LOUIS A. PICARD

**ACADEMIC RESUME**

**May 1, 2021**

**RANK: PROFESSOR WITH TENURE**

POSITION: Professor (and Associate Professor) of Public and International Affairs and African Studies, Graduate School of Public and International Affairs, University of Pittsburgh -Present.

DIRECTOR: Director, Ford Institute for Human Security, 2011-2015

**Director Select, Masters Program in International Development, GSPIA, University of Pittsburgh, 2021-2022**

**Director, Masters Program in Public Administration, GSPIA, University of Pittsburgh, 1992-1993 2019-2020**

**Director, PhD Program, GSPIA, University of Pittsburgh, 2019.**

**Director, African Studies Program, University Center for International Studies, University of Pittsburgh, July 1, 2017- 2018**

Director, Division of International Development, GSPIA Academic Year, 1996-2004 and 2009-2010

(ACTING) AND Graduate School of Public and International Affairs,

ASSOCIATE University of Pittsburgh, 1988-1993 (Acting, 1989-1990)

DEAN

HONORIFIC Senior Research Fellow, Mathew Ridgway Center for International Security and Coordinator, Initiative for Effective Governance, University of Pittsburgh

VISITING

POSITION Senior Research Fellow, Africa Center for Strategic Studies, National Defense University (Sabbatical, June-December, 2007).

**VISITING**

**POSITION (Sometime) Visiting Research Professor, Graduate School of Public and Development Management, University of the Witwatersrand, Johannesburg South Africa (1993-Present**

FORMER President, Public Administration Service, Three Year Term,

POSITIONS: May 2002- April 2005. Term Ended April 30, 2005

Director, International Programs, National Association of Schools of Public Affairs and Administration (NASPAA), Washington D.C., June 1965-August, 1967

**TENURED: Initial Review: 1982-1983 Academic Year. Effective Date of Tenure: September 1983, Department of Political Science at University of Nebraska-Lincoln. Tenure Transferred: Graduate School of Public and International Affairs, University of Pittsburgh, August, 1987, Promoted to Full Professor, University of Pittsburgh, September 1995.**

**Discipline: Political Science**

**PERSONAL INFORMATION:**

**Date of Birth: May 18, 1943**

**Home Addresses:**

**1323 Fairstead Lane**

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**ACADEMIC BACKGROUND:**

**Undergraduate:**

**Delta College, University Center, Michigan, 1961-1963**

**University of Michigan, Ann Arbor, 1963-65- B.A. History and Political Science, with Distinction, August, 1965**

**Graduate:**

**Columbia University, Teacher's College, New York City, Fall Semester 1965. Graduate work in Education and History, Teaching English as a Second Language, African Studies and Language (Swahili). Peace Corps Training. One Semester**

**University of Wisconsin-Madison, Madison, Wisconsin- M.A., 1970, Political Science, Ph.D., December 1977, Political Science**

**LANGUAGES:**

**French, Swahili, Danish, some German, limited Luganda, Setswana and Spanish**

**CAREER RESEARCH AREAS:**

**Marginalization and Human Security, Democracy and Governance: including Decentralization, Responsible Government, political institutions and Anti-Corruption, Qualitive Research Methods; Decentralized Governance, Capacity Building, Human Development and Manpower Planning; Political Constraints on Rural Development Strategies**

**Structural Adjustment and Public Sector Reform and Policy Change; Foreign Aid, Foreign and Security Policy, the impact and limits of foreign aid on democracy and governance programs**

**Capacity Development: Comparative Public Administration, Public and Development Management, Local Government, Regional Government and Administration; Capacity Building including HRD and Training, personnel management and organizational development.**

**Africa: South Africa, Eastern, Western, Horn of Africa and Southern African Development and Political development; North Africa and the Middle East; Scandinavia, Eastern and Central Europe including Russia, Central America.**

**Human security and conflict mediation; marginalized peoples; human rights and Gender violence, trafficking and slavery.**

**Countries with long-term field-based experience: Uganda, Tanzania, Ghana, Morocco, Botswana, South Africa, Guinea-Conakry, Ethiopia and Eritrea.**

**Foreign Aid and Foreign Policy: Lesser Developed States and Developed Countries: Foreign Aid, Diplomacy and Defense/Security, Management of Official International Assistance and Technical Assistance, the Politics of the bureaucracy, Agricultural Politics and Rural Development; civil society**

**North-South International Political Economy; International Administration and Governance (globalization)**

**Publications**

# Books

**Louis A. Picard, Terry F. Buss, Taylor Seybolt and Macrina Lelei, *Sustainable, Development, and Human Security in Africa: Governance as the Missing Link* (New York: Taylor and Francis, 2015).**

# Louis A. Picard and Thomas Mogale, The Limits of Democratic Governance in South Africa (Boulder: Lynn Rienner Press, 2015)

**Terry F, Buss, Joseph Adjaye, Donald Goldstein and Louis A. Picard, African Security and the African Command: Viewpoints on the U.S. Role in Africa (Sterling, VA: Kumarian Press and Pittsburgh PA: Mathew Ridgway Center for International Security Studies, University of Pittsburgh, 2011).**

**With Terry F. Buss, A Fragile Balance, Re-examining the History of Foreign Aid, Security and Diplomacy (Sterling, VA: Kumarian Press, 2009).**

**With Robert Groelsema and Terry Buss, eds. Foreign Aid into the Twenty-First Century: Prospects and Problems (New York: M.C, Sharpe, 2008). Edited Book with three chapters by Picard.**

**The State of the State: Institutional Transformation and Political Change in South Africa (Johannesburg, South Africa and Edison, NJ: Witwatersrand University Press and Transaction Publishers, 2005/2006). Single Authored Book.**

**Policy Reform for Sustainable Development in the Caribbean, Editor (with Michele Garrity) (Amsterdam: IOC Press, 1996).**

**Policy Reform for Sustainable Development in Africa: The Institutional Imperative, Louis A. Picard and Michele Garrity, eds. (Boulder: Lynne Rienner Publishers, 1994). 183pp. Co-Authored book with six contributors.**

**Capacite Institutionelle en Matiere de Changement et de Soutien des Politiques Publiques: Lecons de L'experience Africaine Le Cas des Pays D'expression Francaise, Louis A. Picard, Rapportuer General (editor) (Bruxelles: Institut International des Sciences Administratives, 1993).**

**South Africa in Southern Africa: Domestic Change and International Conflict (with Edmond Keller), co-editor (Boulder, CO: Lynne Rienner Publishers, 1989), 261 pages.**

**Series Editor, Development Management Series (Boulder, CO: Lynne Rienner Publishers, 1985-1988) Series of five books on aspects of Development Management and Public Policy. Published by the National Association of Schools of Public Affairs and Administration and the U.S. Agency for International Development.**

**Sub-National Politics in the 1980's: Organization, Reorganization and Economic Development Co-editor (with Raphael Zariski) (New York: Praeger, 1986).**

**The Politics of Development in Botswana: A Model for Success? (Boulder: Lynne Rienner Publishers, 1987), pp. 298 Single Authored Book.**

**Editor and Co-author, Politics and Rural Development in Southern Africa: The Evolution of Modern Botswana, (London and Lincoln: Rex Collings and University of Nebraska Press, 1985), pp. 229. Picard author or co-author of three chapters.**

# Journal Articles

**Paige T. Noah and Louis A. Picard, “Seeking to Uderstand Hiddenness: Marginalization and Social Punishment,” International Journal of Policy Studies Vol. 1 (November, 2020), pp. 89-109.**

**Louis A. Picard and Ezzeddine Moudoud, “The 2008 Guinea Conakry Coup: Neither Inevitable nor Inexorable,” Journal of Contemporary African Studies, Vol. 28, No. 1 (January, 2010), pp. 51-69.**

**"Dependency Avoidance, Dependency Reversal and Economic Development; Cases from the Nineteenth Century Periphery," Africanus, vol. 23, No. 1 and 2 (November, 1994), pp. 13-29.**

**"Public Administration in South Africa: The Transition to a Non-Racial Public Service," Administratio Publica, vol. 4, No. 1 (June, 1992), pp. 84-93.**

**(with Michele Garrity), "Organized Interests and the Public Policy Process: An Assessment of Jamaican Business Associations," Journal of Developing Areas, (June, 1991), pp. 369-394.**

**(with N. Lynn Graybeal), "Internal Capacity and Overload in Guinea and Niger," Journal of Modern African Studies, 29, 2, (June, 1991), pp. 275-300.**

**(with Jan Sallinger-McBride) "Rural Development Areas in Swaziland: The Politics of Integrated Rural Development," Comparative Politics, vol. 22, no. 1 (October, 1989), pp. 1-22.**

**"Donors and Development: The Politics of Technical Assistance in Southern Africa: A Review Essay," Journal of Contemporary African Studies, vol. 7, no. 1/2 (April-October, 1988), pp. 264-267.**

**"Traditionalism, the Bureaucracy and Local Administration: Continuity and Change in Swaziland," Journal of African Studies vol. 13, no. 4 (Winter, 1986), pp. 116-125.**

**"Patrons vs. Planners: The Political Contradictions of Integrated Rural Development in Swaziland," (with Jan Sallinger-McBride), Journal of Contemporary African Studies, vol. 5, no. 1/2 (1987).**

