



**Resume of DEBORAH J. CASTLE, Ed.D.  
Specialist in Organisational Learning, Participatory Planning and Evaluation**

**CAREER FOCUS**

*As an educator and learning organization specialist, I collaborate with people in organizations to explore their strengths and capacity for increased effectiveness. In this consulting capacity, I facilitate new approaches that respect diversity within groups and custom design unique learning strategies. This innovative work has transformed capacity-building in many government and non-government institutions. My purpose is to inspire and reclaim integrity, safety and equality of human relationships in organisations around the world. As a learning leader, I intentionally co-facilitate with teams of colleagues in using a custom-design approach to deliver interventions that fit, to enhance learning by all.*

**AREAS OF SPECIALISATION**

*I have consulted with thousands of groups since 1975. I consistently apply the principles of adult education in this work. As a founding partner in People Development Ltd. (1977), I have created authentic opportunities for participation in international, national, government, non-government and community organisations. This approach has proven meaningful locally and internationally. My areas of specialisation are:*

- A. Evaluation, Program and Project Review**
- B. Gender Focused and Women Specific Interventions**
- C. Participatory Strategic Planning and Collective Visioning**
- D. Organizational Effectiveness and Process Facilitation**
- E. Educational Design, Training and Facilitation**
- F. Project Management**

Examples of contracts follow starting on page 2.

**EDUCATIONAL BACKGROUND**

- Doctorate of Education, University of Toronto, Canada (1993) – Dissertation: “Visioning as it is Known and Utilized by HRD Consultants”
- Masters of Adult Education, St. Francis Xavier University, Canada (1981) – “Needs Analysis and Evaluation of Adult Training Programmes”
- Bachelor of Physical Education, University of New Brunswick, Canada (1972)
- Certificate – Master Gardener Training, Nova Scotia Agricultural College (2012)
- Professional Development (on-going): Brahma Kumaris World Spiritual University, India; Results Based Management; Consciousness in Business Conference, Mexico; Organizational Change Conference, Organizational Systems Designers, USA; Leadership and Management Training, University Associates, Canada; Envisioning for Strategic Planning, Canada; Values Clarification, Canada; Education and Program Design, Canada; Life Skills Coach Training, Canada



**A. Evaluation: Program and Project Review**


I co-facilitate with colleagues, evaluation committees and teams that represent people interested in the impact of projects. I use participatory approaches to create and implement qualitative and quantitative evaluation. Prominent themes have included gender, health, race, conflict and power. Participatory methods include: peer data collection tools for interviews, mapping, focus groups, group workshops and meetings; group analysis and synthesis tools such as thematic analysis; interrelationship diagrams; and statistics.

**International Projects:**

- Online Learning inquiry - Young Women's Leadership and Mentoring Initiative in South Asia and East Africa – Global Fund for Women (2020)
- Reflection – Transforming with the Times – Volunteer International Christian Services (2019)
- Experiential Evaluation - Open Space Initiative of East Africa, Nairobi, Kenya (2011)
- Lessons Learned Workshop - Search Project, South East Asia (2010)
- Lessons Learned Workshop – Child Protection Project, Thailand (2010)
- Monitoring and Evaluation System Set-up – Coptic Orphans, Egypt and USA (2009)
- Transfer Evaluation – Facilitation Training and Capacity Building, Egypt (2009)
- Women for Change - An Approach to Rural Development: Reflections to Guide the Way Forward – Evaluation of Women for Change Programs and Activities 2003-2007. Zambia (2007)
- The Way Forward Reflection and Planning Project – ICMD – FCM. Canada and Thailand (2004)
- Review of Oxfam's' Harmonized Approach to Drought. Ethiopia (2001)
- Evaluation Integrated Community Development Project, Oxfam-Canada, partner. Ethiopia (2000)
- Consultation on Impact Evaluation – Development of a Framework for Evaluating Impact among African and Canadian NGOs in communities in Southern Africa. Lesotho/Zimbabwe (1994-95)
- Evaluation Consultant – US AID-funded initiative to explore new models of financing health care delivery to the poorest of the poor in developing countries. Washington, USA (1995)
- Participatory Evaluation – Women's Development Program. Zambia (1988-89 and 1992)

