilitation
Conflict/crisis management	Fluent French/basic Kiswahili

### RECENT LONG-TERM POSITIONS

- **Professor of Practice, International Development**, School of Public and International Affairs, Virginia Tech University, Blacksburg, VA. August, 2010 – present.
  - Redesigned and co-instructor, UAP 5764, International Development Planning Studio. Graduate course focused on project planning and analysis. 2011-present.
  - Redesigned and principal instructor of UAP 5524, International Development Policy and Planning -- Graduate course, focused on strategic planning at the sector level using problem analysis and results framework planning tools and introduction to systems thinking. 2015 and 2016
  - Co-Instructor, UAP 5424, 2018-2020
- **USAID Representative to the European Union**, as part of USAID's Bureau of Policy, Planning, and Learning; assigned to the U.S. Mission to the European Union (USEU), Brussels, Belgium. November 2009 – August 2010.
- **Principal and Founding Member** of the Modernizing Foreign Assistance Network (MFAN), a foreign aid reform coalition of international development and foreign policy practitioners, policy advocates and experts, and private sector organizations. January 2008 – present.
- **USAID Senior Development Advisor to the U.S. European Command (EUCOM)**, as part of USAID's Office of Civilian-Military Cooperation in USAID's Bureau of Democracy, Conflict, and Humanitarian Assistance (DCHA/OMA); assigned to EUCOM's Command Interagency Engagement Group (CIEG), Stuttgart, Germany. May 2006 – August 2008. Recipient of the Joint Civilian Service Commendation Award. Emphasis was on:
  - Educating EUCOM/AFRICOM Command staff (from Commander down) on what complementary resources, field presence, and capabilities USAID brings to

the table that relate to conflict/crisis prevention and response and integrating security and development.

- Educating USAID/Washington and field staff on how DoD's full range of security cooperation activities, resources, and field staff could help mitigate complex emergencies ) and enable longer-term development efforts to succeed.

## **OTHER MAJOR CONSULTING POSITIONS/ASSIGNMENTS**

- **Executive/Leadership Coach**, Management Systems International (MSI); coaching USAID/Kenya and East Africa senior staff following reorganization/consolidation of the Mission. March 2016 – February 2017.
- **Team Leader and Retreat facilitator**, Social Impact, Inc. for USAID/Tanzania Change Management Assessment; including design and facilitation of Senior Management and All-Hands retreats followed by design/implementation of a change management/incentive structure and training plan. March – September, 2016.
- **Executive Coach**, Creative Collaborations Coaching and Consulting; coaching mid-level staff of Creative Associates, International. January – June, 2016.
- **Senior Facilitator/Trainer**, USAID Building Interagency Capacity and Skills (BICS) Course with Kunder-Real Associates, USAID Washington Learning Center (5 courses/year), November 2014 – present.
- **Senior Advisor**, USAID/Southern Africa, for a management assessment of USAID/Southern Africa's Regional Program/Project Development Office (RPPDO). Pretoria, South Africa. May 2015 – June 2015.
- **Senior Analyst**, Development and Training Services, Inc. (dTS) for the USAID/Africa Bureau Regional Risk Assessments of Violent Extremism in East and West Africa. October 2014 – August 2015
- **Country Team Lead (Mali) and Methods Specialist**, Development and Training Services, Inc. (dTS) for the Department of State (DOS) Countering Violent Extremism (CVE) Evaluation Project; brief field work in Mali. April 2014 – July 2015.
- **Leadership Coach**, Social Impact, Inc., for the USAID/Global Health Bureau's Leadership Coaching Program under its Professional and Organizational Development Program (GHPOD). GHPOD I – February 2014 – September 2016; GHPOD II – November 2016 – January – 2017..
- **Senior Program/Project Development Advisor**, USAID/Indonesia, for program/project design, implementation, and performance monitoring assistance for implementation of the new USAID Country Development Strategy (2014 – 2018) for Indonesia – in Jakarta, Indonesia (intermittent services). February – July, 2014.
- **Senior Program/Project Development Advisor**, USAID/South Sudan, for assistance in developing the new USAID Transition Strategy for South Sudan. January-February, 2014.
- **Evaluation Team Leader**, Social Impact, Inc., for Department of State EU Accession Evaluation on U.S. Government assistance in economic growth to the Western Balkans -- Albania, Bosnia-Herzegovina, Serbia, and Macedonia. August 2013 – February 2014.
- **Senior Trainer**, Management Systems International (MSI), for multiple deliveries of USAID Advanced Project Design Seminar (APD) and USAID Project Design and Management Course (PDM); in Washington, D.C.; Tbilisi, Georgia; Bangkok, Thailand; San Salvador, El Salvador. March 2011 – July 2013.

