

# DIRK SALOMONS

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## CURRICULUM VITAE

**2003-  
to date**      **Director of the Humanitarian Affairs Program, School of International and Public Affairs (SIPA), Columbia University, New York**

Develops and teaches courses on humanitarian affairs, including conceptual, operational and management issues. Conducts research, plans and directs program activities. Since joining SIPA in 2003, achieved the following:

- Further developed the newly established humanitarian affairs program into a comprehensive set of courses, conferences and practical workshops, covering all aspects of humanitarian action, from rapid onset response to post-conflict recovery;
- Organized major international conferences at SIPA on the humanitarian crises in the Democratic Republic of Congo (March 2006) and in the Sudan (March and December 2007), as well as on the “Frontiers of Humanitarianism” (April 2008); collaborated on numerous other key public events.
- Negotiated exclusive “North American” associate membership of SIPA in the European Union’s NOHA network, consisting of six universities with a joint humanitarian affairs program (effective 2005); this facilitates faculty exchanges, links with other regional associate universities in the developing world, and access for Columbia students to EU “Erasmus Mundus” scholarships;
- Designed and facilitated interdisciplinary exchange among SIPA faculty to explore how the various concentrations and programs with links to humanitarian action can best integrate their teaching and research;
- Wrote SIPA component of a joint grant proposal to the Mellon Foundation, submitted in cooperation with the Mailman School of Public Health, leading to a substantive contribution, of which one third was earmarked for the humanitarian affairs program 2004-2006. Obtained generous Hilton Foundation grant for 2008-2009.

**1997-  
to date**      **Managing Partner, The Praxis Group, Riverside, CT, USA/Geneva, Switzerland**

Provides management advisory services to international clients in the public sector; works closely with a multi-national team of specialists on management issues related to humanitarian action, peacekeeping and peace-building, post-conflict recovery, civil service reform, and human resources development. Some key Praxis assignments:

- Designed and directed a United Nations inter-agency study on the transaction costs of pooled humanitarian funding; conducted surveys at the agencies’ headquarters

and in major donor capitals, as well as field research in Sudan and the Democratic Republic of Congo (June 2008 through February 2009).

- Conducted a strategic assessment of the International Peace Institute's management structure (December 2008).
- Developed strategic plan and recommendations on restructuring for the Regional Office of the UN Environmental Programme in Geneva (March 2008).
- In collaboration with NYU's Center on International Cooperation (CIC), carried out research for UNICEF leading to a policy paper and operational guidelines for the integration of its mandate into peace operations; this included field work in Sierra Leone (Summer 2007).
- Carried out an evaluation for the UN's Inter-Agency Standing Committee (IASC), in collaboration with NYU/CIC and the UK Overseas Development Institute, of the so-called "cluster approach" to sectoral coordination of humanitarian action. Conducted field research in Chad (Summer 2007).
- Served as senior adviser to the International Peace Academy's ongoing study on the management of UN peace operations. Took part in assessment missions covering Liberia and Senegal (Summer 2007).
- Conducted an evaluation, in cooperation with NYU/CIC, of humanitarian funding and planning mechanisms in Sudan, as part of a study on common humanitarian funding in Sudan and the DRC, commissioned by DfID UK on behalf of a consortium of European donors (Summer 2006).
- Served as senior adviser to UNFPA in the design of its overall humanitarian action strategy for the period 2006-2010, resulting in a policy paper endorsed by the UNFPA Executive Board (May 2006).
- Served as Chair of the Panel of Experts for Cranfield University's evaluation of UNICEF's 2000-2005 Mine Action strategy; developed methodology and provided oversight in various stages of the process (2005/2006);
- Conducted an evaluation for the United Nations Office of Internal Oversight Services of the administration of justice at the UN, for review by the General Assembly at its 59<sup>th</sup> session (issued as document A/59/408, 1 October 2004);
- Designed and conducted the final evaluations of the United Nations Humanitarian Mine Action Rapid Response interventions in Kosovo (2003) and in Iraq (2004);
- Planned and directed a comprehensive field needs assessment study for the United Nations Population Fund, covering fourteen country offices, and providing the framework for UNFPA's transition reforms (2001/2002, with UN Foundation funding);
- Developed and supported management program for the Office of the United Nations Coordinator for the Middle East Peace Process, commensurate to its new, expanded humanitarian and political mandate (Gaza and Jerusalem, 2000/2003);
- Co-authored the background documentation and discussion papers for a series of international discussions on post-conflict recovery strategies, convened by the Brookings Institution (Washington, D.C., 2000; see also under "publications");
- Advised the UNRISD War Torn Societies Project (Geneva) on its transformation from a UN project to an autonomous NGO structure with continued access to UN financial systems and facilities (2000);