**Canadian Projects:**

- Program Development Team Model Review, Tatamagouche Centre (2008)
- Lnapskuk-Neighbors Project, Partnership Wabenaki Nations Cultural Association and Tatamagouche Centre, Nova Scotia (2004-05)
- Review of Start-up Phase for the Central Processing Site, Canadian Firearms Program (1999)
- Development of the Evaluation Framework for Cape Breton Wellness Centre (1999)
- Needs Assessment of Canadian Technical Advisor Effectiveness Overseas – Centre for Intercultural Learning, Canadian Foreign Service Institute (1997)
- Evaluation of Effectiveness of Health Promotion Practices in Canada – Development of Model and Frameworks for Evaluating Health Promotion Projects, Health Canada (1995)
- Evaluation Framework – Regional Evaluation of Community Action Program for Children (1995)

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- Participatory Action Research Project – Identified needs of generations of Black Learners; “Redressing Inequities – Report on Education of Black Nova Scotians”, NS Legislature (1994)
  - Process Evaluation – Family Violence Prevention Initiative – Collaborative response of government and community to family violence in Nova Scotia (1991-94)
  - Process and Impact Evaluation – Health Canada’s National Parent Information and Drug Abuse Prevention Programs – Pilot (1990) and Implementation (1993)
  - Evaluation Community Development Training Project – Department of Health, NS (1990)

**B. Gender Focused and Women Specific Interventions**

In pursuing the mission of “helping people work together more effectively locally and internationally”, I have worked on many innovative initiatives that focus on bringing women’s full potential into the productive community and workplace. The reasons for the absence of women’s full participation are as varied as the initiatives and in each we have developed appropriate interventions that supported the unique contributions of both women and men toward common objectives in their organizational or community settings. I have worked on issues of discrimination, harassment, lack of access to opportunity and resources, power relations, economic disenfranchisement, marginalization and historical preferential treatment of particular groups within the workforce.

**International Projects:**

- Community Development Leadership by Women – 3-week certificate course, Coady International Institute, Canada (2010-2017)
- Building Capacity to Mainstream Gender in Local Government, ALGP – FCM and its African partners. Ghana, Mozambique, Tanzania (2005)
- Gender Consultant for ‘Sustainable Water Harvesting and Institutional Strengthening’ – Bilateral Project between the Governments of Canada and Ethiopia. Ethiopia (2003)
- Facilitation of ‘Preparing the Canvas’ – Curriculum Design Workshop for an International Institute on Gender and HIV/AIDS, Atlantic Centre of Excellence for Women’s Health and the Commonwealth Secretariat. Canada (2003)
- Facilitation of “Putting the Pieces Together” – A feasibility and design workshop on Gender and HIV/AIDS, Maritime Centre of Excellence for Women’s Health and the Gender and Youth Affairs Division of the Commonwealth Secretariat. Canada (2002)
- Development Gender Sensitive Monitoring Strategy, Oxfam-Canada. Ethiopia (2000)
- Participatory Development of Monitoring and Evaluation Strategy - Horn of Africa Capacity-building Program Oxfam-Canada. Ethiopia (1999-2001)
- Stakeholder Exchange among government representatives, women and men farmers and CIDA representatives – On Farm Water and Soil Management program, Kafir El Sheik. Egypt (1997)
- Collaborative writing of “Training Package for Critical Analysis and Sustainable Human Development” – Women for Change. Zambia (1995-97)
- Participatory Evaluation Methods – Women’s Development Program. Zambia (1988-89, 92)

