



CORPORATE PROFILE

Established in 1992 (incorporated in 1995), the Nova Scotia based consulting firm *de Romilly & de Romilly Limited* has a highly qualified team of professionals, which provides consultancy, technical and professional services (both nationally and internationally, for a wide variety of clients - including international agencies, government departments, non-governmental organisations, and the private sector), in the areas of:

- human resource management, strategic planning, change management and facilitation;
- negotiations, grievance process and arbitration;
- health research, gender based analysis and ergonomic design;
- environmental law and policy;
- environmental management and sustainable development planning/policy; and
- climate change adaptation planning and management.

The company received an *Export Achievement Award* from the Government of Nova Scotia in recognition of outstanding achievement in export marketing and promotion during 1995.

Corporate Commitment to Sustainability

The company has undertaken a large number of sustainable development “capacity building” assignments for federal, provincial and municipal governments in Canada and over 33 developing countries, and the corporate principal is a recognized leader in sustainable development law/policy appointed to United Nations Environmental Roster of Experts. The company has been advising Environment Canada and the Provincial Government of Nova Scotia, primarily the Department of Environment (including the Minister and senior team) on, amongst other matters, sustainable development practices relating to management of the environment, managing climate change impacts, and reducing reliance on petroleum energy. The company integrates sustainable development principles into all projects which it manages. This approach includes taking a broad view of each project mandate and determining where activities can be undertaken to reduce the overall environmental footprint/impact associated with a project.

As part of its commitment to sound environmental management and sustainable development practices the company has established waste reduction and energy conservation measures at its corporate offices, and on an ongoing basis, provides training to Nova Scotia companies in this area. The Company uses 100% post-consumer recycled paper in-house and uses eco-minded printers who offer vegetable based inks and recycled paper for our business needs. The Company uses the most up to date low energy technology for its office equipment. The company’s office waste is sorted and recycled at source. All office lighting is low energy and office furnishings are made from natural organic material and procured through local suppliers. The company uses suppliers who are committed to sustainable practices including a web design studio which is 100% powered by green electricity. The company hosts its website on a green web server powered by 100% renewable energy.

The Company philosophy is to outsource services through subcontracting thereby reducing office space needs and associated environmental footprint. The Company is committed to partnering with local expertise on consulting projects and is actively pursuing renewable energy projects within the local community to reduce reliance on fossil fuel sources for local office energy needs.

Financial Stability

The Company has been delivering its services since 1995. During that time, the Company has met all contract commitments including financial, ensuring client satisfaction with the project outcomes (through a comprehensive project proposal process which up front identifies all project components, deliverables, roles and responsibilities) and full payment of obligations including subcontractors, expenses etc. The

Company has enjoyed a consistent level of revenues and ensures an annual audit process through an accounting firm to validate the integrity of the Company's financial management.

Description of Company Services

A. Human Resource Management Services

In the sectors of **human resource management, strategic planning, change management and facilitation**, the company has established expertise drawing upon a highly qualified team including:

- (a) a principal with specialization in labour and employment law and recently certified in change management (through the AdPro Prosci Change Management Course) with over 18 years Nova Scotia public sector experience including 8 years senior management experience in the Nova Scotia Public Service Commission;
- (b) extensive experience working with the Government of Nova Scotia in human resources operations, through two consultants with more than 33 years experience, respectively, with a number of Nova Scotia government departments providing advice and guidance to clients in all human resource areas as well as participating in a variety of special projects and restructuring initiatives;
- (c) expertise preparing for and conducting negotiations on behalf of a variety of employers in the public sector through a consultant with over 20 years specialization in the education and health sectors; 29 years experience teaching labour relations, negotiations, and dispute resolution and contract law at the graduate and undergraduate level; extensive experience conducting conferences for school boards in Alberta on negotiation preparation for public school boards and labour relations training for managers in Newfoundland in the private sector; and
- (d) healthcare experience (Nova Scotia) in both the delivery and management of health services (occupational therapy) and expertise in health research focusing on women's health issues in the workplace, gender based analysis, delivery of ergonomic assessments, training and design of workplace programs through a consultant who is a registered occupational therapist and is near completion of the requirements of an interdisciplinary PhD at Dalhousie University.

A1.NSPG Projects – Human Resource Management Services

Consulting services in the sectors of **human resource management, strategic planning, change management and facilitation** have been provided (with the company principal being the lead on each project) to a variety of public sector clients in Nova Scotia, principally **departments of the Nova Scotia Government**, including the following.

