

Moorman Robertson Work, Jr.

Innovative Leadership Services

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Summary of qualifications

- Highly effective international development practitioner: 16 years with UNDP, 22 years with the Institute of Cultural Affairs (UN ECO-SOC NGO consultative status) and 10 years with Innovative Leadership Services and New York University
- Extensive international experience includes living and working for 20 years in 4 countries (Malaysia, Republic of Korea, Jamaica and Venezuela), working in 31 countries in 5 regions and traveling in 55 countries in all regions
- In depth substantive expertise in decentralization, local governance, urban and rural development, community development, organizational development, leadership development and civil society strengthening
- Excellent skills of participatory group facilitation, leadership training, conceptualization and design, writing, editing and publishing, research, public speaking, strategic planning, organizational and project management, partnership and team building, resource mobilization, workshop and conference design and IT

Summary of professional experience

2006 – Present Innovative Leadership Services Garrison, NY, and Swannanoa, NC, Founder and Director; and Adjunct Professor, New York University Wagner Graduate School of Public Service, NYC

- Consultant to UN Habitat to assist in the Habitat III process including facilitation of the UN Task Team for substantive and planning inputs (2016)
- Consultant to UNDESA for UN Public Service Forum on Sustainable Development in Seoul providing a keynote and workshop facilitation (2014)
- Consultant to UN Habitat for capacity development related to the global program on land security for the poor (2014)
- Consultant to UNDESA for UN Public Service Forum in Bahrain providing opening day presentation and design and facilitation of the Expert Group Meeting (2013)
- Taught in the NYU Global Social Change Leadership Institute (2013)
- Designed and facilitated DPADM/UNDESA three-day annual strategic planning retreat and trained in house facilitators (2012)
- Consultant for East-West Center regional seminar held in Indonesia on local democracy in Asia providing participatory seminar facilitation and making a presentation (2012)
- Gave keynote address for the ICA International's global conference on human development held in Kathmandu, Nepal (2012)
- Consultant for UN Public Service Day Awards Forum in NYC providing facilitator training, preparing background paper,

- making presentation and facilitating a forum workshop (2012)
- Became a Senior Fellow of the NYU Research Center for Leadership in Action (2012)
- Designed and facilitated four two-day training and planning workshops for staff of DPADM/UNDESA (2011)
- Prepared background paper, gave keynote address, trained facilitators and facilitated workshop for the UN Public Service Day Awards Forum in Dar es Salaam, Tanzania, (2011)
- Became a Fulbright Senior Specialist and developed a new Masters curriculum in Kathmandu, Nepal, on training and development, (2011)
- Gave keynote address at the Building Creative Communities Conference, (2011)
- Taught graduate courses on innovative leadership for sustainable human development at New York University's Wagner Graduate School of Public Service as Adjunct Associate Professor (2008, 2009, 2010, 2011, 2012 - Present)
- Consultant to East-West Center, Honolulu: prepared book chapter on role of civil society in leadership development (2010); designed and facilitated international workshop on sustainable policy-making for sustainable development (2010)
- Environmental Advisor to the Interfaith Conference on Climate Change, NYC (2010)
- Global Advisor and conference facilitator for the State of the World Forum on Climate Change, Brazil (2009)
- Faculty of the Social Artistry Trainer of Trainers Program, Jean Houston Foundation, Ashland, Oregon (2008)
- Initiated mini-grants program in Nepal for micro-projects in social artistry in collaboration with ICA Nepal and the IISA (2008)
- Consultant to UNDESA: 1) prepared paper on participatory methods and oriented workshop facilitators at the UN Global Forum on Reinventing Government, Vienna, Austria (2007); 2) prepared paper for UN ECO SOC on strengthening governance capacities for development (2008)
- Consultant to UNDP, designed a five-year programme on localizing the MDGs in slums and squatter settlements in 19 countries (2006)
- Offering services of facilitation and training in leadership and community and organizational development utilizing systems thinking, strategic planning, implementation for results, continuous learning and social artistry (ongoing)