### Canadian Projects:

- Enhancing Knowledge Synthesis, Translation and Exchange – Women’s Health and Gender Equity, National Collaborating Centre on the Determinants of Health, Halifax, (2008)
- Power, Influence and Leadership Workshop – exploration of power and the dynamic issues related to the roles of men and women – Tatamagouche Centre (1999)
- Evaluation of the Doula Project – Peer support for women at risk before, during and after birth experience – Single Parent Resource Centre, Halifax (1998-99)
- Consultation on the Curriculum Development and Leadership on the Management Development Programme for Women – University of New Brunswick. NB (1989-1998)
- Step-In and Step-Up programmes for Women Entrepreneurs – mentoring programs for women starting or in business – Human Resource Development Canada. Canada (1994-98)
- Evaluation - Family Violence Prevention Initiative – Three-year demonstration project for a coordinated government response to violence in the family – Departments of Health, Justice, Community Services, Education, Women’s Affairs of Nova Scotia. Canada (1993-96)
- Synthesis and Presentation of Survey Results of “Discrimination in the Workplace” – Affirmative Action Initiative, Dalhousie University. Halifax (1992)
- Career Development Program for Women, Departments of the Federal Government of Canada – Public Service Canada and Transport Canada. Moncton (1977-85)
- Women in Management Training Programs – Canada’s affirmative action programme for women in the Public Service – GOC, Halifax (1985-1992)

### C. Participatory Strategic Planning and Collective Visioning

Directly involving people affected by a program/service in these initiatives to ensure sustainability of the results has been a trademark of my work. People participate in: identifying strengths, areas for improvement, external opportunities and challenges; developing strategic directions/goals; and creating a clear vision, values and purpose and proposals and plans for action.

### International Organizations:

- Envisioning Inclusive Schools – Rural Development Trust India (2019)
- Leadership Summit – St. Francis Xavier University Canada (2016)
- Strategic Thinking & Reflection – Coady International Institute Canada (2010-2011)
- Phase 2 Planning: Child Protection Program – Canada & Thailand – Bangkok (2010)
- African Partners Forum – FCM Canada and partners from 10 African countries (2009)
- CELP Start-up – CIDA, PSU Egypt (2009)
- Associated Cities of Vietnam – FCM (2006)
- Africa Local Governance Program – FCM (Canada), Ghana, Tanzania (2003), Mozambique (2005)
- National Municipal League of Thailand – Bangkok, Thailand (2005)
- United Nations Volunteers – Capacity Building in UNDP Global (2001-2)
- Innu Nation, Labrador, Canada (1994)
- C-FRAMP, Caribbean (1992)
- Women for Change – Zambia (1992)

### Canadian Organizations:


- Antigonish Affordable Housing (2017 and 2020)
- Antigonish Poverty Reduction Coalition, Nova Scotia (2017)
- Martha's Justice Ministry, Canada (2017)
- City of Fredericton (1999)
- Human Resource Development Canada – New Brunswick (1997-98)
- East Coast Music Association (ECMA) (1998)
- Pharmacy Association of Nova Scotia (1997)
- Foundation to Assist Canadian Talent On Record (FACTOR) (1996)
- New Brunswick Justice Department (1996)
- Atlantic AIDS Network (1994)
- Registered Nurses' Association of Nova Scotia (1992)
- Family Services Association (social service agency) (1991)
- Novanet – Electronic Consortium of 10 University Libraries (1990)

### D. Organizational Effectiveness and Process Facilitation

I use exploratory assessment tools with all those involved in the delivery of a program/service. I design a dynamic, participatory intervention based on this information to assist people in the project/organization to move toward increased effectiveness.

### International Projects:

- Facilitation of Community Organization Development, SACRED India (2019)
- Time and Space: Celebrating Collective Learning – JaiJagat March Delhi-Geneva (2019)
- Walking for Peace and Climate Justice – Local Committee of Youth, India (2019)
- Creating Hope – Conversation with PRIA, India (2019)
- Inspirators Gatherings – People Development Associates Global Network (2017-18-19-20)
- Learning Circles and Situational Assessment, Planning the Way Forward – Economic and Social Rights in Egypt and MENA region, FORD, Foundation (2013-2014)
- Capacity Assessment – Municipal Local Economic Development Program, Ukraine (2010-2011)
- Lessons Learned – South East Asia Human Development Project, Thailand (2010)
- Lessons Learned – Child Protection Program Year 3, Thailand and Canada – Thailand (2010)
- Program Renewal, Municipal Development Program – FCMI, Canada (2009)
- Transition Workshop for Canadian Projects and Partners– CIDA-PSU Egypt (2009)
- All Staff Retreat and Senior Management Retreat – United Nations Volunteers. Germany (2007)
- Management Training Project - FAO Regional Office for Africa, Accra. Ghana (2005)
- Project Development Workshop, Africa Local Governance Program, International Municipal Development Programme – Federation of Canadian Municipalities with municipal governments. In Canada, Ghana, Mali, Tanzania and Mozambique (2003-2005)
- Workflow Analysis and Improvement Project, Regional Office of FAO, Accra. Ghana (2002)