- Conducted study for the Norwegian Fafo Program for International Co-operation and Conflict Resolution on financing mechanisms in support of United Nations peace-building missions (1999);
- Advised the Government of Trinidad and Tobago on strategies to transform its civil service into a learning organization (1999);
- Advised the United Nations Executive Committee on Humanitarian Assistance on strategies and policies to integrate institutional competencies in support of the disarmament, demobilization and reintegration of combatants after civil conflicts (1998);
- Advised UNCTAD on the creation of a new organizational structure to reflect its new mandate after the establishment of the WTO (1997);
- Designed “M.S. Program in Management for International Public Service Organizations” at the Robert F. Wagner Graduate School of Public Service, New York University (1997);
- Developed human resources management strategy for the International Training Center of the ILO, Turin (1996).

1989 – **Adjunct Professor of International Public Sector Management, Robert F. Wagner Graduate School of Public Service, New York University, New York**

to date

Teaches courses on international human resources management, the management of humanitarian assistance, and the design, implementation and evaluation of international development and relief programs.

#### **UNITED NATIONS 1970 to 1997**

1995-1997 **Special Adviser on Management, United Nations Office for Project Services (UNOPS)**

Advised the Executive Director on a process of restructuring and management reform during the period that UNOPS became a financially and institutionally independent entity, competing in the open markets, and specializing in humanitarian mine action and post-conflict reconstruction; also served as Adviser to the United Nations Staff College in Turin, Italy, and directed the development of its management training program.

1993-1995 **Deputy Director, Bureau of External Relations, UNDP**

Responsible for the strategic planning of the Bureau; also conducted several ad-hoc studies for the United Nations Secretariat on post-conflict peace-building strategies, the demobilization of former combatants, and on funding mechanisms for operational development activities. Served as Chairperson of the United Nations Joint Appeals Board. Represented UNDP on the inter-agency team that established UNAIDS, the United Nations aids prevention and mitigation program.

1992-1993 **Executive Director, United Nations Peacekeeping Operation in Mozambique (ONUMOZ)**

Detailed from UNDP on special assignment in order to plan and direct the establishment of a major United Nations peace-keeping operation; coordination of military, political and humanitarian components; supervision of administration, secretariat of commissions established under peace agreement, political affairs, demobilization of combatants, information.

**1990-1992**     **Principal Officer, Bureau for Resources and Special Activities, then Bureau of External Relations, UNDP, New York**

Responsible for the planning and co-ordination of all public affairs activities generated or scheduled by the Bureau's Directorate in the context of its newly emerging mandate in this area; worked directly with Assistant Administrator on strategic planning.

**1989-1990**     **Presiding Officer, Joint Appeals Board, United Nations, New York**

Directed the work and operations of the Board and its Secretariat, involving the review of some sixty to eighty appeals annually presented by staff concerning alleged non-compliance of the Secretary-General with their terms of employment.

**1985-1989**     **Director, Office for the Improvement of the Status of Women, United Nations, New York**

Negotiated and formulated the Secretary-General's yearly action programs and drafted four consecutive reports of the Secretary-General to the General Assembly on the "Improvement of the Status of Women in the Secretariat"; conducted consultations with numerous representatives of Member States on the Secretary-General's objectives set out in the report.

**1982-1985**     **Director, Personnel Policies Division, International Civil Service Commission, New York**

Planned, coordinated and directed the Division's work program; developed an integrated conceptual approach for the Commission's work on personnel policies under articles 13,14 and 16 of its statute; planned, directed and coordinated numerous detailed studies and policy proposals in the areas of human resources planning, job classification, recruitment, training, promotion and retirement; carried out consultations on these studies and proposals with representatives of member states, common system organizations and staff, leading to the adoption of major elements of a common personnel policy and common standards throughout the organizations.

**1973-1982**     **Chief, Recruitment and Placement; then Executive Officer; then Senior Policy Officer, United Nations Development Programme (UNDP), New York**

Extensive global travel; management troubleshooting in UNDP's field offices.

**1970-1973**     **Fellowships and Training Officer, UN Food and Agriculture Organization, Rome**

## EARLIER WORK

- 1967-1970 Information Officer, then Policy Studies Officer, Foundation for International Co-operation, Ministry of Foreign Affairs, The Hague
- 1964-1973 Freelance journalist, then regular columnist, Algemeen Handelsblad/Nieuwe Rotterdamsche Courant, Amsterdam

## EDUCATION

- 1964-1967 University of Amsterdam: "Doctoraal" degree; comparative literature, sociology.
- 1958-1964 University of Amsterdam: "Kandidaats" degree; linguistics, Germanic languages and literature, education.