**"Traditionalism in Swaziland: The Economic Basis of a Southern African Monarchy" Journal of Contemporary African Studies vol. 4, no. 1/2 (December, 1984/January, 1985), pp. 291-298.**

**"Administration Attitudes and Time in Bechuanaland and Botswana," SICA Occasional Papers Series, American Society of Public Administration (Fall 1984), pp. 15**

**"Local Level Politics in Lesotho: The Limits of Decentralization," Africanus, vol. 14, no. 1/2 (November, 1984), pp. 4-20.**

**"Development Administration Revisited: Administrative Attitudes in Tanzania and Botswana," in Journal of Contemporary African Studies, vol. 2, no. 1 (October, 1982), pp. 31-58 (Published in 1984).**

**"Self-Sufficiency, Delinkage and Food Production: Limits on Agricultural Development in Africa," Policy Studies Review, vol.4, no. 2 (November, 1984), pp. 311-319.**

**"Development Administration and Political Control: The District Administration in Lesotho" in Rural Africana no. 18 (Winter, 1984), pp. 27-44.**

**"Administrative Reorganization -- A Substitute for Policy? The District Administration and Local Government in the Bechuanaland Protectorate, 1949-1966" Botswana Notes and Records no. 16 (September, 1984), pp. 85-96.**

**"Agriculture and Rural Project Planning: Institutional Training Capacity in Southern Africa" Occasional Paper United Nations Food and Agriculture Organization (Rome: Food and Agriculture Organization, August 1983), pp. 55.**

**"Decentralization, 'Recentralization' and 'Steering Mechanisms,' Paradoxes of Local Government in Denmark, in Polity, vol. 15, no.4 (Summer, 1983), pp. 536-554.**

**"Independent Botswana: The District Administration and Political Control," Journal of African Studies, vol. 8, no. 3 (Fall, 1981), pp. 98-110.**

**(with William P. Avery) "Pull Factors in the Importation of Conventional Armaments to Africa," Journal of Political and Military Sociology, vol. 8, no. 1, (Spring, 1980), pp. 55-70.**

**"Bureaucrats, Cattle and Public Policy: Land Tenure Changes in Botswana," Comparative Political Studies, vol. 13, no. 3 (October, 1980), pp. 313-356.**

**"Attitudes and Development: The District Administration in Tanzania," African Studies Review, vol. 23, no. 3 (December, 1980), pp. 49-67.**

**"Socialism and the Field Administrator: Decentralization in Tanzania," Comparative Politics (July, 1980), pp. 439-457.**

**"The SALT I Negotiations: A Game Theory Paradigm," Policy Studies Journal, Symposium on American Security Policy and Policy Making, vol. 8, no. 1, (Autumn, 1979), pp. 120-127.**

**"Rural Development in Botswana: Administrative Structures and Public Policy," Journal of Developing Areas, vol. 13, no. 3, (April 1979), pp. 283-300.**

**"District Councils in Botswana - A Remnant of Local Autonomy," Journal of Modern African Studies, vol. 17, no. 2, (October, 1979), pp. 285-308.**

**"Rural Development in Botswana: The District Administration and the Creation of District Development Committees, 1966-1973," Working Papers of the National Institute, University of Botswana and Swaziland (January, 1978), pp. 55.**

# Chapters in Books

**“Achieving Sustainable Development in Africa: A Governance Perspective” (with Elizabeth Feleke and Terry Buss)**

**“Human Development and the Millennium Development Goals: Approaches to Sustainability in Africa,” (with Terry Buss and Chris Belasco)**

**“Foreign Aid, Institutions, and Human Development,” (with Terry Buss and Chris Belasco)**

**“Fiscal Responsibility and Sustainable Local Government Responsibility in South Africa,” (with Thomas Mogale)**

**“Political Parties Development in Morocco: The Limits of Institutional Development Intervention” (with Barry Ames and Miguel Carreras)**

**All of the above in Louis A. Picard, Terry F. Buss, Taylor Seybolt and Macrina Lelei, *Sustainable, Development, and Human Security in Africa: Governance as the Missing Link* (New York: Taylor and Francis, December, 2015).**

**Louis A. Picard and Zachary A. Karazsia, “The Truman Administration and Foreign Aid: From the Cold War to the War on Terrorism,” Raymond H. Geselbracht, editor, The Foreign Aid Legacy of Harry S. Truman (Kirksville, Missouri: Truman State University Press, 2016).**

# Louis A. Picard and Thomas Mogale, “Decentralization and Local Government in South Africa,” in Decentralization in Africa, J. Tyler Dickovick and James Wunsch, eds. (Boulder, CO: Lynne Rienner Publishers, 2014).

# Louis A. Picard, “Development Management: Renewal and Discovery in the Twenty-First Century” in The State of Public Administration: Issues Challenges, and Opportunities, Donald C. Menzel and Harvey L. White, eds. (Armonk, NY: M.C. Sharpe, 2011), pp. 439-452.

# Louis A. Picard, Terry F. Buss and Robert Groelsema, “Foreign Aid” in Paul Quirk & William Cunion, eds. Governing America: Major Decisions of Federal, State, and Local Government Paul Quirk & William Cunion, eds. (New York: Facts on File Books, 2011).

# Terry F. Buss, Nathaniel J. Buss, and Louis A. Picard, “Al-Qaeda in Africa: The Threat and Response,” in African Security and the African Command: Viewpoints on the U.S. Role in Africa, Terry F, Buss, Joseph Adjaye, Donald Goldstein and Louis A. Picard, eds. (Sterling, VA: Kumarian Press, 2011), pp. 187-207.

# Louis A. Picard, Terry F. Buss and Robert Groelsema, “Foreign Aid” in Governing America: Major Decisions of Federal, State, and Local Government, Paul Quirk & William Cunion, eds. (New York: Facts on File Books, 2010).

# With Robert Groelsema and Louis A. Picard , “Foreign Aid into the Twenty First Century” in Foreign Aid into the Twenty-First Century: Prospects and Problems in Louis A. Picard, Robert Groselema, and Terry Buss eds. (New York: M.C, Sharpe, 2007), pp. 3-23.

# With Robert Groelsema and Ted Lawrence, Foreign Aid and Democratic Governance: Decentralization in Ghana” in Foreign Aid into the Twenty-First Century: Prospects and Problems in Louis A. Picard, Robert Groselema, and Terry Buss ed. (New York: M.C, Sharpe, 2007), pp. 146-172.

# With Ralph Smuckler “Higher Education, Capacity Building and Foreign Aid:Lessons Learned” in Foreign Aid into the Twenty-First Century: Prospects and Problems, Louis A. Picard, Robert Groselema, and Terry Buss eds. (New York: M.C, Sharpe, 2007) pp. 302-314.

**“Public Administration in South Africa: Provincial Capacity, Institutional Development and the Civil Service,” in Public Administration in Africa, 'Ladipo Adamolekun, ed. (Boulder: Westview Press, 2000), pp. 311-328. Revised and Reprinted in paperback by Spectrum Publishers (London, 2003).**

**"Measuring Gains and Costs of Training in the Public Service," Innovation Through Learning, Thembi Nwendamuswu and Barbara Wurster, eds. (Johannesburg: Konrad Adenauer Stiftung, 1997), pp.25-34.**

**"Structural Adjustment Capacity Building and Sustainability: Lessons from the Caribbean," in Policy Reform for Sustainable Development in the Caribbean, Editor (with Michele Garrity) (Amsterdam: OEC Press, 1996), pp. 3-21.**

**(with Michele Garrity,) "Development Management in Africa" in Managing Sustainable Development in South Africa, Patrick FitzGerald Anne McLennan,and Barry Munslow eds. (Cape Town: Oxford University Press, 1995, Revised, second edition, 1997), pp. 63-85.**

**(with Michele Garrity), "Dealing With Donors: The Management of Development in Africa," in Public and Development Management, Ivan Meyer, Francois Theron and Andries van Rooyen, eds. (Cape Town: University of Stellenbosch, 1995), pp. 221-253.**

**"Affirmative Action in South Africa: The Transition to a Non-racial Public Service" in Public Administration: Concepts, Theory and Practice, M. Saheed Bayat and Ivan H. Meyer, eds. (Johannesburg: Southern Publishers, 1995), pp. 269-270.**

**"The Challenge of Structural Adjustment," in Policy Reform for Sustainable Development in Africa: The Institutional Imperative, Louis A. Picard and Michele Garrity, eds. (Boulder: Lynne Rienner, 1995), pp. 1-17.**

**(with Athumani Liviga and Michele Garrity ) "Sustainable Policies, Management Capacity and Institutional Development," in Policy Reform for Sustainable Development in Africa: The Institutional Imperative, Louis A. Picard and Michele Garrity, eds. (Boulder: Lynne Rienner, 1995), pp. 113-126.**

**(with Michele Garrity) "Improving Management Performance in Africa: Collaborative Intervention Models," in Policy Reform for Sustainable Development in Africa: The Institutional Imperative, Louis A. Picard and Michele Garrity, eds. (Boulder: Lynne Rienner, 1995), pp. 127-149.**

**(with Michele Garrity) "Institutional Development Revisited," in Policy Reform for Sustainable Development in Africa: The Institutional Imperative, Louis A. Picard and Michele Garrity, eds. (Boulder: Lynne Rienner, 1995), pp. 151-168.**