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- Planning and Team-building Retreat for Canadian Embassy and Program Support Unit – Horn of Africa Programme with their Canadian counterparts from Headquarters. Ethiopia (2002)
  - Time Out Retreat – Conflict Management with the American Embassy. Ethiopia (2000)
  - Stakeholder Exchange – 120 Egyptian and Canadian Stakeholders of OWSOM, 8-year rural environment project. Egypt (1998)
  - Project Review – Start-up phase of Watershed Management 2000, a 3-year bi-lateral project with 80 Brazilians and Canadians. Sao Paulo, Brazil (1997)
  - Assessment Start-up phase of Caribbean-Fisheries Resource and Management Plan – 8-year Caribbean-Canadian Bilateral Project – Belize, St. Vincent and Barbados. (1992)
  - Band Structure and Human Resource Planning Review – Band Council, Mi'kmaq Nation (1992)
  - Management Review and Work Planning – CUSO in East, Central and Southern Africa. (1991-92)
  - Program Review – Staff and Cooperants – CUSO. Mozambique (1991)
  - Organisation Renewal – Participatory assessment of service to isolated communities by regional staff of health care organisation; Documented in "Creating Dialogue". Canada (1988)

#### **Canadian Projects:**

- Community Mapping/Building Project – Community Enhancement Association Truro NS (2019-20)
- Team Building - African Nova Scotian Affairs Office (2006)
- Team Reflection on Governance Model - Congregation of Notre Dame Leadership (2004 and 2005)
- Team-building Retreats – Human Resource Development Canada (1997-98)
- Issues Clarification – Canadian Music Industry Stakeholders (1998)
- Creating Team-Based Organisation Structure – Business Development Bank of Canada (1996-97)
- Conflict Management – University Departments: Nursing, Continuing Education, Public Affairs, International Education, and Theology (1989-98)

#### ***F. Educational Design, Training and Facilitation***

Incorporating the Adult Education Design Process and the Adult Learning Cycle as integral elements of successful program design, I guide capacity assessments and analysis, develop shared learning intentions, design for involvement of all participants, create innovative learning materials, select appropriate evaluation methodologies and co-facilitate according to the principles of adult education. I have been actively involved in mentoring and coaching new facilitators and teams – on-line and in person and helping build communities of practice around current themes.

#### **International Contracts:**

- Nurturing Human Relations for Greater Harmony and Impact – Ecology Centre India (2019)
- Becoming a Team Builder of Teachers in Disability Inclusion - Rural Development Trust India (2019)
- Early Intervention Team - Rural Development Trust India (2019)
- Invigorating Organizational Leadership beyond Project Borders – Ecology Centre India (2019)
- Designing Learning – Past Lessons and Future Creations, APMAS (2019)
- Co-Creating Learning for 2020 – APMAS and Nat. Institute of Rural Development, India (2018)