- ***Business (Organizational) Design***, NS Public Service Commission, Corporate Human Resource Management Renewal Office, review of HR Evaluation and Audit Division, facilitating review with Deputy Ministers' Human Resources (DMHR) Committee to align with Corporate HR Management Renewal initiative for the Public Service Commission; **2010**. Contact: Linda Chisholm, Executive Lead (and Executive Secretary to the DMHR Committee), Corporate Human Resources Management Renewal, 453-2781).
- ***Governance***, NS Public Service Commission, Corporate Human Resource Management Renewal Office, working with the Deputy Minister's Human Resource (DMHR) Committee to provide support and advice on governance models under the Corporate Human Resource Management Renewal Initiative; **2010**. (Contact: Linda Chisholm, Executive Lead, Corporate Human Resources Management Renewal – 453-2781).
- ***Facilitation in support of Strategic Planning***, NS Department of Labour and Workforce Development conducting consultation sessions with external stakeholders and preparing findings report to support department strategic planning; **2009**. (Contact: Margaret MacDonald, Deputy Minister of Labour and Workforce Development (currently Deputy Minister of Finance - 424-5774)).
- ***Business (Organizational) Design, Facilitation, Human Resource Planning Services*** – NS Department of Transportation and Infrastructure Renewal, examining the organizational structure and resources for three groups within the Public Works Division; conducting focus groups and individual

- meetings; identifying opportunities to improve efficiencies and provide advice on structures and relationship adjustments to enhance the functionality of the structure and resources; **2009**. (Contact: Don Chisholm, Manager, Telecom Services, NS Chief Information Office - 424-2919 and John O'Connor, Executive Director of Public Works, Transportation and Infrastructure Renewal).
- ***Business (Organizational) Design, Succession Planning, Facilitation, Human Resource Planning, Project Management Services*** – Service Nova Scotia & Municipal Relations, led project team responsible for “HR Renewal Initiative” for SNSMR; multi-component project involved advising senior team, facilitating strategic planning, completed broad based consultation with over 120 SNSMR managers, redesigned HR CSU organizational structure and assistance with implementation, oversaw change management to transition department to new business processes through introduction and management of pilots in the areas of succession management and competition process streamlining using new technology, oversaw implementation and evaluation including quality audit process; **2008**. (Contact: Cameron MacNeil, Executive Director, Program Management & Corporate Services, Service Nova Scotia & Municipal Relations – 424-4417).
 - ***Business (Organizational) Design, Change Management, Facilitation, Health Human Resource Planning Services*** – NS Department of Health Promotion and Protection providing services related to organizational design of the newly established department and support to program areas; **2006- 2009**; (Mary Beth Gillis-Pelton, Human Resources Consultant – 424-8218).
 - ***Business (Organizational) Design, Health Human Resource Planning Services***, NS Department of Health providing services related to organizational design including research support in a variety of program areas including Primary Care, Physician Services, Pharmaceutical Services, Policy & Planning, Deputy’s Office, **2006-2009**. (Contact names for heads of each are and numbers available upon request).
 - ***Change Management & Facilitation Services*** – NS Department of Community Services, integration of child protection agencies voluntarily devolving to the Department; **2007**. (Contact: George Savoury, Executive Director of Family & Children’s Services, Department of Community Services – 424-8256).
 - ***Change Management, Business (Organization) Design Services*** - Workflow Processes Review – Communications Nova Scotia; 3 separate reviews: **Third Review - 2006** (assisted a Division with redesigning organizational processes to improve workflow management), **Second Review – 2005**, Follow-up to Initial Review to determine effectiveness of workplace redesign procedures implemented as a result of recommendations from First Review, **First Review** –Undertook needs assessment, review of organizational design and workflow processes to identify opportunities for improvement, Prepared Findings Report with Recommendations which were accepted and successfully implemented, facilitated group meetings and individual sessions, assisted with implementation; **2004**. (Contact: Laura Lee Langley, Assistant Deputy Minister, Communications NS, (currently Deputy Minister of Communities, Culture and Heritage –424-4869)).
 - ***Strategic Planning, Facilitation, Project Management, Human Resource Policy and Planning Services*** – NS Department of Education & Department of Tourism, Culture & Heritage (& PSC)- Undertook needs assessment through broad based consultation process with managers of the host departments to determine managers’ information needs with particular attention to human resource management, undertook a comprehensive pilot to build a prototype to respond to managers’ needs, tested the prototype, broad consultation process with key stakeholders including five groups representing the HR Community (Training and development, HR Consultants, HR Managers, HR Executive, Developmental), developed content working closely with content experts (15+)from the Public Service Commission, regularly briefed deputies and senior management teams of host departments, developed and assisted with implementation of web-based portal for managers including content development of human resource policies, guidelines and checklists encompassing all aspects of the human resources function; made presentations to all senior teams across Government and deputies’ committee post implementation; **2005 – 2007**. (Contact: Linda Chisholm, Director of Human Resources, Education Human Resources Corporate Services Unit, 453-2781); Oversaw pilot