- **Senior Consultant**, Project Design and Team Leader for development of a Project Appraisal Document (PAD), USAID/Malawi, with a USAID Mission project design team. March-May, 2013.
- **Senior Trainer and Lead Facilitator**, USAID program Cycle Service Center (DevTech Systems); for USAID Mission project design workshops; Jordan and Zambia. September 2012 – March 2013.
- **Senior Consultant**, USAID Program Cycle Service Center (PCSC) for Management Systems International (MSI); Report writer/consultant for the USAID Worldwide Program/Project Development Officers Leadership Conference, July 23-27, 2012. July – September, 2012.
- **Senior Facilitator**, Training Resources Group (TRG), for USAID/Nepal Mission-wide kick-off retreat for the USAID five-year Country Development Cooperation Strategy (CDCS) for 2013-2017 under USAID/Forward reform principles, Kathmandu, Nepal. January – February, 2012.
- **Senior analyst**, Management Systems International (MSI). For USAID’s Bureau of Policy, Planning and Learning (PPL), analysis of existing set of USAID’s program cycle training courses and recommendation of an integrated training plan for USAID staff on the Agency’s program cycle. December 2011 – January 2012:
- **Senior Consultant**, BlueLaw International, Development of a Program/Project Design Guide for the Department of State’s International Narcotics and Law Enforcement (INL) Bureau, June 2011 – March 2012.
- **Senior Analyst**, German Marshall Fund of the United States, Policy Brief on the U.S. – EU development partnership and Member of Transatlantic Experts Group on Food Security in Africa. February 2011 – April 2012.
- **Senior Consultant**, Oxfam America, Field research and analysis on lessons learned on country-led development in Tanzania, one of a series of Oxfam case studies. January 2011 – May 2011.
- **Senior Consultant**, International Relief and Development (IRD), Strategic analysis of future USG funding sources for community stabilization. November 2010 – January 2011.
- **Senior Consultant** to the Partnership to Cut Hunger and Poverty in Africa to assist in policy analysis, outreach, and educational activities toward a more “demand-driven” Food Security Initiative in Sub-Saharan Africa and beyond. May – August 2009.
- **Anchor trainer and Subject Matter Expert (SME)**, Training Resources Group (TRG), for the S/CRS (State Coordinator for Reconstruction and Stabilization) two-week course, Introduction to Reconstruction and Stabilization, for interagency members of the new Civilian Response Corps (CRC) from eight USG agencies and DoD. March 2009 – October 2009.
- **Principal Member of USAID Civil-Military Study Group** to develop strategic options for USAID in implementing its Civilian-Military Cooperation Policy – as a contractor to LTL Strategies. February – June, 2009.
- **Senior consultant** for M.C. Dean, Inc. to develop a Complete Operational Picture (COP) for the U.S. European Command’s (EUCOM) Theater Security Cooperation (TSC) Conference of foreign assistance/security cooperation by USG agencies and international organizations/NGOs in EUCOM’s Area of Responsibility (AOR). October 2008 - April 2009.

- **Lead trainer** for the USAID course on Programming Assistance in Conflict-Prone Environments for International Resources Group (IRG). August 2008 - July 2009.
- **Senior consultant and team leader** for the International Resources Group (IRG) to design a two-day training workshop and introduce new Foreign Service employees of the U.S. Agency for International Development (USAID) to USAID's programming systems, Washington, DC, February – May 2006.
- **National Selection Committee Member**, Thomas J. Watson Fellowship Program (a national fellowship program in its 42nd year), Providence, RI. October 2005 – March 2006.
- **Acting Mission Director**, USAID/Morocco, Asia/Near East Bureau (ANE) of USAID, Rabat, Morocco. November 2004 – January 2005.
- **Senior consultant** to the Human Resources (HR) Director of the US Agency of International Development (USAID) on rebuilding USAID's human capital, Washington, DC, March 2003 -- December 2005 (intermittent services under multiple contracts).
- **Senior consultant**, Management Systems International (MSI), to USAID's Conflict Management and Mitigation Office (DCHA/CCM) for strategic planning and retreat facilitation, Washington, D.C., September 2004 – March 2005.
- **Evaluation team leader**, The Jane Goodall Institute, for an evaluation/assessment of the Lake Tanganyika Catchment Reforestation and Education Project (TACARE), Kigoma Region in Western Tanzania, February – April, 2004.
- **Facilitator/trainer**, International Resources Group (IRG), to USAID/Morocco on high-performance team-building, Rabat, Morocco, January, 2004.
- **Senior consultant**, (General Dynamics) to the Joint Forces Command, Department of Defense (DoD) on inter-agency planning for complex contingencies, Norfolk, Virginia, August 2003 -- March 2004 (intermittent services).
- **Senior consultant** on strategic planning, USAID/Tanzania, Dar es Salaam, Tanzania, September 2002 - May 2003 (intermittent services).
- **Team leader**, Management Systems International (MSI) on regional conflict management, USAID Regional Office for East and Southern Africa (REDSO/ESA), Nairobi, Kenya; November/December 2002.
- **Senior consultant** on program implementation, USAID/Mali, Bamako, July/August 2002.
- **Senior advisor** on strategic planning, USAID/Russia, Moscow, 2001-2002; Acting Office Director, Democracy/Governance, 2003 (intermittent services).
- **Director of East and South Asian Affairs Office**, Asia Near East (ANE) Bureau, US Agency for International Development (USAID), Washington, 1999-2001.
- **USAID Mission Director to Eritrea**, Asmara, Eritrea, 1997-1999.
- **Deputy Mission Director**, USAID/Tanzania, Dar es Salaam, Tanzania, 1994-1997.
- **Director, Project Design/Operations Office**, USAID/Zaire (now DRC-Congo), Kinshasa, 1986-90.
- **Deputy, Project Development Office**, USAID/Senegal, Dakar, Senegal, 1981-86.
- **Evaluation Officer**, USAID Program Policy Coordination (PPC) Bureau, Washington, 1979-81.
- **Legislative Director** for Congressman Clarence D. Long (2<sup>nd</sup> District-Md.), Chairman of the House Foreign Aid Appropriations Subcommittee, Washington, 1973-79.