2002 – 2006 United Nations Development Programme New York NY
Principal Policy Advisor, Decentralisation, Local Governance,
Urban/Rural Development

- Chief policy advisor worldwide on decentralization, local governance and urban/rural development (DLGUD)
- Coordinator of UNDP's global Community of Practice on DLGUD including a global electronic knowledge network of 985 members
- Coordinator of the global Decentralised Governance Programme

- Coordinator of the Local Initiative Facility for Urban Environment in nine countries
- Coordinator of the Cross Practice Project on Localising the MDGs
- Coordinator of the global initiative on Decentralising the MDGs through Innovative Leadership with activities in Albania, Barbados, Kenya and the Philippines
- Published book Pro-poor Urban Governance: Lessons of LIFE 1992 – 2005 and Practice Note on Decentralised Governance for Development
- Made presentations in global workshops in Seoul, Mexico City, Marrakech, Oslo and Paris

1999 – 2001 United Nations Development Programme New York, NY
Deputy Director and Principal Advisor, Decentralized Governance, MDGD/BDP

- In the absence of the Director, managed the Management Development and Governance Division of the Bureau for Development Policy and assisted in managing the division throughout the year
- Led the team on Decentralization and Local Governance and coordinates the Decentralized Governance Programme
- Prepared a framework and methodology on decentralized governance for country offices and an electronic discussion group
- Published nine case studies and synthesis and monograph of 52 examples of decentralized governance and a conceptual chapter
- Conducted in depth thematic assessments on decentralized governance in three countries (Malawi, Nepal, Venezuela)
- Helped prepare UNDP official publications on capacity development
- Mobilized \$2 million in cost sharing and trust funds

1997 – 1998 UNDP New York, NY
Principal Technical Advisor, Decentralized Governance, MDGD/BDP

- Led the team on Decentralization and Local Governance and designed, launched and coordinated the Decentralized Governance Programme
- Conducted a global research project on decentralized governance with MIT and national research institutes in 9 countries (in 5 regions) resulting in dissemination of case studies and synthesis on the website
- Produced and disseminated on the website a monograph on good experiences of decentralized governance from all regions
- Established an electronic discussion group on decentralized governance for donors
- Designed and facilitated a global workshop on UNDP's corporate policy on Governance for SHD and helped prepare the official policy paper
- Mobilized \$1 million in cost sharing

1992 – 1997 UNDP New York, NY
Senior Technical Advisor, Urban Development Unit, PDSD/BPPS

- Designed, launched and coordinated the Local Initiative Facility for Urban Environment (LIFE) to improve living conditions in the slums of 60

cities in 12 pilot countries (Thailand, Jamaica, Brazil, Egypt, Pakistan, Senegal, Tanzania, South Africa, Kyrgyzstan, Lebanon, Colombia and Bangladesh)

- Conducted evaluations of LIFE for phases I and II, designed phase III, published book on Participatory Local Governance and recruited new global coordinator
- Conducted programming missions on local governance and decentralization to Uganda, Tanzania, India, Philippines and other countries
- Wrote concept paper on the design of phase III of the Urban Management Programme
- Coordinated Urban Agriculture Project and prepared ground-breaking publication
- Mobilized \$12 million in cost sharing for LIFE Programme

1990 – 1992 UNDP New York, NY
Senior Consultant, Urban Development Unit, TAD/BPPE

- Monitored the Urban Management Programme executed by the World Bank and later by UNCHS including preparing the evaluation of the first phase, helping design the second phase and arranging a donor consultation
- Helped prepare UNDP's urban development cooperation strategy paper and urban environmental improvement paper

1984 – 1990 Instituto de Assuntos Culturales Caracas, Venezuela
Executive Director