**"Botswana," World Book Encyclopedia (Chicago: Scott Fetzer, 1994), pp. 521-523.**

**"Strategic Reform in the Public Policy Process: Formulation, Implementation, Monitoring and Assessment," in Redesigning the State Profile for Social and Economic Development Change, ed. Bernardo Kliksberg (Brussels: International Institute of Administrative Sciences, 1994), pp. 131-162.**

**(with Michele Garrity), "Botswana," in World Book Encyclopedia (Chicago: 1992 Edition)**

**(with Miles Elledge), "Investment and Capital: A Development Strategy for the African Environment," in Privatization and Investment in Sub-Saharan Africa, Bernard S. Katz and Rexford Ahene, eds. (New York: Praeger, 1992), pp. 185-193.**

**"Lesotho," "Swaziland," "Gaborone," in World Book Encyclopedia, (Chicago: 1990 edition).**

**"Domestic Reforms and Regional Conflict in South Africa" in South Africa in Southern Africa, Edmond Keller and Louis A. Picard, editors (Boulder, CO: Lynne Rienner Publishers, 1989), pp. 1-10.**

**(with Robert Groelsema) "U.S. Foreign Policy Towards Southern Africa: Beyond Constructive Engagement?" in South Africa in Southern Africa, Edmond Keller and Louis A. Picard, editors (Boulder, CO: Lynne Rienner Publishers, 1989), pp. 221-253.**

**"Self Sufficiency, Delinkage and Agricultural Development: Constraints to Dependency Reduction in Africa," in World Food Policies: Toward Agricultural Interdependence and Public Policy, William Browne and Don Hadwiger, ed., (Boulder, CO: Lynne Rienner Publishers, 1986), pp. 121-136. Longer version of Policy Studies Review article.**

**"Development Administration and Intergovernmental Relations" in Sub-National Politics in the 1980's: Organization, Reorganization and Economic Development. Louis A. Picard and Raphael Zariski, eds. (New York: Praeger, 1986), pp. 153-159.**

**"From Bechuanaland to Botswana: An Overview," in Politics and Rural Development in Southern Africa: The Evolution of Modern Botswana, Louis A. Picard, ed., (London and Lincoln: Rex Collings and University of Nebraska Press, 1985), pp. 1-39.**

**"Policy Implementation and Local Institutions in Botswana," (with E. Philip Morgan), in Politics and Rural Development in Southern Africa: The Evolution of Modern Botswana, Louis A. Picard, ed., (London and Lincoln: Rex Collings and University of Nebraska Press, 1985), pp. 125-156.**

**"Bureaucrats, Elections and Political Control: National Politics, The District Administration and the Multi-Party System in Botswana,” in Politics and Rural Development in Southern Africa: The Evolution of Modern Botswana, Louis A. Picard, ed. (London and Lincoln: Rex Collings and University of Nebraska Press, 1985), pp. 176-205.**

**"U.S. Policy Toward Southern Africa" in American Foreign Policy in an Uncertain World, David Forsythe, ed. (Lincoln, NE: University of Nebraska Press, March 1984), pp. 453-479.**

**"Botswana," in Africa Contemporary Record, 1982-83, Colin Legum, editor, (New York and London: Holmes and Meier, 1984), pp. B618-B633.**

**"Botswana," in Africa Contemporary Record, 1982-83 Colin Legum, ed. (New York and London: Holmes and Meier, 1983), B611-B630.**

**"Botswana," in African Contemporary Record, 1981-1982, Colin Legum, ed. (New York and London: Holmes and Meier, 1982), pp. B600-B620.**

**"Botswana," in African Contemporary Record, 1980-1981, Colin Legum, ed. (New York and London: Holmes and Meier, 1981), pp. B659-B675.**

**"The SALT I Negotiations: The Utility of a Game Theory Paradigm," in American Security Policy and Policy Making, Edward A. Kolodzie and Robert Harkavy, eds. (Lexington, Mass: Lexington, 1980), pp. 239-254.**

**"Administration and Political Development: The Role of the Field Administrator in Peasant Societies," in Ivan Volgyes, ed., The Peasantry of Eastern Europe, Twentieth Century Developments (New York: Pergamon, 1979), pp. 195-211.**

**\*\*\*\***

**APPLIED RESEARCH, EDUCATION AND CONSULTANCY REPORTS AND GENERAL:**

**Evaluation of Local Economic Development and Street Naming and Building Numbering Projects in Jordan, (Washington D. C.: U. S. Agency for International Development. July 2020-December 2020).**

**Planning and Implementation Documents, Evaluation and Analytic Services Project West Africa (ECOWAS and Chad, (Washington D.C.: U.S. Agency for International Development, 2011-2015). Sub-Contract with the Mitchell Group, Washington D.C.). Senior Advisor, Capacity Building. List of documents available on Request.**

**Gerald Hyman, Susan Booysen, Subethri Naidoo, and Louis Picard, South Africa Democracy and Governance Assessment** **(Washington D.C.: U.S. Agency for International Development, May 7, 2012.**

**Louis A. Picard, Terry Buss and Chris Belasco, “The Effectiveness of Aid and the Millennium Development Goals in Advancing Human Development, 1990 to 2010,” Human Development Papers (New York: United Nations Development Programme, July, 2010).**

**Commission on the Future of Southern Sudan (Ann Collins, Suzanne Bond Hinsz, George Smith, III, Gerald Hyman, Louis A Picard and Domenico Polloni), Government of Southern Sudan: Functional Capacity Prioritization Study (Washington D.C.: U.S. Agency for International Development, December, 2009).**

**Louis A. Picard and Tomas Mogale, South Africa Decentralization Assessment (Washington D.C.: U.S. Agency for International Development, 2010.**

**Barry Ames, Louis A. Picard and Miguel Carreras, An Assessment of Political Parties in Morocco (Pittsburgh: University of Pittsburgh, June, 2010). Research Paper submitted to USAID).**

**Book Review, Decentralizing Governance: Emerging Concepts and Practices**, **edited by G. Shabbir Cheema and Dennis A. Rondinelli** **(Washington DC: Brookings Institution Press, 2007), Publius: Journal of Federalism: The Journal of Federalism (February, 2008), pp. 1-3.**

**Book Review, Diana Gordon, Transformation and Trouble: Crime, Justice and Participation in a Democratic South Africa, in Journal of Modern African Studies (September 26, 2006).**

**With Ezzeddine Moudoud and Mouhamadou Adama Bah, The Political Economy of Decentralization In Guinea Conakry, (Washington DC: World Bank, 2007).**

**Public Sector Reform in Ghana: Lessons from U.S. and State Government Experience (Washington D.C., PADCO, December 6, 2005).**

**With Jerry Silverman, Susan Vogelsang, Bonnie Walter and Morey Kogul, Regional Variations in Local Governance Traditions Revised Version (Washington DC: U.S. Agency for International Development, September, 2006).**

**with Jerry Silverman and Elinor Ostrom, et. al., Regional Variations in Local Governance Traditions (Washington DC: U.S. Agency for International Development, August, 2006).**

**Tom Downing, Louis A Picard and Jerry Ulrich, et. al. Organizational Manual and Capacity Building Plan Ministry of Local Government Palestine, (Ramallah, Palestine: World Bank and PADCO Co., Draft Document, June 2005.**

**Kwesi Appiah, Robert J. Groelsema, Avril Kudzi, Ted Lawrence, Elsie Menorkpor and Louis A. Picard (Team Leader), Assessment Reort: “Government Accountability Improves Trust” (GAIT)Presented to the U.S. Agency for International Development, Democracy and Governance Program Accra, Ghana, December 8, 2003.**

**Report to the Administrator on Restructuring the University of the North with Carolyn Ban (Pietersburg: University of the North June, 2001). Report and Seminar.**

**“Angola,” World Book Encyclopedia (Chicago: World Book Publishing Company, 2001).**

**Report to the Administrator on Restructuring the University of the North, with John Weidman and John Yeager (Sponsored by the Tertiary Education Linkages Project, USAID Funded, March-June, 2001).**

**Needs Assessment on Leadership Training at the University of Durban Westville, with John Weidman, John Yeager, et. al. (Sponsored by the Tertiary Education Linkages Project, USAID Funded, August, 2000).**

Project Management and Evaluation, (IMDI University of Pittsburgh). Training materials development and delivery of seminars in Guyana and Surinam. February-May, 1999.

