

**THOMAS H. FOX**  
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Tom Fox has forty years of experience working with and on behalf of developing countries. Primarily as a senior program manager and supervisor in a range of government and non-profit organizations, he has specific expertise in organizational development, governance and management of NGOs, strategic planning, fundraising, knowledge management, evaluation, performance measurement and monitoring, and related topics. Programmatically, he has a good overview of issues affecting the developing world and of most components of economic and social development, with special expertise in Africa (particularly French-speaking Africa), the role of non-governmental organizations (NGOs), private philanthropy and corporate social responsibility/citizenship, appropriate technology, environment and natural resource management, and secondary education. He was a Presidential appointee in the Clinton Administration, as Assistant Administrator of USAID for Policy and Program Coordination; and he has been a long-time leader in the US NGO community that works in developing countries.

**INDEPENDENT CONSULTANT (from January 2001)** Current ongoing assignments include:

**Establishing a new foundation:** For the past three years I have been advising a generous donor on his international giving, including the establishment in 2005 of a new grantmaking foundation, the ELMA Foundation, specializing in issues that affect poor children in southern Africa. I currently serve as Chairman of the board of ELMA Philanthropies Services, which provides program advice to the foundation itself.

**International Resources Group.** As a Senior Advisor, I am assisting this firm in its priority focus on assisting clients with knowledge management within their organizations. IRG's focus is on accessing the wisdom and information within the organization for program management, particularly for organizations engaged in rural development and environment/natural resource management. This assignment includes developing a functional definition of knowledge management, an IRG methodology for working with its clients, understanding of "communities of practice, and related issues.

**George Washington University.** As a "Professorial Lecturer in International Development", I co-teach a Master's degree class entitled "Management Principles of Non-Governmental Organizations".

**Other:** Previous recent assignments include advising CEDPA on its resource development program, and helping the Council on Foundations develop its new strategic plan for its international programs, and evaluating the Luso-American Development Foundation in Portugal.

## **PREVIOUS EMPLOYMENT:**

### **1997-2001 Assistant Administrator, Policy and Program Coordination, U.S. Agency for International Development (USAID)**

Appointed in 1997 by President Clinton, with U.S. Senate confirmation, to coordinate USAID's worldwide policy and resource allocation and serve as a member of the USAID Administrator's cabinet. Specific responsibilities included: formulation and interpretation of policies affecting USAID's \$7 billion annual foreign assistance budget; oversight of the Agency's performance measurement systems; international donor coordination (including as USAID representative to international development fora like the OECD/DAC); knowledge management systems, and planning and programming coordination with the Department of State. As head of the Bureau for Policy and Program Coordination, I oversaw a staff of 50 professionals with an \$8 million budget.

### **1988-1997 Vice President, World Resources Institute**

Principal responsibility for the management of the policy, operations and programs of WRI's Center for International Development and Environment, including thirty staff and regular consultants, and a budget of approximately \$5 million. Complementing WRI's renowned policy research reputation on environmental matters, the Center works in developing countries to strengthen policies and institutions for wise management of the natural resources base, specializing in environmental planning and management, forestry and land use, and capacity building of governmental and non-governmental organizations. The position required leadership for program and project development, particularly in its direct policy guidance to developing countries; fundraising from public and private donors; program development overseas; and evaluation and monitoring.

### **1982-1988 Vice President, International and Public Affairs, Council on Foundations.**

I established and then directed the Council's International Program. With support from key foundations like Ford, Rockefeller, Carnegie, and Exxon Education, this program sought "to increase the scope and effectiveness of grantmaking for international purposes." I convened foundations and corporations around international issues, organized meetings and workshops, encouraged and advised foundations and corporations seeking to develop an international program, and often represented foundations' and corporations' international interests to other organizations and constituencies. I also supervised the Council's communications and public affairs functions. (The Council's 1500 members include virtually all of the nation's significant private and corporate grantmaking foundations.)

