

CURRICULUM VITAE

Proposed role in the project:

Category: I

1. **Family name:** OSBORNE
2. **First names:** Denis Gordon
3. **Date of birth:** 17 September 1932
4. **Nationality:** British
5. **Civil status:** Married
6. **Education:**

Institution [Date from - Date to]	Degree(s) or Diploma(s) obtained:
University of Durham (UK) 1950-53	BSc, First Class Honours in Physics, 1953
University of Durham (UK) 1953-56	PhD 1957

7. **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
English	Mother Tongue		
French	5	5	-

8. **Membership of professional bodies:**

Fellow, Institute of Physics, F Inst P since 1966

Member, Royal Institute of International Affairs (Chatham House) since 1973

Member, Society of Advanced Legal Studies since 2001

(Associate Research Fellow, Institute of Advanced Legal Studies, Univ of London, 1999-2001)

Companion of the Order of St Michael and St George since 1990 (CMG, a British 'honour')

9. **Other skills:** (e.g. Computer literacy, etc.)

Governance and management issues from varied management responsibilities since 1960s

Diplomacy and Negotiation, especially 1987-90 (see section 14);

Governance, Work Ethics and Anti-Corruption measures since 1990

Computer competent

10. **Present position:**

Independent (self-employed) adviser, consultant and trainer in governance

11. **Years within the firm:** self-employed 18 years

12. **Key qualifications:** (relevant to the assignment)

- **Experience advising and training in governance** on short contracts in over 30 countries with developing or transitional economies including China, Ghana, Kenya, Jordan, Iran, Lesotho, Nigeria, Pakistan, South Africa; the Philippines, Thailand and Uganda. Most work on public service ethics, anti-corruption measures, reforms, management and policy formulation, funded by recipient governments, Asian Development Bank, British Government, EU, OECD, UN, UNDP, World Bank, private sector, NGOs, universities, etc.
- **Experience of training** includes work as Director of Studies for two or three 2 – 3 week seminars at RIPA International, London 1996-2009, most participants being senior public servants coming from Africa and Asia, as well as similar work in several other countries.
- **Experience in British Civil Service and Diplomatic Service**
- **Experience in Civil Society in a voluntary capacity when resident in Africa**, and in Britain
- **Relevant written papers** published, and given at conferences, some available on web
- **Proven academic competence** in science and research associate at some time with university institutes focused on development and law.

13. Experience with selected countries and groups:

For specific work proposals this list would be adapted, drawn mostly or wholly from the list in section 14, of experience of special relevance to the proposed activity. Additional explanations will be given if thought helpful.

Where/When	Relevant experience
UK and Australia 2010	Study and trials of draft chapters for a book on corruption issues, including seminars at Edith Cowan Univ, Australian National Univ, Deakin U and Monash in August
Tanzania 2010 for DFID Tanzania (DIFDT)	Consultant with a team from the World Bank, Canada (CIDA) and DFIDT to review a Public Service Reform Programme, considering in particular management and coordination, motivation and citizen feedback
Britain 2010 at RIPA International Britain 1996 – 2009 at RIPA International	Leading seminars on Ethics, Accountability and Corruption prevention, July 15, 16. Director of Studies for 2 or 3 seminars a year each of 2 or 3 weeks on Public Service Reform and Public Service Ethics, with feedback from participants keeping me aware of their concerns about reform, and inputs from British public servants up-dating me on UK thinking.
Global 1990 – 2010 Management ethics and corruption. Research, lectures, seminars	Starting 1990-1992 as staff member of ODA/DFID research on 'Governance, development and aid'; later advising, leading seminars, giving lectures on short contracts in 40 countries, most having developing or emergent economies.
UK and global 1979 – 2010 Public service reform Experience hands-on in UK until 1992, then research, contracts to advise, train, lecture	Examples: Keynote address' EU-ASEAN symposium, Brunei, 2005 on new trends in public service reform, and subsequent papers at conferences, etc, 2006 – 2010 Consultant for mid-term review of multi-donor support for \$90 million Public Service Reform Programme, Tanzania, May-June 2010.
British Civil Service 1972 – 92; in 'ODA', later DFID; 1987 – 90 High Commissioner in Malawi	Especially implementing reforms from 1979 with scrutinies, with changes from supply to demand-side funding, making staff redundant, etc; also as head of East and West Africa Dept 1984 – 87; when seconded as High Commissioner in Malawi 1987 – 90 and research on governance 1990 – 02
Sierra Leone, Ghana and Tanzania	Universities in Britain for 2 years, Africa for 14 years with management responsibility as founding Professor of Physics in Tanzania; negotiating with donors, contact with political leaders, etc