of FFM at SNSMR for PSC through HR Renewal Initiative identified above and acting in advisory role to FFM Coordinator hired by PSC to oversee FFM (2008).

- **Human Resources Planning and Facilitation Services** – NS Public Service Commission developed Competency Framework for Government’s HR Community in support of Phase 2 of the HR Strategy for the HR Community; oversaw design, validation through focus group meetings with representatives from HR Community; developed enhanced competencies to assist with implementation strategy; 2007. (Contact: Pamela Matheson for Vanessa Hammock, Public Service Commission – 424-5604).
- **Policy Development** - NS Public Service Commission developed Critical Incident Stress Policy, Employee Assistance Program Policy and revised Employee Assistance Program Policy, prepared supporting documentation Memorandum to Executive Council and Briefing Note; 2005. (Contact: Rhonda Calcott, EAP Coordinator, Public Service Commission – 424-5433).

A2. MASH Sector – Human Resource Management Services

- **Business (Organizational) Design, Change Management & Facilitation Services** - South Shore Regional School Board; Undertook needs assessment, review of organizational design and workflow processes to identify opportunities for improvement, Prepared Findings Report with Recommendations which were accepted, facilitated group meetings and individual sessions; 2007. (Contact: Nancy Pynch-Worthylake, Superintendent of Schools, South Shore Regional School Board, 543-2468 and Jim Gunn, Acting Superintendent of Schools (2006), South Shore Regional School Board -576-2233).
- **Facilitation, Strategic Planning, Project Management Services** – Coordinator, NS Gaming Strategy (Nova Scotia Gaming Corporation and Office of Health Promotion) – responsible for overseeing and conducting the public consultation process to obtain feedback on the Province’s Gaming Strategy with a diverse array of stakeholders both internal and external to Government; 2005; Report published in “A Better Balance: Nova Scotia’s First Gaming Strategy – April 2005”. (Contact Marie Mullally, CEO, Nova Scotia Gaming Corporation,(currently President & CEO Credit Union Atlantic, 492-6500)).
- **Facilitation Services**, Training & Development in Privacy Law, Acadia University, March 2004; South Shore District Health Authority (SSDHA) – (1) Board Governance and Privacy to Governance Operating Committee of the Board of Directors of SSDHA; and (2) Privacy for Physicians of SSDHA (presentation constituted education credit); 2004.
- **Facilitation**, Training & Development, Dal Tech Continuing Education, Dalhousie University – Course on Assisting Businesses Meet Privacy Law Requirements; 2004.

B. Environmental Services

In the **environmental sector**, the company draws upon the professional expertise of a highly qualified team of environmental, sustainable development, conservation and labour lawyers/specialists and parks planners who have acquired extensive practical experience in both Canada and twenty-four developing countries in Africa, the Middle East, South and Central America, and the Caribbean, Indian Ocean and South Pacific regions.

Corporate environmental practice, which currently accounts for in excess of 60% of company revenues, has principally been focused on providing project management services for climate change adaptation, environmental and conservation law/management and sustainable development institution building projects - largely on projects and programmes funded by: World Bank; Global Environment Facility (GEF); United Nations Development Programme (UNDP); United Nations Environment Programme (UNEP); Asian Development Bank (ADB); Inter-American Development Bank (IDB); Caribbean Development Bank (CDB); Canadian International Development Agency (CIDA); International Development Research Centre (IDRC); International Maritime Organization (IMO); Environment Canada, and the Government of Nova Scotia.