- Registered and managed a private institute with responsibility for the Caribbean, Venezuela and Brazil
- Conducted community development consultations in Las Minas de Baruta, Barlovento and in Zona Zuata sponsored by the MARAVEN oil company
- Designed and facilitated strategic planning consultations with Citibank, Colgate Palmolive, Household Mortgage Company, American Chamber of Commerce, United Bank of Trinidad and Tobago, Senior Foundation
- Conducted a research project on corporate culture in major Venezuelan corporations
- Held cutting-edge seminars led by Harrison Owen, Jean Houston, Willis Harman and Robin Van Dorin

1980 – 1984 Institute of Cultural Affairs Jamaica, Ltd. Kingston, Jamaica
Executive Director

- Registered and managed a national, private institute responsible for Jamaica and the Caribbean
- Conducted community development projects and training workshops in a cluster of villages in the Blue Mountains
- Designed and facilitated strategic planning consultations with the National Commercial Bank, UNICEF's Basis Services for Children Project, the Diocese of the Anglican Church and the Girl Guides of Jamaica

- Conducted the Jamaican Potential, a national consultation on human development in the 1980s
- Responsible for extensive and high level participation of Jamaica and Haiti in the International Exposition of Rural Development held in New Delhi and co-sponsored by UNDP
- Taught courses on community development at the University of the West Indies, Social Welfare Training Centre
- Mobilized resources from IDB, the European Union, Rotary Foundation, CIDA, the Episcopal Church of the USA and USAID

1978 – 1980 Institute of Cultural Affairs Dallas, Texas, USA

Director

- Managed a regional office of the ICA responsible for Texas and Oklahoma
- Conducted a community development project in a small town in Oklahoma with a federal VISTA grant
- Conducted Town Meetings throughout the region

1972 – 1978 Institute of Cultural Affairs Seoul, Rep. of Korea

Manager

- Registered and managed a private institute responsible for the Republic of Korea
- Conducted community development projects in villages in Cheju Province and Kangwang Province
- Conducted a World's Fair of Human Development in the village of Kwang Yung Il Ri in Cheju Province with projects coming from 24 countries around the world
- Conducted leadership training seminars throughout South Korea, Japan and Hong Kong
- Mobilized resources from Korean corporations, ITT and USAID

1970 – 1972 Institute of Cultural Affairs Kuala Lumpur, Malaysia

Manager

- Managed a private institute responsible for Malaysia, Thailand and Indonesia
- Conducted leadership training seminars and international training institutes for the Asian region

1968 – 1970 Institute of Cultural Affairs Chicago, Illinois, USA

Editor and faculty member

- Editor of three regular publications
- Participated in the Fifth City Community Development Project
- Faculty of the Global Academy
- Participated in a global research project on social analysis
- Participated in a world cultural tour (“Global Odyssey”)
- Conducted leadership training seminars throughout the USA

Selected Publications

- “Transformative Leadership for Sustainable Human Development” chapter in ICAI book, Changing Lives, Changing Societies, published in Nepal (2013)
- “Integral Frameworks, Technology of Participation and Social Artistry: Innovative Leadership by Civil Society”, Chapter in UN University/East-West Center book, 2010
- “Strengthening Governance and Public Administration Capacities for Development”, UNDESA, 2007
- Field book on Decentralising the MDGs through Innovative Leadership, UNDP, 2006
- Pro-poor Urban Governance: Lessons from LIFE 1992 – 2005 (Chief Editor), 2005
- Overview of Decentralisation Worldwide, chapter in Decentralisation and Power Shift, UNDP Philippines, 2003
- Decentralized Governance: A Global Matrix of Experiences, UNDP, New York, 2000 (Chief Editor)
- “Decentralized Governance: UNDP’s Experience”, published by UNCRD, Nagoya, 2000
- The Impact of Participation on Local Governance: Series of 9 Case Studies and a Synthesis, UNDP, New York, 1999, 2000 (Chief Editor)
- “Decentralization, Local Governance and SHD”, published by JICA, Tokyo, 1999
- Participatory Local Governance: Analysis of Experience and Methodology of the LIFE Programme, UNDP, New York, 1997 (Chief Editor)
- Governance for Sustainable Human Development: Official Policy Paper, UNDP, New York, 1997 (contributor)
- Reconceptualizing Governance, UNDP, New York, 1997 (contributor)
- The Urban Environment, UNDP, 1992 (contributor)
- Cities, People and Poverty: UNDP Urban Strategy, UNDP, 1991 (contributor)
- “Access to Basic Services by Residents of Low-Income Urban Settlements in Developing Countries”, UNDP, New York, 1991
- “Internal Review of the Impact of the UNDP/World Bank/UNCHS Urban Management Programme (1986-1991)”, UNDP, New York,