### **1978-1982 Director, Office of Private and Voluntary Cooperation. US Agency for International Development.**

Responsible for the AID office charged with liaison with private and voluntary organizations (PVOs/NGOs). Specific office functions included registering and introducing such organizations to AID's offices and

procedures, serving as the principal focal point for policy and information concerning AID's relationships with PVOs/NGOs, and administering a substantial program of grants and other subsidies in support of qualified PVOs/NGOs' worldwide programs. These responsibilities included management of a staff of 25 and a budget of \$40 million.

- 1972-1978**     **Executive Director, Volunteers in Technical Assistance (VITA).** After a year and a half serving as Director of International Programs, I became Executive Director of this respected PVO/NGO. Responsible for overall management and development of VITA's program of delivering appropriate technical assistance to individuals, small businesses, and community organizations in developing areas around the world. Responsible to a Board of Directors for this worldwide program, I managed a staff of 25, and a budget of \$750,000. During my administration, VITA grew considerably in opportunities, in resources, and in stature.
- 1969-1972**     **Chief, Programs and Training, and Deputy Director, Africa Region, Peace Corps.** Principal responsibility for program development, review, approval and evaluation, as well as the training of Volunteers for all of Africa. Major management responsibilities including personnel selection, and liaison with other Peace Corps/Washington offices, other US Government departments, and African Embassies.
- 1967-1969**     **(First) Director of the Peace Corps Program in Burkina Faso (then Upper Volta).** Responsible for program development, training, technical support, relations with Upper Volta's government, and direction of the 50 Peace Corps Volunteers.
- 1965-1967**     **Associate Director, then Deputy Director of the Peace Corps Program in Togo.** Principal responsibility was for program development and technical support for 45 secondary school volunteer teachers. As Deputy, added responsibility: program development and administration of the entire program in Togo.
- 1961-1965**     **Instructor, Taft School, Watertown, Connecticut.** Taught European History and French. Numerous coaching and other responsibilities.

#### **OTHER PROFESSIONAL ACTIVITIES:**

Service from 1991- 1998 (Chairman from 1994-1998) on the Advisory Committee on Voluntary Foreign Aid, which advises USAID on relationships with NGOs; and past service on the Board of Directors of several non-profit organizations involved in developing countries: Volunteers in Technical Assistance (VITA); InterAction; International Institute for Rural Reconstruction (IIRR); Appropriate Technology International; Private Agencies Collaborating Together; Council on Foundations' International Committee; the Mukti Fund; and the International Development Conference. Currently a trustee or director of America's ImPACt, the Center for US Global Engagement, EnterpriseWorks/VITA, and PeaceCorps Encore!

I have been a frequent speaker or panelist at conferences and workshops on Africa,

international or sustainable development, USAID's programs and priorities, the role of private philanthropy, and non-governmental organizations. On approximately ten occasions, I have given testimony before Congressional committees. Adjunct Professor at Johns Hopkins University's School for Advanced International Studies in 1996 and again in 2002: An ongoing appointment at George Washington University, co-teaching a class on NGO Management.

I have been active as a volunteer (particularly as a fundraiser) in support of the schools and college that I attended, my children's schools, and several community and civic organizations. I have chaired a capital development campaign for my children's school. Long-time member and recent past President of the Board of Trustees, All Souls Church, Unitarian in Washington, DC.

#### **PUBLISHED WRITINGS:**

Several articles on various aspects of international grantmaking; articles on the role of non-governmental organizations; and a variety of articles on sustainable development, and on Africa. Most recently, for The Conservation Company, "Globalization: Opportunities for New and Broad Partnerships", in 2001, and an informal history of the Mukti Fund in St. Kitts and Nevis in 2004.

#### **EDUCATION:**

1963 (Summer)	University of Edinburgh (History)
1962 (Summer)	Columbia University (History, French)
1957-61	Williams College, B.A. (Political Science major)
1953-57	Phillips Academy, Andover

#### **TRAVEL:**

Extensive travel throughout Africa and Europe; some travel in the Caribbean, Canada, Central America, and Asia.

#### **LANGUAGES:**

Quite fluent in spoken and written French. Limited Spanish.

#### **PERSONAL:**

Born December 22, 1939. Married, with two grown children and two grandchildren.

5/4/06