B1. NSPG Projects – Environmental Services

The company has managed or provided professional and technical services for the **Nova Scotia Provincial Government** on the following *climate change adaptation projects*:

- ***Climate Change & Policy Development***, Retained as Climate Change Adaptation Specialist by the Government of Nova Scotia (Canada) to develop a guide to the integration of climate change (adaptation and mitigation) in the environmental impact assessment (EIA) process. The development of the guide includes a stocktaking and evaluation of similar guides or approaches - both internationally and in Canada, and the preparation of guidance documents for project proponents and government environmental assessment administrators, **May 2009 to March 2010**. (Contact: Kyla Milne – 424-5000).
- ***Climate Change & Facilitation***, Project Manager and Technical Director for the Climate Change (Adaptation) Risk Management project undertaken for the Province of Nova Scotia and Environment Canada. Facilitated the multi-stakeholder needs assessment and survey and the Inter-Departmental Consultative Workshop to review and evaluate options for the establishment of a strategic framework for climate change adaptation for the Provincial Government, **February 2007 to May 2007**. (Contact: Gary Lyons (DOE) - 426-5739 & Andrew Murphy (NSDOE) – 424-2177).
- ***Climate Change & Strategic Planning***, Technical Director for the *CLIMATE-SMART* program that developed a climate change mitigation and adaptation strategy for the Municipality of Halifax that will mainstream climate change considerations into the operational and business activities of the municipality, **September 2003 to May 2007**. (Contact: Stephen King (HRM) -490-6188).
- ***Climate Change & Policy Development***, Project Manager and Technical Director for the "*Adapting to Climate Change in Nova Scotia: Issues Paper*" and "*Adapting to Climate Change in Nova Scotia: Vulnerability Assessment and Adaptation Options*" developed for the Government of Nova Scotia. Facilitated the Inter-Departmental Consultative Workshop to review and evaluate climate change adaptation options as the basis for the development of an Adaptation Strategy for the Provincial Government. **May 2003 – September 2004**.
- ***Policy, Regulatory Development***, Retained by the Energy Development Division of the Department of Natural Resources to design and develop the Regulations for the administration and management of the Sable Offshore Gas Development in Nova Scotia, Canada which is the largest single commercial deposit of natural gas in North America. A comprehensive review was undertaken of Federal oil and gas regulations, and the oil and gas pipeline and gas processing facility regulations of Alberta, British Columbia and other Canadian provincial energy regulatory frameworks to identify and develop an appropriate regulatory framework relating to pipeline and facility construction and design, operational safety, environmental protection, land acquisitions and easements, abandonment procedures, pipeline crossings and the establishment of an appropriate administrative and institutional structure. The *Pipeline Regulations (N.S. Reg. 66/98)* which were promulgated in September 1998, establishes the legal, administrative and institutional structures to regulate environmental, safety, planning, management, and operational aspects related to the development of the offshore gas facility, offshore pipelines, onshore pipelines, and the onshore gas processing facility. **January 1997 – November 1997**.
- ***Policy Development***, Retained by Industry Canada (Canadian Department of Foreign Affairs, Industry and Trade) to undertake a review of the environmental law, policy and institutional capacity (including private sector environmental capacity and technological capabilities) of South Africa, with a view to identifying environmental business opportunities for Canadian companies. **1995**.
- ***Training***, Retained by Environment Canada (Canadian environment protection agency) as one of the team of experts to conduct seminar for senior government officers on "*Greening Government Operations - The New Imperative*". **1994**.
- ***Policy Development***, Developed the "Stewardship Strategy" relating to the conservation, protection and sustainable management of natural resources (terrestrial and marine) on private lands for the Department of Natural Resources, the Department of Environment, and the Department of Fisheries and Oceans. The development of the Stewardship Strategy, which was presented jointly to the Ministers of Environment, Natural Resources, and Fisheries and Oceans, required a comprehensive

institutional review and evaluation of federal and provincial conservation, national parks and resource management departments. The Strategy is designed to give effect to recommendations relating to private sector participation in natural resource conservation and management programs identified in Canada's *Green Plan* (national sustainable development plan), the *Canadian Biodiversity Strategy*, and the *Sustainable Development Strategy for Nova Scotia*. **1994.**

B2. Projects for Canadian Federal Government and International Agencies – Environmental Services

The Company has managed or provided professional and technical services for the Canadian Federal government and various international agencies on the following projects (please note that references and contact information are available upon request):