1991

- “Human Development and Urbanization”, New York, 1990
- “Whole System Transition in Venezuela”, ICAV, Caracas, 1989
- Report of Research Project on Corporate and National Culture in Venezuela, ICAV, Caracas, 1989
- “Blue Mountain Human Development Project Plan”, ICAJ, Kingston, 1984
- The Jamaican Potential: Human Development in the 1980s, ICAJ, Kingston, 1981
- Indiahoma Human Development Project Assessment, ICA, Dallas, 1980
- Kuh Du I Ri Human Development Project Plan, ICAK, Seoul, 1977
- Kwang Yung Il Ri Human Development Project Plan, ICAK, Seoul, 1976

Education

1966 – 1968 Chicago Theological Seminary Chicago, Illinois, Masters degree studies

- Philosophy and theology

1962 – 1966 Oklahoma State University Stillwater, Oklahoma, USA
B.A. degree

- English literature and sociology

Additional professional training

Graduate of the Human Capacities School, Greenkill, New York, 1990 – 1994

Graduate of the Global Academy of the Institute of Cultural Affairs (including facilitator training), Chicago, Illinois, 1968

Professional memberships

Member, International Association of Facilitators

Selected global policy presentations

Workshop presentation to East-West Center regional seminar on local democracy in Asia held in Indonesia (2012)

Keynote and workshop presentation in UN Public Service Day Awards and Global Forum, Dar es Salam (2011), NYC (2012) and Bahrain (2013)

Keynote presentations in the capacity development workshops on decentralized governance at the UNDESA Global Forums on Reinventing Government, Marrakech, Mexico City and Seoul, 2002, 2003, 2005

Expert presentation at the OECD/DAC global workshops on decentralization in Paris, 2002, 2004

Keynote address at global workshop on decentralization and local development, JICA, Tokyo, 1998

Keynote address at global conference on decentralization, UNCRD, Nagoya, 1998

Presentation on UNDP's governance policy, OECD/DAC Task Force on Participatory Development and Good Governance, Paris, 1996

Keynote on UNDP's experience in historic cities and development, UNESCO Historic Cities Conference, Fez, 1995

Presentation on UNDP's urban governance strategy, UNCHS/ OECD/ DSE Global Conference on Urban Governance, Berlin, 1995

Presentation on UNDP's urban development experience, Rotary International global workshop, San Francisco, 1995

Presentation on UNDP's urban strategy, International Conference of Mayors, Lisbon, 1994

Presentation on UNDP's urban strategy and experience, UNICEF global conference of mayors, Mexico City, 1994

Presentation on UNDP's urban agriculture project, IDRC global workshop, Montreal, 1993

Presentation on UNDP's urban strategy, global workshop of the Centre for Human Settlements, Vancouver, 1992

Keynote on Development, Economics, Culture and Education: a Whole System, ICA global conference, Oaxtepec, Mexico, 1988

**Selected workshop
design and
facilitation**

Regional seminar on local democracy in Asia sponsored by the East-West Center and held in Jogjakarta (2012)

Workshops for UN Public Service Day Award and Global Forums for UNDESA, Dar es Saam (2011), NYC (2012) and Bahrain (2013)

Four training and planning workshops for staff of DPADM/UNDESA, NYC (2011)