**Local Government in Southern Africa, with Ed Connerley and Carol Martin (Final Report Submitted to the Ford Foundation, December, 1998).**

**Local Government, NGOs and Civil Society (Paper Presented in Budapest, Hungary, October, 1998-February, 1999).**

**NGO Training and Governance Proposal developed and submitted to USAID by the International Management Development Institute, March, 1997**

**Clearing the Bushveld- Provincial Capacity, Institutional Development: The Transition in Northern Province: An Overview Paper and Preliminary Needs Assessment, Submitted to The Graduate School of Public and Development Management, University of Witwatersrand and The International Management Development Institute University of Pittsburgh, Funded by Ford Foundation (Johannesburg, 1996)**

**Assessment of Curriculum Development, Graduate Programs of the Graduate School of Development Management, University of Witwatersrand, Submitted, August 1, 1995.**

**Eritrean Community Development Fund: Draft Implementation Plan for Program Support for Capacity Building (Final Draft Document Submitted to the World Bank and the Government of Eritrea, November 10, 1995).**

**Eritrean Community Rehabilitation Fund: Program Support for Capacity Building (Draft Document submitted to the World Bank and the Government of Eritrea, April 10, 1995).**

**Operational Analysis of the Eritrean Financial Management Program Secretariat and Programming Development Division of the Ministry of Finance and Development State of Eritrea (Submitted to the World Bank, Washington, D.C., December 16, 1994).**

**The Ethiopian Reconstruction and Development Fund: A Capacity Needs Analysis (Submitted to the World Bank, Washington D.C. and to the United Nations Development Programme, Addis Ababa, Ethiopia, November 7, 1994.**

**Public Service Training in Eritrea: A Needs Assessment and Proposed Training Program for Reconstruction and Development in Eritrea (with J. Matt Seymour, Fred Schindeler, Gafer Abubaker, Ghebremedhin Haile, Kifleemariam Abraham) (New York: United Nations Development Program, July 16, 1994), 94 pages plus appendices. Submitted to the Government of Eritrea.**

**Public Service Training Policy: A Draft `White Paper,' (Asmara: Submitted to Government of Eritrea, July, 1994). 14 pages.**

**Strategic Action Plan: Capacity Building for Regional Administration in Ethiopia, (with Essau M. Chiviya, John Onunga, David C. Munyoro, Berhane Belay, Haddis Mulugeta, Fantahun Belew, Feltlework Alula), (Addis Ababa: United Nations Development Programme, July, 1994). Submitted and under consideration by the Transitional Government of Ethiopia. 342 pages plus appendices.**

**Civil Service Training in Eritrea: A Draft Strategic Plan, (Asmara: United Nations Development Programme, April 21, 1994). 21 pages.**

**South African Foundation for Public Management and Development: Strategic Action Plan, Consultancy Report Submitted to the U.S. Agency for International Development (Pretoria, April 1, 1994), 68 pages plus appendices.**

**South African Foundation for Public Management and Development: Interim Implementation Plan, Consultancy Report Submitted to the U.S. Agency for International Development (Pretoria, October 5, 1993), 12 pages.**

**Regionalism in Ethiopia: Preparation of a Strategic Action Plan," Report Submitted to the United Nations Development Program, (New York and Addis Ababa, May 12, 1993), 41 pages plus appendices.**

**South African Foundation for Public Management and Development: Draft Action Plan, Consultancy Report Submitted to the U.S. Agency for International Development (Pretoria, February 16, 1993), 32 pages plus appendices.**

**Review, Botswana: The Political Economy of Development (Boulder, Co.: Lynne Rienner Publishers, 1993) in Studies in Comparative International Development (Summer, 1993), pp.109-111.**

**(with Seyoum A. Haregot, Ron Sweetman and Tesfu Taddese, Public Sector Management Improvement in Ethiopia: Report From the Programming Mission (Addis Ababa, Ethiopia: United Nations Development Programme, November 13, 1992)**

**“Public Administration in South Africa: The Transition to a Non-Racial Public Service,” Keynote Address (Johannesburg, The New Public Administration Initiative: Consultation on the Way Forward in South Africa,” Conference Opened by Thabo Mbeki, then Deputy President, African National Congress, June 22-24, 1992.**

**(with Michele Garrity and Veronique N. Lozach, Sanctions Against South Africa: International Pressure, Domestic Negotiations? (Pittsburgh: University of Pittsburgh and Pew Charitable Trusts, 1992).**

**Project Management in Egypt: Teaching Materials, (with Richard Marrash), (University of Pittsburgh, International Development Management Institute, 1990).**

**(with John C. Williams, Betsy Carter, Joseph Ashcroft, et.al.), Swaziland Manpower Development Project, Mid-Term Evaluation, submitted to the U.S. Agency for International Development (Washington, D.C.: Research Management Corporation, 1988)**

**“Strategic Management and Program Development," Concept Paper developed out of conference of the UNEDIL Project. Meeting, Economic Development Institute, World Bank, at meeting in Dakar, Senegal, April, 1987. Funded by the U.S. Agency for International Development. Paper presented in Washington, D.C., December, 1988.**

**Organizational Development in Guinea's Ministry of Rural Development, Proposal prepared by the Government of Guinea and the National Association of Schools of Public Affairs and Administration for the U.S. AID Mission in Conakry, Guinea, July, 1986.**

**(with Rukudzo Murapa), "Scope of Work and Annual Workplan, Management Resource Unit of the Regional Training Council of SADCC," National Association of Schools of Public Affairs and Administration, prepared for the Government of Swaziland and the U.S. AID Mission in Harare and Mbabane, February, 1986.**

**(with Jim McCullough, et. al.), "Design for the First Pilot Seminar in Marketing Management and Regional Trade in SADCC," National Association of Schools of Public Affairs and Administration, prepared for the Management Resource Unit, Regional Training Council of SADCC, July, 1987.**

**Best and Final Presentation, Somali Human Resource Development Project, U.S. AID, Mogadishu, Somalia, March, 1987. Represented the National Association of Schools of Public Affairs and Administration.**

**"Workplan, 1985" (Washington D.C.: National Association of Schools of Public Affairs and Administration, November, 1985).**

"Workplan, 1986" (Washington, D.C.: National Association of Schools of Public Affairs and Administration, November, 1986).

**Consultant and Co-Author, Improving Management in Southern Africa: Final Report to the Regional Training Council of the Southern African Development Coordinator Conference (SADCC) (Washington: National Association and Schools of Public Affairs and Administration, July 1, 1985). Under the sponsorship of the United States Agency for International Development, pp. 108.**

**Interim Evaluation of Development Support Training Project USAID/Pakistan (with Richard Fehnel, Harold Freeman and Alice Murray) (Washington: National Association of Schools of Public Affairs and Administration, November 21, 1985), pp. 125.**

**District Administration Training in Botswana, (Gaborone, Botswana: Government Printer, 1984), 56 pp. Sponsored by the U.S. Agency for International Development.**

**The Zimbabwe Diploma in Rural Development, Gaborone: Ministry of Local Government and Lands, January, 1984.**

**"Political Dimensions of International Agricultural Development" in Proceedings: Social, Cultural, Economic and Political Dimensions of International Agricultural Development, Dale G. Anderson and Norman E. Tooker, eds. (Lincoln, Institute of Agricultural and Natural Resources, University of Nebraska, 1982), pp. 29-34.**

**"Training Needs of Target Areas: Technical and Institutional Analysis" in Botswana: Workforce and Skills Training (Washington, D.C., U.S. Agency for International Development, 1982), pp. 24-44.**

**"In-Country Training" in Technical Proposal for the Botswana Workforce and Skills Training Project (Washington, D.C. Trans Century, 1982), pp. 81-110.**

**A Study of the Manpower and Training Needs of the Unified Local Government Service, 1982-1992 (Botswana) with Klaus Endresen. (Gaborone: Government Printer, 1981), vol. 1, 118 pp., vol. 2, pp. 268.**

**Book Review, Patrick Marnham, Fantastic Invasion: Notes on Contemporary Africa, in Africana Journal (June, 1981), pp. 259-260.**

**"Collected Materials on Development Administration and Local Government," Seminar Papers, Compiled for the Institute of Development Management, Botswana, Lesotho and Swaziland, January 1981.**

**"Evaluation Report of the National District Development Conference, (Botswana) December, 1980" in Proceedings of the Eighth National District Development Conference, December, 1980 (Gaborone: Government Printer, 1981), pp. 157-179.**

**(with Chief Joseph Tarka), The Nigerian Draft Constitution: Issues and Analysis (London, 1978), 56 pp.**

**Book Review, Richard Vengroff, Botswana: Rural Development in the Shadow of Apartheid, in Africana Journal (October, 1977), pp. 335-336.**

**(with Ronald Christenson) Book Review, Gwendolyn M. Carter and Patrick O'Meara, eds., Southern Africa in Crisis in Perspective, vol. 6, no. 8 (October, 1977), pp. 158-159.**

**(with Jorgen Drostrup Andersen and Kirsten Abrahamsen) Tanzania: A Book of Readings, (Elsinore, Denmark: Mellemfolkeligt Samvirke, 1969).**

**(with Jorgen Drostrup Andersen), eds., Kenya: A Book of Readings (Elsinore, Denmark: Mellemfolkeligt Samvirke, 1969).**

**Ed., East and Central Africa, c. 1000 to 1939, (Elsinore, Denmark: Mellemfolkeligt Samvirke, 1969). Summary of major developments in simplified language, for students of English as a Second Language.**

**ACADEMIC GRANTS, DISTINCTIONS,VISITING AFFILIATIONS AND APPLIED RESEARCH FUNDING:**

**Undergraduate Grant, University of Michigan, 1964-65**

**Membership, Phi Kappa Phi Honor Society, 1965**

**Ford Foundation Fellowship, University of Wisconsin, 1970-71 (declined)**

**Fulbright-Hays Fellowship for Southern Africa, 1975**

**Gustavus Adolphus Faculty Development Grant, 1987-79 (declined)**

**U.S. Office of Education World Development Grant, Summer 1978**

**Teaching Fellowship, University of Wisconsin, 1971-72**

**University of Nebraska-Lincoln, Junior Faculty Fellowship, Summer, 1979**

**University of Nebraska-Lincoln, Research Council Grant, Jan.- March 1980**

**U.S. AID Research Grant for research on Local Administration inSouthern Africa Institute of Development Management, Botswana, Lesotho and Swaziland, Grant for Research in Local Government in Botswana, August 1981-November 1981**