- **December 2008 to October 2011.** Technical Coordinator retained by the United Kingdom Department for International Development (DFID) and the Caribbean Community Climate Change Center (CCCCC) under the “Enhancing Capacity for Adaptation to Climate Change (ECACC)” project to assist 5 British Caribbean Territories (Anguilla, British Virgin Islands, Caiman Islands, Montserrat, Turks and Caicos Islands) in the formulation of their *National Climate Change Policy and Action Plan*. The development of these adaptation and mitigation policies in each Caribbean British Territory includes a vulnerability assessment to evaluate climate change impacts on key social, environmental and economic elements, and incorporate a comprehensive review and evaluation of existing mitigation/adaptation-related legislation and institutional structures, their application and enforcement, and the identification of potential opportunities for improvement. The resulting *Issues Paper* serves as the basis for the development, through a broad-based consultative process, of the *National Climate Change Policy and Action Plan* in each British Caribbean Overseas Territory.
- **January 2009 to December 2011.** Retained by the United Nations Development Programme (UNDP) as International Adviser to the Government of Dominica under the Global Environment Facility (GEF) funded “Sustainable Land Management (SLM) project, that will develop national capacities for sustainable land management and climate change management in appropriate government, civil society institutions and user groups, and mainstream sustainable land management considerations into government planning and strategy development.
- **May to November 2010.** Retained by the Asian Development Bank/World Bank as Team Leader (Climate Change Adaptation Specialist) to assist the government of Nepal, through broad-based stakeholder consultation, in the development of the US\$110 million *Strategic Program for Climate Resilience* to be funded under the *Pilot Program for Climate Resilience (PPCR)* which is part of the *Strategic Climate Fund (SCF)* of the *Climate Investment Funds (CIF)*. The preparation of Nepal’s SPCR - a national program and priorities for enhancing climate resilience - requires a process of scoping, reviewing, analysis and integration of possible ongoing plans and programs. The assignment involves coordinating, at the national, district and local levels, a series of Risk Assessments, Adaptive Capacity Assessments, Cost-Benefit Analysis, and Climate Resilience Assessments, and the identification of a range of feasible options for building climate resilience in accordance with the PPCR objectives and design elements.
- **February to March 2010.** Retained by the United Nations Environment Programme (UNEP) and the Government of Dominica as International Adviser to support the development of *Organic Dominica*, a 10-year investment program based on the vision of transforming Dominica into an environmentally sound Organic Island and health and wellness destination, thereby creating the enabling environment for sustainable development within the context of a re-energized green economy. Coordinated and facilitated the convening of a National Consultation to develop the 10 year US\$150 million investment program.
- **December 2009 to August 2010.** Retained by the World Wide Fund for Nature (WWF Cook Islands) as Climate Change Specialist under the Asian Development Bank’s *Protecting Island Biodiversity and Traditional Culture in Pacific Island Communities through Community-Based Climate Change Risk Assessment* project funded under the Small Grants Activities (SGA) program. Providing technical assistance to undertake a community climate change risk assessment and adaptation

planning/management through incorporation of ecosystem approaches more explicitly addressing the natural resource assets of the community.