14. **Professional experience** – mostly on short contracts for assignments of between one and four weeks; sometimes for repeated activities or visits. This selection of projects is deliberately incomplete, especially for the earlier years.

Date from- to	Location	Company	Position	Description
2010	Tanzania	'DFID Tanzania', 2 weeks	Consultant	To work with a team from the World Bank, Canada (CIDA) and DFIDT to review a Public Service Reform Programme, considering in particular matters of management and coordination
Publication due 2010	Britain	'African Affairs', Journal of the Royal African Society	Book Review	Review of a detailed study of lessons learnt from the African Peer Review Mechanism, draft submitted to editor and publication agreed
1996 – 2009	Britain	RIPA International, London 2-weeks twice a year 2005-09 3 or 4-weeks a year 1996-04	Director of Studies	To train public servants from countries with developing and transitional economies on Ethics and accountability; building trust and reducing corruption. Tasked to design seminar programmes, suggest visits and specialist inputs, lead sessions including use of case studies, support participants (& learn from them!)
1999 – 2004 and 1996-2009		3 weeks once a year 2005-09	Director of Studies	Similar seminars on Public Service Reform. Design programmes, suggest visits, specialist inputs, lead sessions including case studies, support participants.
		One-day seminars	Training, advising	On similar topics for groups at seminars focused on related subjects
2003 – 2009	Australia	Edith Cowan University	Visiting expert	To lead seminars on ethics and security, advise candidates on PhD theses, etc
2009	Tanzania 1 week	Commonwealth Association for Public Administration and Management, CAPAM	Presenter	To present paper at International Workshop in Tanzania taking opportunity to have discussions with the Corruption and Combating of Corruption Bureau CCCB and other organisations
2008 4 days	Philippines 4 days	Civil Service Commission Asian Development Bank	Leading 'dialogue' Leading Seminar	To start dialogue on 'Engendering' anti-corruption policies (= gender concerns) Lead 'Brown bag seminar' for staff on 'Reducing public service corruption risks'
2008	Thailand	Civil Service Commission Office of the Ombudsman	Consultant	For seminar and discussions with staff on patterns and issues of corruption following several earlier visits since 1998 (see note for 2002 and earlier, below)
2007 1 week	Ghana	Institute for Management and Public Administration	Speaker / Adviser	To lead seminar on Public Service Ethics at the Ghana Institute for Management and Public Administration; and hold consultation with Head of Civil Service and Directors on relations between senior Civil Service and political leaders. (Similar to earlier lengthier programmes in Malawi, Sierra Leone and Lesotho).