**Institute of Development Management, Botswana, Lesotho and Swaziland, Grant for Research in Local Administration in Lesotho and Swaziland, June-August 1982**

**Research Grant, Chancellor's Office, University of Nebraska- Lincoln, November, 1982**

**University of Nebraska-Lincoln, Fling Summer Fellowship, Summer, 1984**

**University of Nebraska-Lincoln, Research Council Grant, September-December 1984**

**University of Nebraska-Lincoln, Layman Fellowship, Summer and Academic Year, 1985-1986**

**Research Associate- Africa Institute, Pretoria South Africa,July-August 1988.**

**Research Grant, International Management Development Institute, 1987-1988**

**Research Grant, University of Pittsburgh Research Council,**

**1989-1990**

**Fulbright Research Fellowship, United States Information Service, Pretoria, South Africa, June-December, 1990**

**Research Grant, University Research Council, July-August, 1991**

**Research Grant, John G. Bowman Faculty Grant for Study Abroad, University of Pittsburgh, July-August, 1991.**

**Ford Foundation, University Linkage Agreement, University of Witswatersrand, Johannesburg, South Africa, November, 1991- September, 1993**

**University of Pittsburgh, Office of Research Grant, 1993**

**University of Pittsburgh, Research Fellowship, University Center for International Studies, January, 1993-May 1993**

**Senior Advisor, South African Foundation for Public Management and Development, Johannesburg, South Africa. February, 1992-May, 1994**

**University of Pittsburgh, Office of Research Grant, July, 1994- July 1996**

**Rapporteur, Working Group on Development Administration, International Institute of Administrative Sciences, Brussels, Belgium, January, 1991-Present**

**Senior Advisor on Regionalization, Government of Ethiopia, November, 1992-1995. United Nations Development Programme**

**Visiting Professor, University of Witwatersrand, Johannesburg, South Africa, June-July, 1992, February-August, 1994, May, 1985, June-July, 1996.**

**Research Grant, Ford Foundation and University of Witwatersrand,**

**Research on Northern Province of South Africa**

**Research Grant, University Center for International Studies, University Studies, -August, 1996-July 2000. UCIS Grants and TELP Project**

**Advisor and Reviewer, African Training and Research Centre in Administration -for Development (CAFRAD}, Tangier, Morocco**

**USAID, September-December, 2003. Decentralized Governance in Ghana, Washington DC and Accra, Ghana.**

**World Bank, 2005. Development of Municipal Fund in Palestine.**

**World Bank 2006, Stakeholder Analysis of Decentralization, Guinea Conakry**

**Department of Defense, 2007. Senior Research Fellow.**

**United Nations Development Program, Human Resource Development Research Contract, 2009-2010.**

**USAID and Management Systems International, Southern Sudan, 2009.**

**USAID and Associates in Rural Development, South Africa and Tanzania Local Government, 2010.**

**U.S. Russia USA Foundation and Russian and Eastern European Studies**

**Ford Institute of Human Security, University of Pittsburgh, Uganda, 2011**

**USAID and Mitchell Group, Impact Analysis and Research in West Africa, 2012-2015**

**Research and Teaching Grants, University of Pittsburgh, Global Studies, University Center for International Studies and the Office of the Provost, c. five grants since 2011, Last 2018.**

**National Public Opinion Research Center, University of Chicago, USAID Contract, 2015-2018.**

**BOARDS, COMMITTEES**

**President, ASA Social Fund for Hidden People, U.S.A. and Uganda**

**Director, Ford Institute for Human Security, University of Pittsburgh.**

**Research Fellow, Africa Institute of South Africa**

**Senior Fellow, Ridgway Center for International Security, University of Pittsburgh**

**Editorial Advisory Committee, Journal of Public Administration and Development**

**Member, Editorial Council, Administratio Publica**

**Manuscript Reviewer, Lynne Rienner Publishers**

**Member, Board of Trustees and Member, Executive Committee, Public Administration Service**

**Visiting Professor and External Reviewer, Graduate School of Public and Development Management, University of Witwatersrand**

**Grants Reviewer, National Science Foundation**

**Rapportour, Development Administration Working Group, International Institute for Administrative Sciences, Brussels, Belgium**

**Advisor, Local Government Project, Open Society Foundation, Budapest, Hungary**

**SOMETIME ACADEMIC REVIEWER FOR:**

**Africanus\***

**CAFRAD: International Journal of Public Administration\***

**Comparative Politics**

**Governance: An International Journal of Policy and Institutions**

**International Review of Administrative Sciences**

**International Review of Public Administration**

**Journal of Contemporary African Studies\***

**Journal of African Finance and Economic Development**

**Journal of Developing Areas**

**Journal of Modern African Studies**

**Journal of Politics**

**Journal of Southern African Studies**

**Perspectives on Politics**

**Publius: A Journal of Federalism**

**Publicus Administratia\***

**Public Administration Review**

**World Development**

**\*Board Member**

**ACADEMIC EMPLOYMENT:**

**Fall 1965- Herran High School, Manhattan, New York City Practice Teaching, History, Government and Economics**

**January 1966-December, 1968- H.H. The Aga Khan Senior Secondary School, Masaka, Uganda. History and English (TESL- Teaching English as a Second Language) to Cambridge 'O' level. U.S. Peace Corps**

**January 1967-December 1968- Deputy Headmaster (Assistant Principal)**

**1/68-4/68, Acting Headmaster (Principal)**

**August 1968- December 1968. Makerere University College, Masaka, Uganda September 1968 (Part time) Department of External Studies and Adult Education, Instructor, Political Science and Economics**

**January- June, 1969- Mellemfolkeligt Samvirke (Danish Volunteer Danish Association for International Cooperation, Elsinore, Denmark Instructor in English (TESL-Teaching English as a Second Language) and Lecturer in History**

**August 1970-January, 1971 International College in Copenhagen,**

**Hellerup, Denmark- Lecturer in Political Science, Director of Admissions**

**January 1971-July, 1972- Trainer, Danish Volunteer Training Center, Tengeru, Arusha, Tanzania-Danish Government Expert Contract. (DANIDA) Special training course for Danish Personnel going to work in East Africa. Teaching Areas: Politics and Society-East and Central Africa, Job Orientation and Technical Language, African History, TESL (Teaching English as a Second Language), Director,Zambia Area Studies Program**

**1972-74-University of Wisconsin-Madison, Madison, Wisconsin, Teaching Assistant, Introduction to Comparative Politics. Introduction to American Politics, Public Administration: Technology and Development Administration**

**1976-77-University of Nebraska-Lincoln, Lincoln, Nebraska**

**Visiting Instructor, Department of Political Science, Introduction to Political Science, Introduction to Comparative Government, Introduction to Public Administration**

**1977-78-Gustavus Adolphus College, St. Peter, Minnesota, Instructor then Assistant Professor, Department of Political Science. Public Administration, Comparative Politics (African, European Politics and Third World General), Introduction to Political Analysis**

**1978-81-University of Nebraska-Lincoln, Lincoln, Nebraska, Assistant Professor, Department of Political Science. Personnel Administration, Organization Theory, Public Administration, Comparative Politics, African Politics. (On Leave 1980-81)**

**1980-81 Institute of Development Management, Botswana, Lesotho and Swaziland, Gaborone, Botswana Campus Visiting Lecturer/ Consultant USAID./Technical Cooperation Contract. Trans-Century Corporation contract. Specialist in Management, Local Government, Project Management, Human Resource Development**

**June-August, 1992-Institute of Development Management, Gaborone, Botswana. Visiting Lecturer/Consultant, Botswana, Lesotho, and Swaziland. USAID. supported contract**

**1981-83- Vice-Chair, Department of Political Science, University of Nebraska-Lincoln**

**January-May, 1984- Interim Chair, Department of Political Science, University of Nebraska-Lincoln**

**1981-87- Associate Professor, Department of Political Science, University of Nebraska-Lincoln. Comparative Politics, African Politics, Public Administration, Development Administration and Politics**

**May-July 1984- Visiting Research Scholar, University of South Africa, Pretoria, South Africa**

**August 1985-August, 1987- National Association of Schools of Public Affairs and Administration, Washington, D.C. Director, Technical Cooperation Project (USAID sponsored)**

**August 1987-Present- Associate Professor and Professor with Tenure, Graduate School of Public and International Affairs, University of Pittsburgh, Pittsburgh PA. Governance, Local Government and Civil Society, Development management and policy, public management and policy, Capacity Building, Foreign Aid and international affairs, African development policy, international political economy**

**September, 1988- July, 1992- Associate Dean and Acting Dean (1989-1990), Graduate School of Public and International Affairs, University of Pittsburgh**

**February, 1993-May, 1994- Senior Advisor, South African Foundation for Public Management and Development (Chief of Party) USAID Technical Assistance Team, Johannesburg, South Africa.**

**June, 1992-present (Intermittent basis)- Visiting Professor, Graduate School of Public Development Management, University of Witwatersrand, Johannesburg, South Africa**