## LANGUAGES

Full proficiency in Dutch, English, German and French; working knowledge of Italian and Spanish, rudimentary Portuguese.

## PERSONAL

Nationality: Netherlands; US Resident Alien. Married, three children.

## PUBLICATIONS

"On the far side of conflict: the UN Peacebuilding Commission as an optical illusion", in Danchin, Peter and Fischer, Horst (eds), *United Nations Reform and Collective Security*, Cambridge University Press, 2009 (forthcoming).

"Financiering van humanitaire hulp als politieke dwangbuis" (Financing of humanitarian aid as political straightjacket) in: Dijkzeul, Dennis and Herman, Joost (eds), *Humanitaire Bewegingsruimte: Humanitaire Hulp tussen Politiek en Onpartijdigheid [Humanitarian Space: Humanitarian Action Caught between Politics and Impartiality]*, BOOM uitgevers, Amsterdam, 2008.

*Cluster Approach Evaluation Report*, with Adele Harmer, Katherine Haver and Abby Stoddard, Humanitarian Policies Group, Overseas Development Institute, London, 2007 (commissioned by the UN Inter-Agency Standing Committee)

*Common Funds for Humanitarian Action in Sudan and the Democratic Republic of Congo, Monitoring and Evaluation Study*, Center on International Cooperation, New York University, 2007, in collaboration with The Humanitarian Policy Group, Overseas Development Institute, UK (commissioned by the UK

Department for International Development on behalf of a consortium of donor countries – see [www.goodhumanitarianandonorship.org](http://www.goodhumanitarianandonorship.org)). Can also be found at: [http://www.cic.nyu.edu/internationalsecurity/docs/H\\_Common%20Funds%20Monitoring%20and%20Evaluation%20Report%20December%202006.DOC](http://www.cic.nyu.edu/internationalsecurity/docs/H_Common%20Funds%20Monitoring%20and%20Evaluation%20Report%20December%202006.DOC)

*Evaluation of the Common Funds in Sudan, Monitoring and Evaluation Study*, Center on International Cooperation, New York University, November 2007, available at: [http://www.cic.nyu.edu/internationalsecurity/docs/H\\_SUDAN%20Component%20Report.doc](http://www.cic.nyu.edu/internationalsecurity/docs/H_SUDAN%20Component%20Report.doc)

“In Search of Credibility and Capacity: The Role of the United Nations in Nation-Building”, in Horst Fischer/Noelle Quenivet (eds.), *Post-Conflict Reconstruction: Nation-and/ or State-Building*, Berlin, Berliner Wissenschafts-Verlag, 2005

“The Canary That Lived: The Coordination of United Nations Humanitarian Mine Action in Kosovo”, in Dennis Dijkzeul (ed.), *Between Force and Mercy, Military Action and Humanitarian Aid*, Berlin, Berliner Wissenschafts-Verlag, 2005

“Security: An Absolute Prerequisite”, in Gerd Junne and Willemijn Verkoren (eds.), *Postconflict Development: Meeting New Challenges*, Boulder, Lynne Rienner Publishers, 2005

“Probing the Successful Application of Leverage in Support of Mozambique’s Quest for Peace”, in Jean Krasno, Donald Daniel and Bradd Hayes (eds.), *Leveraging for Success in United Nations Peace Operations*, Westport, Praeger, 2003

“Good Intentions to Naught: The Pathology of Human Resources Management at the United Nations”, in Dennis Dijkzeul and Yves Beigbeder (eds.), *Rethinking International Organizations: Pathology and Promise*, New York, Berghahn Books, 2003

*Local Governance Approach to Social Reintegration and Economic Recovery in Post-conflict Countries*, New York, Institute of Public Administration, New York University, 2002

Dirk Salomons and Dennis Dijkzeul, *The Conjuror’s Hat: Financing United Nations Peace Building in Operations Directed by Special Representatives of the Secretary-General*, Oslo, Fafo Institute for Applied Social Science, 2001

*The Moment of Truth: Disarmament, Demobilization and Reintegration of former Combatants as Indicators of a Successful Peace Process*, Paper for Conference on Humanitarian Operations and Civil Conflict, John Jay College, City University of New York, 2000

Shepard Forman, Stewart Patrick and Dirk Salomons, *Recovering From Conflict: An International Response*, New York, Center on International Cooperation, New York University, 2000