## EDUCATION/TRAINING

**Master's in Public Affairs (M.P.A.)**, Woodrow Wilson School of Public and International Affairs, Princeton University, 1972.

**Thomas J. Watson Fellowship** for a year of research and travel in the Middle East (Turkey, Iran, Lebanon, Israel, and the West Bank), West Africa (Ivory Coast, Burkino Faso, and Mali), and South Asia (Afghanistan and Pakistan), 1969-70.

**BA** in French, Davidson College, Davidson, N.C., 1969. Phi Beta Kappa.

**Diploma, National Security Strategy**, Dwight D. Eisenhower School of National Security and Resource Strategy, National Defense University, Washington, 1993. Distinguished Graduate; Commandant's Award.

**Business/Executive coach training**, B-Coach Systems, LLC. 2004-2005.

**Minnesota Outward Bound School**, 1966.

## SELECTED PUBLICATIONS AND REPORTS

- "Effectively Integrating Security and Development," Chapter 10 in *The US Military in Africa: Enhancing Security and Development?* Jessica R. Piombo (Naval Postgraduate School), editor. Lynne Rienner Publishers. 2015.
- "Soldiers in Sandals." G. William Anderson and Connie Veillette, Chapter 6 in *Mission Creep: The Militarization of U.S. Foreign Policy?* Gordon Adams and Shoon Murray, editors. Georgetown University Press, 2014.
- "Bridging the Divide: How Can USAID and DoD Integrate Security and Development More Effectively in Africa?" *The Fletcher Forum of World Affairs* (Winter 2014; Volume 38:1; pp. 101-126).
- "The U.S. – EU Development Dialogue: Building on the Legacy of the Marshall Plan," Policy Brief, German Marshall Fund of the United States, June 24, 2011: [http://www.gmfus.org/cs/publications/publication\\_view?publication.id=1810](http://www.gmfus.org/cs/publications/publication_view?publication.id=1810)
- "A much needed shot in the arm for U.S. civilian power," *The Hill's Congress Blog*, December 2, 2010: <http://thehill.com/blogs/congress-blog/homeland-security/131681-a-much-needed-shot-in-the-arm-for-us-civilian-power>
- "USAID-DoD Cooperation and Implications for Development," Public Presentation/Lecture with expert panel discussion sponsored by the Center for Global Development; moderated by CGD Senior Fellow Steve Radelet, May 8, 2008. <http://www.cgdev.org/content/calendar/detail/15949>
- *Assessment of the Lake Tanganyika Catchment, Reforestation, and Education (TACARE) Project*, The Jane Goodall Institute, 2004. (One of two principal authors).
- *USAID Human Capital Strategic Plan, 2004-2008: Building a New Generation*, U.S. Agency for International Development, August 2004. (One of the principal authors.) [http://pdf.usaid.gov/pdf\\_docs/PDACA455.pdf](http://pdf.usaid.gov/pdf_docs/PDACA455.pdf)
- "A Twenty-First Century Vision for Economic Assistance," *The Fletcher Forum of World Affairs*, Winter/Spring, 1994.
- G. William Anderson and Charles G. Vandervoort, *Rural Roads Evaluation Summary*, Program Evaluation Report No. 5, U.S. Agency for International Development, 1982. [http://pdf.usaid.gov/pdf\\_docs/PNAAJ607.pdf](http://pdf.usaid.gov/pdf_docs/PNAAJ607.pdf)

- *Effectiveness and Impact of the CARE/Sierra Leone Rural Penetration Roads Projects*, Project Impact Evaluation Report No. 7, USAID, 1980.  
[http://pdf.usaid.gov/pdf\\_docs/PNAAH751.pdf](http://pdf.usaid.gov/pdf_docs/PNAAH751.pdf)