

FRANCIS LETHEM

Professor of the Practice Emeritus

Duke Center for International Development (DCID)

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KEY QUALIFICATIONS

Dr. Francis Lethem is currently Professor of the Practice Emeritus at the Duke Center for International Development at the Sanford School of Public Policy. Previously he served as Associate Dean for Executive Education Programs, Sanford School of Public Policy, and Director and Professor of the Practice at DCID. He also served as Co-Director of the Duke-UNC Rotary Peace Center. His primary professional interests are in the areas of institutional design in relation to sustainable development, the design and management of sustainable development projects, project design for conflict prevention, and human resources development in developing countries. Before joining Duke in 1994, Dr. Lethem worked for about 30 years at the World Bank in operations (human resources development and institutional development), as a policy adviser (regarding project generation and design including their social and capacity building aspects), and as adviser responsible for quality assurance of the Bank's Eastern Africa project portfolio. Over the years, his work experience has been primarily in Africa and Latin America, though he also worked in the Middle East and in East and South Asia. Dr. Lethem obtained his doctorate in economics from Neuchatel University (Switzerland) in 1967, was a Fellow at Harvard University's Center for International Affairs in 1975/76, and is the co-author of *World Bank Staff Working Papers* on organization design, the consideration of human factors in development work, and the management of technical assistance. In 2006, he was named a Paul Harris Fellow by Rotary International.

EDUCATION

1967	Doctorat (Ph.D.) in Economics, Neuchatel University, Switzerland
1961	Licence (B.A.) in Commerce and Finance, Antwerp University, Belgium
1975 – 1976	Fellow, Center for International Affairs, Harvard University
1994 – 1995	Fellow, Center for International Development Research, Duke University

PROFESSIONAL EXPERIENCE

DUKE UNIVERSITY, DURHAM, NC

Associate Dean for Executive Education Programs

Sanford School of Public Policy

August 2010 – June 2015

Director, Duke Center for International Development

Sanford School of Public Policy

July 2006 – June 2015

Professor of the Practice of Public Policy Studies, Master of International Development Policy

Duke Center for International Development, Sanford School of Public Policy

July 2000 – present, full time; 1997 – June 2000, part time

Co-Director, Duke-UNC Rotary Peace Center
September 2001 – June 2015

Director of Graduate Studies, Program in International Development Policy (MIDP)
Duke Center for International Development, Sanford School of Public Policy
July 1997 – June 2005

Adjunct Professor of Public Policy Studies, Program in International Development Policy (MIDP)
Duke Center for International Development, Sanford School of Public Policy
1995 – 1997

WORLD BANK, WASHINGTON, D.C.

Human Resources sector operations

Education Economist, 1964 – 1972

Division Chief, Education projects, Western Africa, 1972 – 1975

Division Chief, Institutional development and training, Eastern Africa, 1984 – 1987

Division Chief, Population and human resources, Eastern Africa, 1987 – 1988

Policy

Project Policy Adviser, 1976 – 1984

Responsible for design and follow-up of World Bank's policies on project generation and design, with emphasis on: design process, social and organizational feasibility of development projects, capacity building, and collaboration with NGOs. Devised an original conceptual framework for the management of technical assistance based on management consulting theory.

Oversight

Projects Adviser, Eastern Africa, 1988 – 1994

Responsible for all aspects of quality assurance for about 12 new development projects per year (about \$500 million) and about 100 projects under implementation. Advocacy of institutional, environmental, community participation and gender issues.

PUBLICATIONS

F. Lethem. Le rôle de l'IDA et de l'IFC dans le Développement, Doctoral thesis under the direction of Professor Fr. Scheurer, Neuchatel University, Switzerland. George Thone, Liège, 1966

Co-author of World Bank Staff Working Papers on:

- The Design of Organizations for Rural Development Projects (1980), by William Smith, Francis Lethem, and Ben Thoolen
- Human Factors in Project Work (1980), by Heli Perrett and Francis Lethem
- Managing Project-Related Technical Assistance (1983), by Francis Lethem and Lauren Cooper
- Traditional Land Tenure and Land Use Systems (1983), by Raymond Noronha and Francis Lethem

Book Chapters and Others

Basic Education, in: Charles Weiss and Nicolas Jequier, Technology, Finance and Development, Lexington Books, 1984.

Financing of Environmentally Sustainable Development in Rural Areas: the Case of Madagascar, in: Ismael Serageldin and Alfredo Sfeir-Younis, Eds. Effective Financing of Environmentally Sustainable Development. Proceedings of Third Annual World Bank Conference on ESD, Washington DC, Sept. 1996.

Towards an appropriate design methodology. Introduction to edited papers by MIDP Fellows prepared for the Duke University seminar “Institutional Design for more Sustainable Development”. www.odii.com (Library/Institutional Development and Design). The series, started in 2002, includes:

- Could Georgia’s Small Farmer Support Project have been successful? by Nino Partskhaladze (2002)
- Establishment of Agricultural Services in a Transition Country, by Inna Bayda (2002)
- Institutional Analysis of a Business Development Project, by Samir Nuriyev (2003)
- Commercial Banking for Rural Development: A Cautionary Tale, by Santhosh Thiruthimana (2004)
- Resettling Expelled Villagers to their Place of Origin—20 Years Later, by Dalia Kaikhasraw (2004)
- Restructuring Kosovo’s Customs Service Administration, by Edmond Mjekiqi (2005)
- Managing by Influence for the Common Good: India’s Sambandh Network, by Santosh Passi (2005)
- Restructuring the Institutional Design of an Infrastructure Development Project in Guanajuato, Mexico, by Francisco Javier Luna Lopez (2006)
- Combating HIV/AIDS through Employment Generation, by Bibi Khan (2009)
- Employing the AIC Methodology in Peace Corps Training Programs: Reflections on a Vanuatu Experience, by Jason Rodriguez (2009)
- From AIC to AIC-IA: Applying the AIC Framework to Capacity Building. The Case of the Police Inspectorate of Kosovo, by Selim Selimi (2010)

Co-author of the DCID-written synthesis chapter of Doing Dams Better: The Lao People’s Democratic Republic and the Story of Nam Theun 2. Edited by Ian Porter and J. Shivakumar. World Bank, Dec. 2010.