Global workshop on sustainable policy-making for sustainable development sponsored by the East-West Center, UN University and Soka University, 2010

Global capacity development workshops on decentralized governance for the UNDESA Global Forums on Reinventing Government in Marrakech, Mexico City and Seoul, 2002, 2003 and 2005 and on participation, Vienna, 2007

Global workshop on decentralization and local governance, World

Conference on Governance, Manila, 1999

BDP annual retreat, New York, 1998

BDP workshop on pilot-testing, New York, 1998

Global workshop of LIFE Coordinators, Kingston, 1997

Global workshop on SURF/global hub, New York, 1997

Annual retreats of MDGD/BDP, New York, 1997, 1996, 1995

Global workshop to brainstorm UNDP's policy on governance, New York, 1996

Global Advisory Committee meeting of LIFE, Istanbul, 1996

Global workshop in the Asian Ministerial Conference on Governance, Lahore, 1996

Annual retreats of SEPED/BDP, New York, 1996, 1995

Global Advisory Committee meeting of LIFE, Cairo, 1995

International Workshop on Participatory Local Governance, New York, 1994

Global Advisory Committee meeting of LIFE, Stockholm, 1994

Selected country missions

Nepal, 2011: as a Fulbright Senior Specialist designed Masters curriculum in Training and Development with universities in Nepal (2011)

Philippines, 2005: conducted four workshops for 300 leaders of government and civil society in Decentralising the MDGs through Innovative Leadership resulting in ten projects and a national core group formed for follow up

Kenya, 2004: conducted two workshops for 200 leaders of government and civil society in Decentralising the MDGs through Innovative Leadership resulting in 15 projects

Ukraine, 2003, provided advice on the formation of a national programme on local governance and development

Yugoslavia, 2002, provided advice to the creation of a national capacity development facility

Kyrgyzstan, 2000: led international team that created a new decentralization national policy using participatory workshops and review mechanisms

Nepal, 2000: provided technical advice to the Association of District Development Committees on the draft, thematic assessment on decentralization and local governance and met with government, non-governmental and donor officials concerning Nepal's decentralization strategy

Uganda; Philippines, 1997: provided technical advice to the UNDP

country offices on the design of programmes in decentralization and local governance

Tanzania; Thailand, India, 1996: provided technical advice to the UNDP country office on decentralization and local governance programmes

South Africa; Kyrgyzstan; Colombia and Bangladesh, 1995: conducted initiating missions to establish the LIFE Programme in each country

Senegal; Tanzania; Thailand; India, 1994: conducted monitoring missions to strengthen the LIFE Programme in each country, except in India where the mission provided technical assistance in the launch of the Sustainable Cities Programme in Madras

Egypt; Morocco; Pakistan; Senegal; Tanzania; Thailand; Jamaica, 1993; conducted initiating and monitoring missions to establish and strengthen the LIFE Programme in each country

Thailand; Jamaica; Brazil, 1992: conducted initiating missions to establish the LIFE Programme in each country

Awards and recognition

Senior Fellow, NYU Research Center for Leadership in Action (2012)

Fulbright Senior Specialist (2011)

Outstanding Alumnus Award, Oklahoma State University (2003)

9 UNDP management evaluation (PAR/RCA) ratings of "1" and "2" (1992-2005)

Accelerated promotion to Director level (D1) in UNDP (1997)

"Community Development Service Award", The Social Development Commission of the Ministry of Youth and Community Development, Government of Jamaica (1984)

"Sae Maul Undong Service Award", the County of Chun Chon, Kang Wan Province, Government of the Republic of Korea (1978)

Advisory positions

Global Advisor, State of the World Forum on Climate Change, 2009

Global Advisor, the Institute of Cultural Affairs International, Montreal

Global Advisor, HIV/AIDS Fund for Africa, International Consultants and Associates, USA

Global Advisor, the Robertson Work International Social Artistry Fund, International Institute for Social Artistry, USA

Personal practices Daily meditation
Journal writing
Poetry, music and dance