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Date from- to	Location	Company	Position	Description
1998 – 2007 9 visits of about 2 weeks	Philippines	Civil Service Commission UNDP funded; Office of the Ombudsman, EU funded; also ADB and British Council	Consultant	To help Civil Service Commission and UNDP prepare generic training module on Public Service Accountability for use in Philippines and elsewhere; Office of the Ombudsman to prepare EU funded project to support anti-corruption measures; work with University of Philippines, Asian Development Bank; British Council.
1992 - 2007 5 X 5 days	Malaysia	RIPA International, 2007 Earlier UNDP	Speaker / consultant	To speak at Ethics Forum 2007; lead seminars at Institut Integriti Malaysia; advise UNDP office on anti-corruption measures; study anti-corruption bodies
2005, 2006 1 day each	Britain	University of Cambridge	Guest Lecturer	To lecture for sessions on 'Corruption' in M Phil Programme on Development Studies.
1998 – 2006 6 weeks in total	China	UNDP in 1998, then the Supreme People's Procuratorate	Consultant, Training, Advice	To advise and lead seminars for the Supreme People's Procuratorate in Shanghai, Beijing and Shenzhen (4 occasions), and Hong Kong since 1992.
2003 / 2005 3 weeks	Slovak Republic	European Commission	Consultant, Training	For an informal NGO group to discuss issues of 'corruption' and 2003 to train staff in the State Audit Department.
2005 2 weeks	United States	UNDP	Consultant	To advise UNDP Programme on Accountability and Transparency on indicators to evaluate and plan anti-corruption activities.
2005 2 weeks	Nigeria	UNDP	Consultant	To prepare case study evaluation of UNDP support for anti-corruption activities and make recommendations
2005 2 weeks	Vietnam	Ministry of Home Affairs and UNDP	Consultant, Training	To lead seminar for officials from Cambodia, China, Vietnam and the Philippines, using module developed in the Philippines
2005 2 weeks	Ireland	DFID/ GRECO	Consultant	To conduct a 'peer review' of anti-corruption efforts for GRECO and report to Council of Europe, Strasbourg; and report to DFID on GRECO experience of the peer review process.
2004 3 days	Indonesia	British Council	Consultant	To give a keynote address at a Conference for Judges convened by the Chief Justice.
2004 3 days	Indonesia	British Council	Consultant	To give a keynote address at a Conference for Judges convened by the Chief Justice.

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Date from- to	Location	Company	Position	Description
2002 1998 - 1999 15 weeks	Thailand	UNDP regional seminar Civil Service Commission World Bank funded	Consultant, Training Adviser	To train and to test use of Accountability module developed in the Philippines To help create Ethics Promotion Centre and Programme and advise on Whistleblowing legislation and practice, 5 visits + follow-up visits later
2001 2 weeks	Jordan	UNDP	Consultant	To advise the Anti-Corruption Department (then part of Military Intelligence) on training and other support needed to build capacity and win co-operation of the public (further intended visits were cancelled because of the Iraq war).
2001 1 week	Britain	DFID	Consultant	To review for a project for advice on an anti-corruption component for a Good Governance programme and comment on outputs and value for money.
1999 2 weeks	Iran	UNDP	Consultant	For the Office of the President, to prepare a project to Improve Accountability and Transparency of Government (and invited while there to give a lecture at the Business School of the University of Tehran).
1999 3 weeks	Pakistan	World Bank	Consultant	To appraise Governance issues for recommending a further Structural Adjustment Loan.
1998 5 weeks	Uganda	UN	Consultant	For UN Secretary-General's Office, to assess/evaluate the impact of Capacity-Building achieved by support given by whole UN System from 1980 to 1995.
1995 1 week	Nicaragua	UK Foreign and Commonwealth Office, FCO	Consultant	Inter-American Conference on Accountability, to give keynote address and meet staff, reduce risks from corruption for UK companies, meeting President Violeta Chamorro, etc; also university seminar
1992 – on	Several	Contracted to host Governments, donor agencies or NGOs	Advice, Training, Consultancy on Governance, Public Service Ethics, Corruption	

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Date from-to	Location	Employer 'full time'	Position	Description
		UK Civil Service		
1990 – 1992	UK	DFID to conduct research on governance, development and aid	Staff member assigned to undertake research	To advise and recommend measures to relate aid to governance, with indicators to influence aid levels and aid support to improve governance. Major focus on corruption. Visits to India, Hong Kong, Malaysia, Nepal, Tanzania, Uganda.
1987 – 1990	Malawi	UK Diplomatic Service (on secondment)	High Commissioner (= Ambassador in a Commonwealth country)	Representational, political, commercial, aid and consular responsibilities, also policy formulation, management, staff, arranged programmes and hospitality for visitors including Business people, 'NGOs', Ministers and a Prime Minister.
1972 – 1987	UK	Civil Service, Overseas Development Admin, ODA (now DFID)	UK Civil Servant Grade 7, then Grade 5; Grade 3, (Senior Civil Service) 1987	As Civil Servant responsible to manage and give policy advice for aid and development in (at different times) Africa, Asia, Natural Resources research, Science /Technology & through the UN with work on UN and EU committees.
		University		
1971 – 1972	UK	University College London	Research Fellow in Physics	Research; also World Bank 'Project Identification Missions' to Ethiopia, Malaysia
1964 – 1971	Tanzania	University of Dar es Salaam	Head of Department as Reader 1964-66 as Professor 1966-71 also Dean of Science 1968-70	Started a new physics department, chose and developed research programme and teaching curriculum, recruited staff, advised government, public relations Negotiated and implemented donor-funded projects, UNDP and others, built strong international research links (including Denmark, Sweden, UK, US, USSR)
1958 – 1964	Ghana	University of Ghana	Lecturer in Physics; from 1962 Senior Lecturer;	Lecturing; research on equatorial environment, co-operating with research in UK, USA, USSR, African countries; promoted science in media, schools, etc.
1957 – 1958	Sierra Leone	Fourah Bay College	Lecturer in Physics	Teaching, research proposals
1956 Jan-July	UK	University of Durham	Lecturer in Physics	Teaching, getting PhD research results published, preparing for work in Africa