Shepard Forman and Dirk Salomons, *Meeting Essential Needs in Societies Emerging from Conflict*, New York, Center on International Cooperation, New York University, 1999

*Building Regional and National Capacities for Leadership in Humanitarian Assistance*, New York, Center on International Cooperation, New York University, 1998

Author of over twenty policy documents submitted by the UNDP Administrator and the United Nations Secretary-General to the UNDP Governing Council and the United Nations General Assembly between 1973 and 1997

Netherlands' State Prize for translation of Thomas Mann's "Felix Krull", 1975

Some ninety major articles and essays on European literature, published in the NRC/Algemeen Handelsblad Cultural Supplement between 1964 and 1973

## **SOME RECENT GUEST APPEARANCES**

Panel Chair and Speaker on "Pooled Funds and the Humanitarian Cluster Approach" at the World Conference on Humanitarian Action, University of Groningen, Netherlands, February 2009

Keynote Speaker on "humanitarian Exit Strategies" at Northwestern University Conference on Human Rights, Evanston, Illinois, January 2009

Speaker and Panel Chair, Darfur Early Recovery and Development Dialogue, American University, Cairo, Egypt, November 2008

Conference Chair and Panel Chair, "Iraq's Displaced: The Challenge for the Next U.S. Administration", Columbia University, New York, November 2008

Co-Director, European Union "Network on Humanitarian Assistance" (NOHA) Crisis Simulation Program, Bochum University, Germany, May 2008

Chair, SIPA Pan-African Network event on "The Crisis in Zimbabwe", Columbia University, New York, April 2008.

Panelist, Cornell University conference on "Failed States in Africa", April 2008. Presented paper on "*Peacebuilding and Post-Conflict Recovery*".

Conference Chair and Panel Chair, "Frontiers of Humanitarianism: Concepts and Cases", Inter-University Consortium on Security and Humanitarian Action, Columbia University, New York, April 2008

Panel Chair, Co-Sponsor and Program Adviser, "Towards Sustainable Peace in Darfur" conference, Center for the Study of Human Rights, Columbia University, New York, December 2007

Panel Chair, “The Politics of Aid” conference, SIPA HAWG and Operations USA, New York, November 2007

Panelist, New York University “Fusion Film Festival” premiere of “The Devil Comes on Horseback” (re Sudan crisis), New York, September 2007

Co-Director, European Union “Network on Humanitarian Assistance” (NOHA) Crisis Simulation Summer Program, Bochum University, Germany, Summer 2007

Speaker, Konstanz University conference on “Managing Peace Operations”, May 2007. Presented paper “On the far side of conflict: the UN Peacebuilding Commission as an optical illusion”.

Speaker, Catalyst Annual Awards Conference, New York, March 2007 (“Leveraging Diversity Through Performance Management”)

Guest Lecturer, Fordham University/Dublin Royal College of Surgeons, International Development and Humanitarian Assistance Course, Summer 2006, 2007 and 2008

Guest Professor, Bocconi University, Milano, Italy, Summer 2006

Keynote Speaker, “Azienda Pubblica”, National Public Administration Conference, University of Cagliari, Italy, May 2006

Speaker, 12<sup>th</sup> Annual International Development Conference, Harvard University, April 2006 (“The United Nations’ Emerging Role in Peacebuilding”)

Speaker, University of Toronto Conference on “The Challenges of Peacebuilding”, February 2006 (“DDR in a Post-Conflict Environment”)

Speaker, Columbia University School of Social Work Conference on “Race, Class, Rights and Rebuilding: Katrina and its Aftermath”, New York, November 2005 (“The Humanitarian Perspective”)

Speaker, Sustainable Development, Hazards and Human Well-being Seminar, Columbia University Earth Institute, October 2005 (“Natural Disasters and Complex Emergencies: The Hazard of Facing Reality”)

Guest Professor, Bochum University, Bochum, Germany, Summer 2006 (also 2004 and 2005)

Guest Professor, University of Konstanz, Germany, Summer 2005

Keynote speaker, UNFPA Consultative Meeting of Field Representatives, Rye, March 2005 (“Humanitarian Action in Transition: UNFPA between Relief and Peacebuilding”)

Keynote Speaker, People in Aid Annual Conference, Barcelona, June 2004  
("Building National and Regional Leadership in Humanitarian Assistance")

## **EXTRANEOUS**

Member of the Board, World Cares Center, New York (NGO originally providing services to first responders after 9/11 attack, now providing "resiliency" training for communities, in cooperation with municipal and state authorities).

Non-resident Fellow, Center on International Cooperation, New York University,  
New York