- **May 2009 to September 2009.** Retained by the United Nations Environment Programme (UNEP) as Team Leader to support the Caribbean Community Secretariat (CARICOM) in the preparation of detailed project document, for the US\$7 million “Regional Project for Implementing National Biosafety Frameworks in the Caribbean Sub-Region” funded by the Global Environment Facility (GEF), that will establish national and regional capacity to implement biosafety, biosecurity and biotechnology frameworks under the *Cartagena Protocol on Biosafety* in Antigua and Barbuda, Commonwealth of the Bahamas, Barbados, Belize, Commonwealth of Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Republic of Trinidad and Tobago.
- **January 2008 to June 2009.** Retained by the Caribbean Community Climate Change Center to develop the US\$1.25 million “Caribbean Carbon Neutral Tourism Project” funded by the Inter-American Development Bank (IADB) under the Sustainable Energy and Climate Change Initiative (SECCI) that is to assist the Caribbean region in responding to climate change by enhancing its climate resilience. The project seeks to devise ways of attracting new sources of financing for: (i) the scaling-up of low carbon investments in the tourism sector; and (ii) reducing the sector’s vulnerability to climate change. The four countries that will be used as pilot sites for the Project are: The Commonwealth of the Bahamas, Belize, Guyana and Trinidad and Tobago. The Project will finance: (a) an assessment of the carbon footprint of the tourism sector and evaluation of appropriate renewable energy and low carbon approaches/technologies to reduce its footprint; (b) identification/development of financial mechanisms to establish carbon neutrality for the tourism sector in the Caribbean; (c) preparation of the program to access Climate Investment Fund (CIF) funding for integrating climate resilience within the tourism sector.
- **October 2008 – April 2009.** Retained at Climate Change Specialist by the Asian Development Bank (ADB) to assist the ADB’s South Asia Regional Department (SARD) in the development, through regional and country consultation, of a Climate Change Implementation Plan (CCIP) for South Asia Developing Member Countries DMCs (Bangladesh, Bhutan, India, Maldives, Nepal and Sri Lanka.). The South Asia Climate Change Implementation Plan (CCIP) serves to identify ADB’s climate change investments (including capital investments) and to continuously develop and update the Bank’s three-year project pipeline from 2009 to 2011 comprising of loans, technical assistances (TAs), and grants to be incorporated into the Country Partnership Strategy (CPS) for each country and South Asia regional CPS. The CCIP also serves to identify opportunities for accessing additional climate change funding mechanisms in support of South Asia DMCs respective climate change programs. Assisted ADB and the Government of Nepal in start-up activities for the US\$50 million Pilot program on Climate Resilience (PPCR) funded through the US\$6 billion Climate Investment Funds (CIF).
- **November 2008 – March 2009.** Member of two-person technical team retained by Environment Canada to undertake a comprehensive review of marine debris management policy, law and practices in Canadian coastal waters with a view to strengthening implementation of Canadian regulatory framework and implementation of the *International Convention for the Prevention of Pollution from Ships 1973 as Modified by the Protocol of 1978 (MARPOL 73/78)*. Undertook: (a) review and comment on Annex V of the MARPOL Convention and proposed improvements with recommendations as to strengthening implementation of Annex V; and (b) review and evaluation of the existing Environment Canada (*Canadian Environmental Protection Act, 1999*) and Transport Canada (*Canada Shipping Act, 2001*) approaches to regulation of solid waste disposal at sea and management of plastics and other marine litter.
- **July 2008 – September 2008.** Retained by the Asian Development Bank (ADB) as Climate Change Specialist to support the Government of Nepal in identifying prospective opportunities to address climate change risk management and adaptation. Served as a resource person during the National Fact-Finding Workshop, assisting stakeholders to design project outputs and activities that strengthen Nepal's adaptive response and risk resilience to climate change impacts. Advised the ADB on possible

climate change adaptation pilots, that ADB may consider financing through its climate adaptation funding mechanisms. Undertook an assessment of Nepal's current and planned adaptation efforts, in addition to climate change adaptation program being undertaken by NGOs, and other donors, and developed a ADB CRMA Road Map for climate change adaptation in alignment with ADB's country partnership strategy (CPS) and Nepal's NAPA and other adaptation policy and planning instruments.