Development and Peacebuilding: Dam Construction and Violence in the Amazon. Book chapter by Anderson Freitas and Francis Lethem in Firchow, Pamina and Anastasiou, Harry eds. Practical Approaches to Peacebuilding: Putting Theory to Work. (Lynne Rienner, Boulder, Colorado, 2016).

CONSULTANCIES***World Bank***

Review of World Bank experience with institutional development related to environmental management in Africa, *May – July 1995*

Test case studies on public sector management with MIDP Fellows and Faculty, *Feb. – March 1999*

Advise on methods to deliver effective policy advice in developing countries, *May 2003*

Advise on internal organizational issues, *March 2005*

Advise on lessons from financing of a major infrastructure project in Laos, *2005 – 2006*

Fundacion Cocibolca, Nicaragua, July 1999

Review their strategy for promoting public/ private partnerships in the management of National Parks

Organization of East Caribbean States, St. Kitts, June 2002

Review their strategy for improving the competitiveness of member States through human resources development

Conservation International, Washington DC, May 2003

Advise on evaluation of their community health and conservation program

Duke-UNC, 2004

Co-designer of 2-week study programs for senior World Bank officials

Hitotsubashi University, December 2002 and November 2007

External evaluation of the Asian Public Policy Program

WFP Project directed by R. Fernholz, 2005

Review of their experience with school feeding programs in Latin America

IDB Project directed by F. Fernholz, 2006

Review of their experience with Quality Assurance methods

INTERNAL MANAGEMENT REPORTS

Reports to external evaluation committees: MIDP. A Self-study and Report to the External Review Committee. Duke University, Durham, September 2005; DCID's self-assessment and aspirations within the new Sanford Strategy, Nov. 2014

DCID. Strategic Plan, Duke University, Durham, April 2007; DCID Strategy Note 2013-18, October 2013

DCID. Special Annual Report: July 2006-December 2007 (Coordinating author), March 2008. March 2008; Briefing Note on DCID, Aug. 2013; DCID Annual Report FY 2013-14, Sept. 2014.

A Brief History of DCID (1985-2014), May 2014

Sanford School's strategy for teaching in Kunshan, China, 2009/10.

Sanford School's proposal to GE Foundation for funding assistance to Vietnam (VNU-HCMC) for establishing a Master's program in Public Policy for Environmental Protection, 2009 and subsequent implementation reports, 2010, 2011, and request for final year extension (2014).

OVERSIGHT OF PH.D. DISSERTATION:

Member of the Ph.D. Committee for Ph.D. candidate Wayne E. Mayer, NSOE, chaired by Professor Gary S. Hartshorn. Dissertation title: "The Piassaba Palm: Conservation and Development in the Buffer Zone of Peru's Cordillera Azul National Park" (2006).

OCCASIONAL TEACHING/ PUBLIC PRESENTATIONS

Advanced School of the Institute of Developing Economies (IDEAS); and Hitotsubashi University APP program, Japan. Intensive 1-week seminars on Project Planning and on Human Resources Development in

Developing Countries (Nov. 1998, Nov. 2000, Dec. 2002, 2003, Feb 2005, 2006, 2007, 2008, 2009); IDEAS Jan 2016 & 2017: Project Planning for Conflict Sensitive Development.

“Can quality and sustainability be expected under post-conflict emergency reconstruction projects?” Seminar presentation at the UNC Center for Economic Stabilization's executive training seminar on Stabilization in Post-Conflict Societies, Jan 30, 2008

Executive Development seminars for senior civil servants from Taiwan (1999/2000); from P.R. China—SAFEA program (2004 to 2014), Xi'an (2012), Vietnam (2012); and from Kazakhstan (2011) all based on MIDP seminar materials

Seminar on designing projects in uncertain and complex situations for the executive program on “Innovation and Inclusion in the Mining Industry” organized by Minera Antares SAC, Peru, July 2015.

Executive Development seminar for Changjian Institute of Survey (CISPDR) sponsored by NSOE-RTI on managing the project cycle (2014)

Workshop on “Principles of project design, appraisal & implementation” for 45 Atlas Corps Fellows, Washington DC, January 2013

Keynote address to Southwest Durham Rotary Club Paul Harris Banquet (April 2009)

Moderator for Panels (i) at the Rotary World Peace Symposium Birmingham, England, June 2009 on peace building and post-conflict reconstruction; and (ii) at Sao Paulo, Brazil, June 2015 on the Do No Harm framework and whether economic development can bring peace

Keynote address, World Peace Conference, MIT School of Government, Pune, India (Feb 2010)

LANGUAGES

English and French
Spanish, Dutch, and German (reading and speaking)

PRESENT PROFESSIONAL/ RESEARCH INTERESTS

Institutional design for managing the environment and towards more sustainable development; design and management of sustainable development projects; project design for conflict prevention; the application of total quality management principles to the public sector; and human resources development (incl. capacity building) – all in relation with developing and transition countries.

AWARD

Named a Paul Harris Fellow by Rotary International in 2006.