**August 1998-August 1999 and September, 1995-2002- Director, Division of International Development, Graduate School of Public and International Affairs, University of Pittsburgh (Formerly Economic and Social Development Program)**

**May 2007-January 2008, Senior Research Fellow, African Center for Strategic Studies, National Defense University**

FIELD AND RESEARCH EXPERIENCE:

**Uganda, 1966-1968**

**Denmark, 1969 and 1970-71**

**Tanzania, 1971-72**

**England, January, February, 1974**

**Botswana, March-August, 1974**

**Tanzania, February, August,**

**Denmark, Summer 1977**

**Denmark, Summer 1979**

**Botswana, Lesotho, Swaziland and South Africa, 1980-81**

**Rome, Italy, September 1981 and November 1981**

**Botswana, Lesotho and Swaziland, June-August 1982**

**Botswana, January 1984**

**South Africa, May-June 1984**

**Southern Africa, August-September 1984**

**Pakistan, October-November 1985**

**Ethiopia and Togo, December 1985**

**Zimbabwe, Swaziland, Kenya, Ivory Coast, Guinea, July 1986**

**Somalia and Kenya, September 1986**

**Guinea and Senegal, December 1986**

**Zimbabwe, Swaziland, Botswana and South Africa, January- February 1987**

**Botswana, Mozambique and Swaziland, April-May and June-July,1987**

**Senegal, November 1987**

**Swaziland, April-May 1988**

**Kenya, Ethiopia and Uganda, May 1988**

**South Africa, July-August 1988**

**Swaziland, January, 1989**

**Senegal, Togo, Ivory Coast, Central African Republic, Congo- Brazzaville, Zaire, March-April, 1989**

**Morocco, Algeria, Tunisia July-August, 1989**

**Denmark, December-January, 1989-90**

**Egypt, March-April, 1990**

**England, May-June, 1990**

**South Africa, June-December, 1990**

**Swaziland, August, 1990**

**Namibia, Botswana, November, 1990**

**Spain, November, 1990**

**Belgium and Holland, March, 1991**

**South Africa, April, 1991**

**Tanzania, June, 1991**

**Denmark, July, 1991**

**South Africa, July, August, 1991**

**Gambia and Senegal, November, 1991**

**South Africa, June-July, 1992**

**Ethiopia, October, 1992**

**Mexico, November, 1992**

**South Africa, January-February, 1993**

**Belgium, February, 1993**

**Ethiopia, April-May, 1993**

**South Africa, June, 1993**

**Mexico, August, 1993**

**South Africa, September, 1993-August, 1994**

**Jamaica, August, 1994**

**Ethiopia, December, 1993, April, 1994**

**Eritrea, April, 1994, May, 1994, July, 1994, November, 1994**

**Ethiopia- June, 1994, July, 1994 and October 1994**

**Eritrea- March, 1995, June, 1995**

**South Africa- May-June, 1995**

**Kenya- June, 1995**

**Eritrea- June-July, 1995**

**South Africa, June-August, 1996**

**Mozambique, July, 1996**

**Quebec, October, 1996**

**Mexico, November, 1996**

**Nicaragua, December 1996-January, 1997**

**South Africa, February, 1998 and June-July, 1998**

**Hungary, October and December 1998 and February, 1999**

**Surinam- February, 1999**

**Guyana- March of 1999**

**South Africa, June 1999**

**Central Europe (Germany, Hungary, Czech Republic, Austria,**

**July, 1999**

**South Africa, February, 2000**

**South Africa, Zibabwe, Mozambique, and Botswana, July-August, 2000**

**South Africa, Botswana and Zimbabwe, March and June-July, 2001**

**South Africa, Tanzania and Zambia, April, October, 2002**

**Ghana, October-November, 2003**

**Ghana, May-June, 2004**

**Poland, April, 2005**

**Palestine, May-June, 2005**

**South Africa and Swaziland, June-August, 2006**

**Guinea-Conakry, September-October, 2006**

**Montreal, Quebec, Canada April, 2007.**

**East Africa: Kenya, Uganda and Tanzania, June-July, 2008**

**Southern Sudan, August, 2009**

**Quebec Canada 2009**

**Morocco, May, 2010**

**Russia, February and June, 2011**

**Uganda and Kenya, May 2011**

**South Africa, May, 2011**

**Uganda, South Africa and Kenya, June-July, 2012**

**Ghana, November, 2012**

**Southern Ontario, Canada, April, 2013**

**Ghana and Benin, May, 2013**

**Trinidad-Tobago, June, 2013**

**Uganda, July, 2013**

**Uganda, South Africa, Ghana, Chad, Niger, Burkina Faso and Benin, January-July, 2014**

**Uganda, South Africa, 2015, 2016**

**Ghana- 2015, 2016, 2017**

**Uganda, June, 2017 United Kingdom- April, 2017**

**Uganda, Burkina Faso, Chad and Niger- June, 2017**

**Ghana, Burkina Faso, Senegal- January, 2018**

**Morocco, Uganda, May and June 2019**

**Uganda, January, 2020**

**PREPARED TO TEACH THE FOLLOWING COURSES:**

**International Affairs and Development: Foreign Aid, Technical Assistance, Diplomacy, Defense and Security, Contracting Out, Governance, Political Economy- North South Relationships**

**Public Administration –Public Affairs, Development Administration and Management, Development Planning, Human Resource Development Policy, Project Management, project design and evaluation (Project Development)**

**Comparative Public Administration or Comparative Public Policy Comparative Politics LDCS - Africa, Southern Africa, , Specialize in Eastern and Southern Africa**

**Third World Politics, Comparative Local Government, Micro-Politics, NGOs, Local Government and development**

**Comparative Politics – Middle East, Europe, Transitional States or Small Nations (including Scandinavian Politics), Authoritarian-Totalitarian Systems**

**Personnel Administration, Organization Theory, International Organizations, Policy Analysis, Introduction to Political Analysis and Political Theory, Agricultural Politics and Rural Development**

**Foreign Aid and Technical Assistance**

**PROFESSIONAL SERVICE ACTIVITIES:**

**President, ASA Social Fund for Hidden Peoples, 501 (c) (3) non-profit operating in the United States and Uganda. 2015-2021.**

**Presentation, “The Role of the ASA Social Fund for Hidden Peoples in Post-Conflict Uganda,” University of California at Los Angeles, Los Angeles, CA, January, 2020.**

**Presentation, “Marginalization, Human Security and Survival,” African Studies Association, Boston, November, 2019.**

# Guest Lecture, “Governance and Human Security,” Al Akhawayn University, Ifrane Morocco, May, 2018.

**Paper Delivered, “Human Resource Development in South Africa: Against the African Grain,” African Studies Association,” San Diego, CA (November, 2017).**

**Coordinator, Governance Group, University of Pittsburgh, manage projects in West Africa, (USAID and Mitchell Group and USAID, National Opinion Research Center) 2012-2018.**

**Radio Interview, Canadian Broadcasting Service, Five Provincial Service Interviews, “Crisis in West Africa,” April, 2, 2018.**

**Keynote Speaker, Global Solutions Fundraiser, 65th Anniversary Dinner, “Countries in Crisis: Sudan and South Sudan” 2016.**

**Lecture, “South Sudan and the United Nations,” Keynote Speaker, Model UN meetings, Duquesne University, Also Presentation on Conflict in Africa, Duquesne University, January 17 and 18, 2013.**

**Lecture on “South Africa: The End of Apartheid, Carnegie Mellon- University of Pittsburgh BRICS course, Global Studies, March 22, 2013**

**Lecture, “Two Years of Two Sudans, Forge Undergraduate Group, University of Pittsburgh Student Union, March 9, 2013.**

**Lecture, "Does the Maghreb Matter? Building Peace Through Economic Development." The Ford Institute for Human Security co-sponsored the panel discussion "Does the Maghreb Matter? Building Peace Through Economic Development" with the World Affairs Council. The event took place at 6:00 p.m. Wed., April 10, 2013 at the Bricolage (937 Liberty Avenue, Pittsburgh) featuring panelists Dr. Timothy Docking, Dr. J. Peter Pham, and Dr. Louis A. Picard.**

**The Truman Legacy on Foreign Aid, the 2012 Truman Legacy Symposium, held at the Truman Little White House, May 18-19, 2012, Symposium organized by the Harry S. Truman Presidential Library, Independence, MO. Featured Address by Louis A. Picard, University of Pittsburgh, "Harry Truman's Foreign Aid Legacy and What Has Happened to It."**

**Chair, Africa Studies Symposium on Sustainable Development, scheduled for March 2012. This Inter-university committee was provided a $40,000 grant from the GAP program UCIS. Conference Held, March 29 and 30, 2012.**

**Radio Interview, KQV on Conflict in Libya, September 14, 2011**

**Live Television Interview, “China in Africa, on China Service, Voice of America, on October 24, 2012.**

**National Academy of Public Administration, “South Sudan: The Capacity Building Challenge in a New Nation”, November 17, 2011, An invited lecture.**

**Lecture, “The Capacity Crisis in South Sudan,” Challenges for Sudan, Challenges for Advocacy, Pittsburgh Darfur Emergency Coalition, February 13, 2012.**