- **December 2006 - November 2007.** Retained by World Wide Fund for Nature (Cook Islands) (WWF-Cook Islands) as *Legal and Policy Adviser for the "Central Pacific World Heritage Site" project funded by the Australian Government through the Regional Natural Heritage Programme (RNHP)* to help conserve biodiversity hotspots in South-East Asia and the Pacific. Providing technical assistance to clarify for the governments of Cook Islands and French Polynesia options for land stewardship in the region incorporating communities, consistent with requirements under the World Heritage Convention, the legal systems of each country, and traditional and customary law and tenure. Required to provide technical assisted in: (a) the development of a regional coordinating structure for a marine transboundary conservation strategy, including but not limited to a joint World Heritage nomination.; and (b) capacity building through training in law and policy, community management and conservation leadership.
- **February 2007 - May 2007.** Retained by Environment Canada and the **Government of Nova Scotia** to facilitate the development of a climate change risk management strategic framework for the Province of Nova Scotia. Facilitated consultations with federal, provincial and municipal levels of government and other stakeholders to -
 - a) identify regional and sectoral climate change risk management priorities;
 - b) identify intended federal/provincial/municipal climate change risk management actions in areas of respective responsibility, and actions to be taken with other levels of government and those who will need to adapt;
 - c) identify appropriate framework to address climate change risks affecting the province of Nova Scotia.
- **January 2005 – September 2006** Retained by the Asian Development Bank (ADB) as *Project Manager, Legal and Institutional Strengthening Specialist, and Legal Draftsman for the "Legal and Institutional Strengthening of Environmental Management" project in the Cook Islands.* The project was designed to assist the Cook Islands in the development and drafting of priority environmental legislation, including legal frameworks to implement requirements under various international environmental conventions including the *Convention on Biological Diversity*, the *United National Framework Convention on Climate Change*, the *Cartagena Protocol on Biosafety*, the *Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)*, the *Basel Convention on the Trans-Boundary Movement of Hazardous Wastes and Their Disposal*; the *Convention to Ban the Importation into Forum Island Countries of Hazardous and Radioactive Wastes and to Control the Transboundary Movement and Management of Hazardous Wastes within the South Pacific Region (Waigani Convention)*; the *Stockholm Convention on Persistent Organic Pollutants (POPs)*; and the *Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade*. Undertook a comprehensive policy, legal and institutional review to develop an appropriate policy and regulatory structure for sustainable environmental management.
- **June 2005 – September 2006.** Retained on the Global Environment Facility (GEF) funded International Waters Program (IWP) to undertake the following in the Cook Islands:
 - (a) Develop an inventory of environmental and natural resources (marine and terrestrial) management legislation, policy and institutions;
 - (b) Review and evaluate the strengths and weaknesses of existing environmental and natural resources (marine and terrestrial) management legislation, policy and institutions;
 - (c) Identify gaps and deficiencies in the legal, policy and institutional framework for integrated coastal and freshwater resource management;

- (d) Develop, through a broad-based consultative process, a comprehensive legal, policy and institutional framework for integrated coastal and freshwater resource management that would address priority gaps and deficiencies;
- (e) Develop and draft, through a broad-based consultative process, comprehensive legislation for integrated coastal and freshwater resource management that would address priority gaps and deficiencies.

Undertook a comprehensive policy, legal and institutional review to develop an appropriate policy and regulatory structure for the sustainable management of all water resources.

- **August 2005 – September 2006.** Retained by the World as Bank and Caribbean Community Climate Change Centre as Technical Coordinator for the preparation of the PDF-B application, detailed project document, and project operations manual for the US\$5.5 million “Special Program on Adaptation to Climate Change (SPACC)” funded by the Global Environment Facility (GEF), that will establish climate change adaptation measures to address impacts on biodiversity and land degradation in Dominica, Saint Lucia, and St. Vincent and the Grenadines.
- **January 2006 – May 2006.** Retained on a technical assistance project funded by the Global Environment Facility (GEF)/ United Nations Environment Programme. *as Project Manager of the International Experts contracted by the Government of Dominica* to develop the *National Implementation Plan* for the *Stockholm Convention on Persistent Organic Pollutants (POPs)*. Key activities undertaken include: (a) the review of legal, institutional and policy frameworks for hazardous substance management; (b) the establishment of a Preliminary National POPs Inventory; (c) the development of a national profile for chemicals management with emphasis on POPs; (d) the establishment of a POPs Information System; (e) the completion of a capacity building needs assessment and survey; (f) a human health, socio-economic and environmental risk assessment; and (g) the formulation of a National Implementation Plan which included recommendations for proposed legal and institutional framework for hazardous substances management.
- **March 2005 – December 2005.** *Retained to provide technical assistance to the Government of Dominica* in the development of their *National Capacity Self Assessment (NCSA)* on a project funded by the Global Environment Facility and United Nations Environment Program (UNEP). The project is designed to assist Dominica in undertaking a self assessment of national capacities to implement several international environmental agreements, including: (a) the *United Nations Framework Convention on Climate Change*; (b) the *Kyoto Protocol*; (c) the *Convention on Biodiversity*; (d) the *Cartagena Protocol on Biosafety*; (e) the *United Nations Convention on Desertification and Land Degradation*; and (f) the *Stockholm Convention on Persistent Organic Pollutants*.
- **May 2005 – August 2005.** *Retained to provide technical assistance to the Government of Grenada* in the review and evaluation of the country’s *National Biosafety Framework* on a project funded by the United Nations Environment Program (UNEP). The key elements of this project involve the technical review of Grenada’s draft biosafety legislation and institutional framework to determine compliance with the requirements of the *Cartagena Protocol on Biosafety*.
- **March 2005 – July 2005.** Retained by the Danish International Development Agency (DANIDA) to develop a Guide for Danish overseas missions to provide for the integration and mainstreaming of climate change considerations (mitigation and adaptation) into Danish foreign assistance programs and projects, in accordance the 2004 European Union (EU) Policy Directive.
- **January 2004 – March 2005.** *Retained as part of the technical team* contracted by the Caribbean Development Bank (CDB) to undertake a comprehensive review and evaluation of the legal, policy and institutional framework for environmental management in select Eastern Caribbean States (Dominica, Grenada, Saint Lucia, St. Vincent and the Grenadines) in order to assessment national capacities to implement the *St. George’s Declaration of Principles for Environmental Sustainability in the OECS* and the *Barbados Program of Action*.
- **February 2004 – December 2004.** *Retained to provide technical assistance to the Government of Dominica* in the development of their *National Biosafety Framework* on a project funded by the United Nations Environment Program (UNEP). The key elements of this project involve the preparation of a National Biosafety Framework for Dominica in accordance with the relevant