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- Learning Organizations and Change - Coady International Institute, St. Francis Xavier University with students from over 30 countries. Canada (2006-2017)
- Design and Co-facilitation - Community Development Leadership by Women - Coady, St. Francis Xavier University with students from over 50 countries. Canada (2009-2017)
- Coaching and guiding a diverse cohort of 24 facilitators in the design and deliver of a new Arabic program "Transparency and Accountability in Governance" in Egypt – St. Francis Xavier University, Plan International, Ford Foundation (2012-2017)
- Facilitator training in Participatory Methodologies – APMAS, Hyderabad, India (2015)
- Learning Organizations and Change - Coady International Institute, St. Francis Xavier University with students from over 20 countries. Canada (2006-2017)
- INCLUDE – WHO, Geneva – content support specialist on the development of an inclusive on-line course for community-based rehabilitation 2012-2015)
- Active Citizenship Engagement Facilitation Training and Capacity Building – Program Support Unit Egypt and Centre for Intercultural Learning Foreign Affairs Canada (2010 - 2012)
- Train the Trainers and Evaluation "Taking the Pulse" – Coptic Orphans, Egypt (2009)
- Program Leadership Workshop - Program Support Unit CIDA Egypt and Centre for Intercultural Learning Foreign Affairs Canada. Egypt (2007)
- Coaching ALGP Presentation Teams - Africities 4, ALGP. Kenya (2006)
- Training of Facilitators for Intercultural Collaboration – Centre for Intercultural Learning and PSU - CIDA, Egypt. Egypt (2004-2008)
- Training of Facilitators in Monitoring and Evaluation – UNICEF. New York (2005)
- Training of Facilitators in Disaster Management – Save the Children Canada. Ethiopia (2004)
- Successful Partnerships Guide in 4 regions of Canada – International Centre of Municipal Development, Federation of Canadian Municipalities. Canada (2004)
- Curriculum Design Workshop for International Institute on Gender and HIV/AIDS – Atlantic Centre of Excellence in Women's Health and the Commonwealth Secretariat, Halifax. Canada (2003)
- Feasibility and Design Workshop for Proposed International Institute on Gender and HIV/AIDS – Maritime Centre of Excellence in Women's Health and Commonwealth Secretariat, Canada (2002)
- Introduction to Development, CEOSS - Coady International Institute – Cairo, Egypt (2000)
- On-line Learning and Design Consultant/Coach to Planning Team of the Annual Project Officers Workshop, United Nations Volunteers. Germany (2000)
- Tools for Stakeholder Involvement – Egyptians and Canadians with two Environment Projects, sponsored by GOE and CIDA. Cairo, Egypt (1998)
- Introduction to Adult Education Methodologies – Egyptian and Canadian partners. Egypt (1998)
- "Critical Reflection and Sustainable Human Development" – Women for Change, Zambia, based on their 10 years of experience with rural women in their communities. Zambia (1996)
- Needs Analysis Workshop for NGO management representatives. Zambia (1992)
- Participatory Evaluation and Popular Education Training Program – CUSO. Zambia (1988)
- Human Resource Planning and Leadership Training – Directors of NGOs. Indonesia (1984)



### **Canadian Courses:**

- Facilitator Training and Capacity Building for a Multi-stakeholder Environment – Centre for Intercultural Learning, Ottawa (2010)
- Creative Arts Facilitation - Tatamagouche Centre. Canada (2008-2012)
- Tatamagouche Model of Education and Program Design and Leadership – Tatamagouche Centre Canada (1978-80; 2004 – 2006)
- Power, Conflict and Negotiation – Fisheries and Oceans Canada (1997); Tatamagouche Centre (1999); St. Francis Xavier University (1998); NB Department of Health (1992)
- Intercultural Effectiveness – Atlantic Canadians going overseas on short term assignments, people from other nationalities arriving in Canada (1993-99)
- Diploma and Certificate Training of Adult Educators – St. Francis Xavier University across Canada (1987-1994); Acadia University (1996); Mount St. Vincent University (1996); Tatamagouche Centre (1978-1998); United Way of Canada (1986-92); Health Departments (1982-88)
- Community Development – NS Department of Health (1992); AIDS Coalition of Nova Scotia (1995); Recreation Specialists in Cape Breton (1996) and Halifax Regional Municipalities (1998)
- Evaluation – “Taking the Pulse of your Organization”– University of New Brunswick (1993-97)

### **F. Project Management**

I have managed the team and logistical aspects of planning and implementation on many of the projects listed above. These aspects have included contract agreements – goals, roles, outputs, human and financial resources, and time lines. Project activities from start-up to completion have included team-building and stakeholder exchanges; communication strategies; facilitation of on-going project meetings for planning and conflict management; implementation strategies and formative and summative evaluations.