**Lecturer and Resource Specialist, International Management Institute, Samara Russia. February and June, 2011; Research and preparation of Manual on Local Economic Self Governance in Samara, Russia.  Sponsored by the Russia and Eastern European Studies Program, University of Pittsburgh and the Russian and American Foundation.**

**Chair, G20 Summit Forum on African Development, sponsored by the African Development Bank, the Center for Global Development and the One Foundation. September 23, 2009.**

**Chief Organizer and Coordinator, One Day Conference on “Conflict, Human Security and Energy: African Reaction to the New U.S.-Africa Command,” March 20, 2009, University of Pittsburgh, Pittsburgh PA. Mathew Ridgway Center for International Security. Funded by a GAP grant UCIS, University of Pittsburgh.**

**“Ethics and Responsible Government in a Time of Crisis” Johnson Institute of Responsible Leadership, Executive Training Program, Graduate School of Public and International Studies, University of Pittsburgh, May 8, 2008 and May 6, 2009.**

**“Foreign Aid and Social Development in the 21st Century,” Lecture Presented at the Graduate School of Public Health, University of Pittsburgh, Pittsburgh PA, January 11, 2008 and May 2010, Global Health Seminars.**

**“Corruption and Health in International Development, Graduate School of Public Health, University of Pittsburgh, Pittsburgh PA, April 23, 2008, Global Health Seminars Program.**

**Briefing Session, “Development Management and the United Nations Development Program,” for Jennifer L. Dorn, President, National Academy of Public Administration, April 4, 2008.**

**Presentation, Meeting of “Bright Kids-Uganda”, Non-Profit Program, October, 2008, Montgomery County, Maryland.**

**With Ezzeddine Moudoud, “The Political Economy of Decentralization in Guinea (Conakry)- A Stakeholder Analysis,” Paper presented at the African Studies Association, New York City, October 18-21, 2007). (R)**

# Book Launch and Debate with the South African Minister of Public Service and Administration, Geraldine Fraser-Moleketi on “The State of the State” in South Africa, “Prof. Louis Picard- What is the state of the State?” ****P&DMs Director's Lecture Series,**** Graduate School of Public and Development Management (P&DM, University of Witwatersrand, Johannesburg, South Africa- 3 August 2007.

**With Robert Groelsema and Louis A. Picard , “Foreign Aid into the Twenty First Century” Paper Presented at the International Studies Association Conference, Chicago, Ill., February 28-March 3, April, 2007).**

**Program Design Consultant, (intermittent) for Social Impact, AMEX, PADCO, Management Systems International, Mitchell Group and ARD, Washington D.C. Designed project proposals on legislative strengthening, local government and analytical services. On-going with various organizations. Proposals on Pakistan, Macedonia, Nigeria, Sudan, South Africa, Ghana, African Security and on Decentralized Governance, Public Sector Reform and Corruption. 2004-Present.**

**Team Leader, Three Person team, Assessment of Political Economy in Guinea-Conakry, World Bank, September-December, 2006.**

**Consultant, Decentralization Project, U.S. Agency for International Development, contracted by PADCO and Associates in Rural Development, May, 2006-October, 2006. Team Leader of three person team preparing a research paper on the cultural dimensions of decentralized governance. Presented at USAID Workshop on Decentralization, Sept. 18th and 19th, 2006.**

**Consultant, Ghana Study Tour, Washington D.C. and Minneapolis, Minnesota, November, 2005. Provided professional support to s team of senior Ghanaian Officials examining public sector reform issues in the U.S. context. Contracted to PADCO, International, Washington, D.C.**

**Team Member, Applied Research Project on the Development of a Municipal Fund in the Palestinian Authority, May 1, 2005-June 7, 2005. World Bank Project, Contracted to PADCO, International, Washington DC.**

**Team Leader, Assessment of U.S. Agency for International Development Decentralized Governance Program in Ghana, Washington D.C. and Accra Ghana, September, 2003-December, 2003. Six person team of Ghana Professionals and U.S. Agency for International Development Program managers. Follow up Research on local government in Ghana, May-June, 2004 sponsored by the National Academy of Public Administration.**

**Project Coordinator and Consultant, University Restructuring, and the development of Graduate School of Leadership, University of the North, Pietersburg, South Africa. This project was sponsored by the Office of the Vice-Chancellor, 1999-2003, under Tertiary Education Linkages Project USAID Grant- six interventions during the grant period.**

**Team Leader, Trainer and Facilitator, Training Program on Local Government, Indonesian Participants, May-June, 2000. Sponsored by the Government of Indonesia.**

**Project Management and Evaluation, (IMDI). Training materials development and delivery of seminars in Guyana and Surinam. February-May, 1999.**

**Local Government, NGOs and Civil Society, Budapest, Hungary, October, 1998-July, 1999. Advisor, Foundation for Democracy and Governance, USAID Grant Proposal and Open Society, project on Local Government and Eastern Europe, sponsored by the Danish Government, the European Council and the Open Society.**

**Local Government in South Africa, Mozambique and Namibia, Team Leader and specialist on South Africa. Sponsored by the Ford Foundation, July-August, 1998**

**Nicaragua, Applied Research Project on Capacity Building and Regionalization, Atlantic Coast Autonomy us Regions, January 1997. Preliminary Design. International Management Development Institute.**

**Project Development- Capacity Building in Northern Province, South Africa, July-August, 1987. Concept Paper and Preliminary Assessment. Ford Foundation.**

**Capacity Building for Local Government in Mozambique- June-July, 1996. Proposal Submitted to USAID, SADC Regional Fund, February, 1997. International Management Development Institute.**

**Research Consultant, Graduate School of Public and Development, University of Witwatersrand. June-August, 1996. Provincial government and Intergovernmental Relations (Ford Foundation, University of Witwatersrand Grant and University of Pittsburgh Research Grant)**

**Consultant, World Bank Mission to Eritrea to design and assess the Eritrean Community Development Program (Focus on Capacity Building), Prepared Strategic Plan, Implementation Report, and sections of Staff Appraisal Report, Aide-Memoire and Annexes, March and May-October, 1995**

**Research Associate, Graduate School of Public and Development Management, University of Witwatersrand, Training and Curriculum Development, May-June, 1995**

**Consultant, Government of Eritrea, November-December, 1994. Ministry of Finance, Economic and Financial Management Project. Sponsored by the World Bank, Washington, D.C.**

**Consultant, Assessment Mission to Ethiopia. October-November, 1994, The World Bank, Washington, D.C. Ethiopian Social Fund. (Focus on Capacity Building), Prepared Strategic Plan and sections of Staff Appraisal Report, Aide-Memoire and Annexes,**

**Consultant, Public Sector Management Program, State of Eritrea and United Nations Development Program, on Public Sector Training in Eritrea, May-July, 1994.**

**Senior Advisor, South African Foundation for Public Management and Development, February, 1992- May, 1994). Funded by the U.S. Agency for International Development.**

**Senior Advisor on Regionalization, Joint Technical Committeee, Government of Ethiopia, October, 1992, April, 1993 and December, 1993. Funded by the United Nations Development Program.**

**"On Implementing Policy Change and the Public/Private Interface," Paper Prepared for the Implementing Policy Change Project, U.S Agency for International Development, Washington DC, May, 1992.**

**"The Politics of Transition in South Africa: Economic Policy and the Post-Apartheid Period," Paper Presented at the African Studies Association Meetings, St. Louis, November 19-November 23, 1991.**

**"The Nature of Negotiations and the Politics of Transition in South Africa," Paper Presented at the Midwest Political Science Association Convention, Chicago, April 9-April 11.**

**Rapporteur, Workshop on Public Policy and Management, Dakar, Senegal, November, 1991**

**Rapporteur, Workshop on Public Policy and Development Management, Arusha, Tanzania, June, 1991.**

**Consultant, PLANACT, Johannesburg, South Africa, April, 1991.**

**Consultant, Public Policy and Development Administration Program, University of Witwatersrand, Johannesburg, South Africa, April, 1991.**

**Field Trip, International Institute of Administrative Sciences, Brussels, Belgium, Institute for International Studies, The Hague, Holland, Centre for Development Policy and Management, Maastricht, Holland, and Thorbecke Academy, Leeuwarden, Holland, March, 1991. Presentation: "The Political Transformation in South Africa" presented at the ISS in the Hague and the CDPM, in Maastricht.**

**Research Fulbright, United States Information Service, Pretoria, South Africa, June, 1990-December, 1990. Research affiliation with the Africa Institute in Pretoria and the Centre for Policy Studies of the University of Witwatersrand, Johannesburg.**

**Consultant, Workshop on Project Management, Egyptian National Petroleum Institute, for the International Management Development Institute and USAID, Cairo, Egypt, March, 1990.**

**Field Trip, Rabat, Morocco, Algiers, Algeria, and Tunis, Tunisia, July, 1989. International Management Development Institute, University of Pittsburgh.**

**Delegate, General Congress, International Institute of Administrative Sciences, Marrakech, Morocco, July, 1989.**

**Field Trip, Senegal, Togo, Ivory Coast, Central African Republic, Congo-Brazzaville, Zaire, for International Management Development Institute, March-April, 1989**

**Consultant, Workshop for Permanent Secretaries, Piggs Peak, Swaziland, January, 1989. (USAID, Mbabane, Swaziland- Swaziland Manpower Development Project, Transcentury).**