15. Publications and other activities

Public Servants, Change and Reform, in 'Perspectives in Human Resource Management', Commonwealth Association for Public Administration and Management (CAPAM) Featured Report, 2009, pp 25 - 30

Transparency and Accountability Reconsidered, *Journal of Financial Crime*, **11**, 2004, pp 292-300

Re-Educating Managers: from Training for Competence to Training for Commitment, *International Review of Administrative Sciences*, **67**, no 4, 2001, pp 635 – 647

Deciding to Fight Corruption, *Journal of Financial Crime*, **7**, 1999, pp 26-35

Governance, Partnership and Development, in "Governance: concepts and applications", Ed Joan Corkery, Brussels, International Union of Administrative Sciences, 1999, pp 37 - 65

Impact Evaluation of Support by UN System to Capacity-Building in Uganda: 1980-1995, with Andre Nzapayeke, in "Capacity Building supported by the United Nations: some evaluations and lessons", Ed Roger Maconick & Peter Morgan, New York, United Nations, 1999, pp 135 - 156

Combat Training: Using Seminars to Fight Corruption, in "Governance Innovations in the Asia-Pacific Region", Ed G Bhatta and J L Gonzalez, Aldershot, Ashgate, 1998, pp 163-181

"**Governance and Policy Formulation**", as editor with Joan Corkery & Anthony Land, Maastricht, European Centre for Development Policy Management, 1997, 45 pages

Corruption as Counter-Culture: attitudes to bribery in local and global society, in "Corruption - the enemy within", Ed Barry Rider, The Hague, Kluwer Law International, 1997, pp 9 - 34

Aid Policy, in "The Encyclopedia of Democracy", ed S M Lipsett and others, Washington Congressional Quarterly, and London Routledge, 1995, pp 48-50

Technology and change: some consequences for management, governance and training, in "Public Ethics and Staff Training", Strasbourg, Council of Europe Press, 1993, pp 41 - 52

Also about 30 peer reviewed publications in physics, education and science policy, 1958 -1973

Lectures and seminars have been given elsewhere, additional to several mentioned above, including:

ASEAN-EC Annual Symposium (for RIPA International, London) **Brunei** 2005

Postgraduate Institute of Management, Colombo, **Sri Lanka** 2002

Kennedy School of Government, Harvard, **USA** 1999

Institute of Social Studies, The Hague, **the Netherlands** 1999

School of Management, University of Tehran (for faculty from all universities in Tehran) **Iran** 1999

Several of these assignments and other consultancies have required interviews with the media

Other relevant experience includes:

Assessor, University Grants Committee (research proposals) Hong Kong, China since 1994

Associate, Institute for Development Policy and Management, University of Manchester, 1997-2006

Member, London Fraud Forum, Metropolitan Police Economic Crime Unit 1998-2006

Member, Royal Institute for International Affairs (Chatham House) since 1975

Member, The Athenaeum, London

Interests include family, friends, walking, reading...

Activities in Civil Society also give relevant experience for work in countries with different cultures:

Reader at local parish churches in London, Lilongwe, Canterbury, since 1975;

School Governor for 1985 – 2002 (on 'Sabbatical' 1987 – 1990 while in Malawi);

Chair of Council for an educational charity in London 1992 – 1999.