### **International Projects:**

- Online Learning Inquiry - Young Women’s Leadership and Mentoring Initiative in South Asia and East Africa – Global Fund for Women (2020)
- TAG 2 – Coady International Institute and Network partners (2014-2016)
- Transparency and Accountability in Governance (TAG) Egypt, Coady International (2012-2014)
- Building Competencies for Mainstreaming Gender, HIV/AIDS and Malaria at local government levels in a decentralized Process – FCM and Partners - Ghana, Mozambique, Tanzania (2005)
- The Way Forward Project – Planning and Reflection of a 10-year Partnership Project, FCM – ICMD. Canada and Thailand (2004)
- Theatre for Change of Social Problems in Ethiopia – Cultural Connection. Ethiopia (2001)
- Gender Monitoring Project – 9 National NGO’s. Ethiopia (2000)
- Impact Evaluation Consultation – 32 NGO representatives. Zimbabwe and Lesotho (1994)
- Management Review, C-FRAMP – 16 staff. Caribbean countries (1993)
- Participatory Evaluation, CUSO – 4 evaluators, 4 staff, Zambia (1988)



### Canadian Projects:

- Participatory Strategic Planning – HRDC-NB (1997-98); FACTOR (1996); Pharmacy Association of NS (1996); Registered Nurses Association of NS (1995); Atlantic AIDS Network (1994); Family Services Association (1991)
- Evaluations – Effectiveness Health Promotion Projects (1996); Family Violence Prevention Initiative (1991-93); Nobody's Perfect (1990-93); Community Development Training (1993)
- Organisational Renewal – Grenfell Regional Health Services, Labrador, Northern Canada (1989)

### GEOGRAPHIC EXPERIENCE

Africa	Europe	Middle East/Asia	Americas
Ethiopia Ghana Kenya Lesotho Mozambique Tanzania Zambia Zimbabwe	Germany Switzerland Ukraine	Egypt India Indonesia Thailand Viet Nam	Barbados Belize Brazil Canada St. Vincent USA

### SELECTED PUBLICATIONS

Castle, D., Fletcher, D., Gladkikh, O. (2019) *Seeds of Radical Education at the Coady International Institute*. Kindle Direct Publishing, USA.

Castle, D. and Johnson, J. (2018). *When Learning Leads*. International Journal of Appreciative Inquiry accepted for publication May 2018 Journal. ([www.aipractor.com](http://www.aipractor.com)) USA.

Castle, D. and Johnson, J. (2018). *Living as Art: 16 Celestial Degrees*. Create Space Independent Publishers, USA.


Castle, D. and Johnson, J. (2016). *Virtues A-Z: A Facilitators Guide*. Create Space Publishers, USA.

Castle, D. (2015). *Small Group Facilitation*. In Mendel, T. Using the Arts for Transformational Learning, Appendix 1. Canada: Friesen Press.

VanderPlatt, M. and Castle, D. (1996). *Are We Doing an Effective Job? – Effectiveness of Health Promotion Projects Across Canada*. Health Canada: Atlantic Health Promotion Research Centre and Community Health Promotion Network Atlantic.

Kakembo, P., Castle, D. et. al. (1994) *Redressing Inequities – Report on Education of Black Nova Scotians - Black Learners Advisory Committee Report on Education*. Nova Scotia Legislature.

Castle, D. (1993). *The Visioning Process as it is Known and Utilized by Human Resource Development Consultants*, Doctoral Thesis. University of Toronto: OISE.



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Castle, D. and Johnson, J. (1989). *Creating Dialogue - Organization Renewal – Participatory assessment of health service delivery in 26 isolated communities by 750 health care staff in isolated region of Canada*. Internal report.

#### **JOB CHRONOLOGY**

- 01/77 – present Principal Consultant, People Development Ltd., Canada and International
- 01/84 – 04/2018 Associate Teaching Staff, Coady International Institute, StFXU, Canada
- 01/86 – 01/87 Government of Ontario Doctoral Studies Scholarship, Canada
- 01/81 – 06/81 Murphy Fellowship, St. Francis Xavier University, Canada
- 04/77 – 01/77 Freelance Contractor, Atlantic Canada
- 10/74 – 04/77 District Supervisor, Nova Scotia Youth Agency and Recreation Department, Canada
- 10/72 – 01/74 Counsellor, Halifax South Open School, Canada