**"Structural Adjustment in Niger and Guinea," (with N. Lynn Graybeal), African Studies Association, Chicago, Illinois, October, 1988.**

**Visiting Research Fellow, Africa Institute, Pretoria, South Africa, July-August 1988.**

**Field Trip, Ethiopia, Kenya, Uganda, International Management Development Institute, July-August, 1988.**

**Consultant, USAID, Swaziland, Mid-term Evaluation of Swaziland Manpower Development Project (SWANDP), April-May 1988.**

**Consultant, World Bank Conference on Management Institute, Dakar, Senegal, November, 1987.**

**Project Director and consultant, Southern African Management Resource Unit Project, Southern African Development Coordinating Conference, Harare, Zimbabwe and Mbabane, Swaziland, July 1986 and January - July 1987.**

**Consultant, Conakry, Guinea. Proposal to work with the Ministry of Rural Development on organizational development and public sector reform activities, U.S.A.I.D., Magadishu, Somalia, July 1986 and December 1986.**

**Proposal to Food and Agriculture Administration (FAD) for development of program in Project Planning and Management. Rome, 1988**

**Consultant, Mogadishu, Somalia, Proposal on Somalia Training and Management Development Project, presented to U.S.A.I.D. Mogadishu, Somalia, September, 1986.**

**Chair, Section on Comparative and International Administration, American Society of Public Administration, 1987-88.**

**Chair, Panel on International Politics in the Southern African Region, Western Political Science Association meetings, March, 1987.**

**Member, Program Committee, American Society of Public Administration, Annual Meeting, Boston, Mass., April, 1987.**

**Section Coordinator, Comparative and International Public Administration, American Society of Public Administration, Annual Meeting, Boston, Mass., April, 1987.**

**Publications Committee Chair and Editor, Studies in Comparative Administration Occasional Papers, American Association of Public Administration, December 1984 - December 1987.**

**Official Representative, National Association of Schools of Public Affairs and Administration, Annual Meetings, Miami, October 30 -November 2, 1985 and Kansas City, October 9-11, 1987.**

**Chair panel on "Management Training in Africa," African Studies Association, Madison, Wisconsin, October, 1986.**

**Presentation: "Training Needs Analysis: The SADCC Methodology," Economic Development Institute, The World Bank, Washington, D.C., October 5, 1985.**

**"The Politics of Integrated Rural Development: The Rural Development Areas in Swaziland," (with Jan Sallinger-McBride) Paper presented at the Annual Meeting of the African Studies Association, November 22-25, New Orleans, Louisiana.**

**Consultant, Pakistan Development Support Training Project, USAID, Islamabad, Pakistan, November 4-21, 1985.**

**Participant, Presentation "Training Needs Analysis: The SADCC Methodology," Workshop in Training Needs Analysis, sponsored by the Economic Development Institute, World Bank, U.S.A.I.D. and the Eastern and Southern African Management Institute, Arusha, Tanzania, Economic Commission for Africa held in Addis Ababa, Ethiopia December 2-6, 1985.**

**Presentation, "Training in Administration and Management," Second Regional Conference of Directors of Institutes of Public Administration and Schools of Management (Africa). Sponsored by the Centre Africaine De Formation et de Recherche Administratives Pour le Development held in Lome, Togo, Official Observer. National Association of Schools of Public Affairs and Administration, December 8-14, 1985.**

**Social Science Program Coordinator, African Studies Association Annual Meeting, New Orleans, November 23-26, 1985. Supervised formation of 84 social science panels.**

**"South Africa's Homelands: The Politics of Political and Bureaucratic Control," Paper presented at the International Political Science Congress, Paris France, July 14-21, 1985.**

**"Infrastructure, Cattle and Arable Agriculture: Changing Rural Development Priorities in Botswana's Growth Economy," Paper presented at the Western Political Science Association Meetings, March 1985.**

**Consultant, Government of Botswana (with the support of the USAID, Botswana) District Administration Training in Botswana, January 1984.**

**Visiting Research Scholar, University of South Africa, Pretoria, South Africa May-June, 1984.**

**Consultant, National Association of Schools of Public Affairs and Administration and USAID, Harare, Zimbabwe, Human Resource Development in SADCC Countries of Southern Africa, August-September, 1984.**

**"The Politics of Local Government in Denmark," Paper presented to the Conference on Europe of Regions, August 31-September 5, 1984, Copenhagen, Denmark.**

**Conference co-organizer, Ninth Annual Hendricks Symposium on Inter-Governmental Relations, November 14-16, 1984, Lincoln, Nebraska.**

**"The Politics of Human Resource Development in Botswana," paper presented to the African Studies Association in Los Angeles, October 25-28, 1984.**

**Director, Workshop in Development Administration in Southern Africa. Sponsored by the Phelps-Stokes Fund and the U.S. Agency for International Development, held at the University of Southern California, March 25-28, 1983.**

**Self-Sufficiency and Delinkage in Agriculture and Rural Development," paper presented at the International Studies Association Convention, Mexico City, Mexico, April 5-9, 1983.**

**Co-Chair, Panel on "Counter-Dependency Strategies Among LDC's" at the International Studies Association Convention, Mexico City, Mexico, April 5-9, 1983.**

**Chair and Discussant, Panel on "International Development" at the International Studies Association Convention, Mexico City, Mexico, April 5-9, 1983.**

**Participant and Section Chair at Summer Institute on Rural Development held at South Dakota State University, Brookings, South Dakota, July 1983. Institute sponsored by the Phelps-Stokes Fund and the U.S. Agency for International Development.**

**"Traditionalism, the Bureaucracy and Political Development: Local Administration in Swaziland," paper presented at the 1983 African Studies Association Meetings, Boston, December 7-10, 1983.**

**Chair and Discussant on panel "Continuity and Change in Swaziland," at the 1983 African studies Association Meetings in Boston, December 7-10, 1983.**

**Visiting Research Scholar, University of South Africa, Pretoria, South Africa, May-June, 1982.**

**Visiting Consultant, Institute of Development Management, Botswana, Lesotho and Swaziland, June-August, 1982. Funded by U.S. Agency for International Development.**

**Participant, International Political Science Association Convention, Rio de Janeiro, Brazil, August 9-11, 1982.**

**Consultant, Training in Botswana, Transcentury Corporation, September, 1982.**

**"The District Administration and Political Control in Lesotho: A Survey of Issues," Paper presented at the African Studies Association Convention, November 4-7, 1982.**

**Resource Consultant, U.S. Agency for International Development, Botswana, February, 1982. Project Document: Southern African Manpower and Development Project, Phase II, August 1983-August 1988.**

**Visiting Appointment, Research Consultant and Lecturer, Institute of Development Management, Botswana, Lesotho and Swaziland, July 1980-December 1981. Seven Project Proposals: All Funded. (See Below)**

**Proposal for regional training of public and private sector employees in Lesotho, Botswana and Swaziland to USAID, Botswana. 1982.**

**Proposal to investigate the training of local government employees in Botswana to Swedish International Development Agency. 1982.**

**Research Proposal from the Institute of Development Management to do research on local administration in Lesotho and Swaziland. 1982.**

**Research Grant Proposal for research in local administration Botswana to U.S. Agency for International Development, Gaborone, Botswana. 1981.**

**Research Grant Proposal for research on motivation in Botswana to USAID, Botswana. 1981.**

**Proposal to develop a Certificate level course in Local Government Administration, Institute of Development Management. 1981.**

**Resource Consultant, Food and Agriculture Organization, November, 1981. Project Planning Course Development, Rome, Italy.**

**"Administrative Attitudes and Development Administration: The District Administration in Tanzania and Botswana." Paper presented at the African Studies Association Meeting, October 31-November 31, 1979.**

**"Communications Between Scholars and the State Department," Roundtable, African Studies Association Meeting, October 31-November 3, 1979.**

**Participant, Scholar-Diplomat Seminar on Africa, U.S. Department of State, Washington, D.C. February 5-9, 1979.**

**"International Security Policy: Dilemmas of Using and Controlling Military Force." Workshop, Policy Studies Organization, American Political Science Association Annual Meeting, New York, September 2, 1978.**

**"Bureaucrats, Land and Public Policy: A Southern African Example." Presented at a Symposium on World Development, Gustavus Adolphus College, St. Peter, Minnesota, October 10, 1978.**

**"Socialism and Development Administration: Administrative Attitudes Towards Development in Tanzania." Paper presented at the International Studies Association Meetings, Toronto, Canada, March 21-24, 1978.**

**(with William P. Avery) "The Political Economy of Conventional Arms Transfers to Africa." Paper presented at the International Studies Association Convention, Washington, D.C., February, 1978.**

**"Racial and Political Conflict in South Africa," paper presented at Second Pan-Africanist Conference, Mankato State University, Mankato, Minnesota, February 17, 1978.**

"Technical Assistance and Bureaucratic Politics: The District Administration and Rural Development in Botswana." Paper presented at the Western Association of Africanist meetings, Lincoln, Nebraska, April 2, 1977.

**"Rural Change and the Concept of Peasants-The African Experience." Paper presented at the Conference on the Peasantry of Eastern Europe, Lincoln, Nebraska, November 20, 1976.**

**Faculty Advisor, Gustavus Adolphus College, Second Annual Conference on Southern Africa, April 15, 1976.**