provisions of the *Cartagena Protocol on Biosafety*, including (a) a regulatory system; (b) an administrative system; (c) a decision making system that includes risk assessment and management; and (d) mechanisms for public participation and information. Developed and drafted Dominica's *Biosafety and Biotechnology Management Bill 2004*.

- **September 2003 – October 2004.** Retained by the Inter-American Development Bank (IADB) to provide an overview of important environment and natural resource issues in Trinidad and Tobago, and make recommendations for policies and programs to further environment and natural resource management for sustainable development consistent with the country's objective of reaching developed country status by 2020. The project included the following elements:
 - Review of the environmental situation in Trinidad and in Tobago, including an evaluation of the legal and institutional framework as well as institutional capacity for environmental management;
 - Identification of the existing environmental and social liabilities and propose remedial policies and programs with a clear identification of the costs and responsibilities to execute;
 - Propose alternative environmental management systems including, but not limited to, the use of auditing;
 - Analysis of existing action plan and contingency plans to mitigate the impacts of environmental disasters and define the roles and responsibilities of the institutions involved.
- **September 2003 – September 2004.** *Provided technical assistance to the Caribbean Disaster Mitigation Office* of the Caribbean Development Bank (CDB) to develop guidelines for Natural Hazards Impact Assessments (NHIA) that provide for the integration of climate change into the Bank's environmental impact assessment process.
- **October 2001 – October 2004.** *Co-Principal* of the Executing Agency for US\$2 million *Adapting to Climate Change (ACCC)* project funded by the Canadian International Development Agency (CIDA) under the Canadian Climate Change Development Fund (CCCDF). The project supported the development of integrated planning and management strategies for cost-effective response and adaptation to the impacts of global climate change in twelve participating Caribbean countries (Antigua and Barbuda, Commonwealth of the Bahamas, Barbados, Belize, Commonwealth of Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Republic of Trinidad and Tobago).
- **January 2003 – June 2003.** Retained by the World Bank to develop a guide on "Mainstreaming Economic Valuations" for integration into the Caribbean climate change adaptation program – "Mainstreaming Adaptation to Climate Change" - funded by the Global Environment Facility (GEF).
- **March 2002 – March 2003.** Retained by the World Bank to develop and implement the Management Information System (MIS) for the Regional Project Implementation Unit established to manage the "Mainstreaming Adaptation to Climate Change" (MACC) project in the Caribbean region, and provide training to Caribbean Community (CARICOM) Secretariat personnel on World Bank project management, financial management and project reporting procedures.
- **June 2001- March 2002.** -Retained by Environment Canada (Canadian Environmental Protection Agency) to develop guidelines and undertake a training program for the use of alternate dispute resolution (ADR) process in the management of federal contaminated sites. Undertook comprehensive review of contaminated site management legislation, policies and procedures in the United States of America, the United Kingdom, Australia and New Zealand. Principal author of *Best Practice Guidelines for Federal Departments and Agencies on Dispute Resolution Processes for the Management of Federal Contaminated Lands* (Treasury Board of Canada/Environment Canada).
- **March 2002.** Retained by Canadian Department of Foreign Affairs and International Trade (DFAIT) to undertake review of countries in sub-Saharan Africa to identify candidate city for support under the "Sustainable Cities Initiative" (SCI). Evaluated political, economic, social, human rights, trade and environmental conditions in 42 countries in Africa and the Indian Ocean regions.