

Gregory Guldin

Professional Overview

Dr. Gregory Guldin is a distinguished applied anthropologist and social development expert, bringing decades of hands-on project management and policy experience across various regions and sectors. As a leader in project social performance standards, Dr. Guldin has contributed his expertise to numerous risk assessment and due diligence teams for international development projects, particularly within the transport and energy sectors. As President and CEO of Cross-Cultural Consulting Services (CCCS), he has partnered with governmental and private clients to support cross-cultural dialogue, conflict resolution, monitoring and evaluation, social management planning, Indigenous Peoples empowerment, participatory stakeholder engagement, resettlement planning, and social impact assessment.

Indigenous Peoples Policy & Implementation Experience: Having served on or advised Indigenous Peoples policy formulation teams in the World Bank, the International Finance Corporation, the Asian Development Bank, the Asian Infrastructure Investment Bank, the European Investment Bank, and the European Bank for Reconstruction and Development, Dr. Guldin is intimately familiar with the details of IFI social safeguard standards and the intricacies of negotiating their production and implementation. Based on these experiences, Dr. Guldin authored the ADB's Indigenous Peoples Policy Handbook (2007), and he co-authored the World Bank Indigenous Peoples Policy Guidebook (2005); both of these provided internal guidance to IFI staff to implement their Indigenous Peoples policies. In late 2019, he wrote EBRD's Guidance Note for their new Indigenous Peoples policy. As for Indigenous Peoples policy implementation, since 1997 Dr. Guldin has been preparing, implementing, and monitoring IP(D)Ps and has recently begun working with IPOs to advocate for a new paradigm: the Indigenous Peoples Participation and Partnership Paradigm which provides practical guidance for an FPIC-Standard which can transform project stakeholder engagement with Indigenous Peoples.

FPIC Specialist: In 2010, he facilitated the first ever private sector achievement of the Free, Prior and Informed Consent (FPIC) principle, and since then has worked with project management and staff to operationalize FPIC across a range of brown and greenfield projects. Most recently, the World Bank engaged him to lead the production of Technical Guidelines for FPIC implementation after he led the successful effort to achieve consent for the UT-1 Hydropower Project in Nepal, the first such effort for IFC outside of Latin America and the first in the hydropower sector. Following this effort, the Nepal Electricity Authority, the World Bank, and the Asian Infrastructure Investment Bank have all engaged Dr. Guldin to serve renewable energy projects by facilitating FPIC processes and Indigenous Peoples Plan preparation while the World Bank and the Asian Development Bank have hired Greg to pioneer the FPIC process in the Africa Region and train development specialists in South and Southeast Asia on FPIC. In January 2025 the World Bank published Technical Guidelines for FPIC implementation for which Greg was the lead author.



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Specializations

Thematic Issues:	Indigenous Peoples and Vulnerable Groups, including implementing the FPIC process; Capacity Building; Community Development; Corporate Social Responsibility; Cultural Heritage Management; Land Acquisition and Resettlement; Monitoring and Evaluation; Public Consultation and Disclosure; Rural Development; Social Impact Assessment; Social Policy Analysis; Stakeholder Engagement; Urban Development
Sectors:	Transportation & Energy (Highways, Railways, Hydropower, Geothermal); Extractives (Oil & Gas; Mining); Urban & Regional Planning; Financial Intermediaries; Agriculture
Countries/Regions:	Bangladesh; China; Ethiopia; Georgia; India; Indonesia; Kenya; Malaysia; Nepal; the Philippines; Russian Federation; Tanzania; United States; Vietnam / South Asia, East Asia, Southeast Asia, Central Asia, East Africa, Eastern Europe, Caucasus, North America

Academic Background

Year	Institution	Major(s)	Degree
1977	University of Wisconsin, Madison	Cultural Anthropology, Sociology, East Asian Studies	Ph.D.
1973	University of Wisconsin, Madison	Cultural Anthropology	M.A.
1971	City University of New York	Anthropology and Political Science	B.A.

Employment History

2006 - present	President and CEO Cross-Cultural Consulting Services (CCCS)
1992-2005	Senior Social Specialist and Project Team Leader, Independent Consultant
1979-2012	Professor of Anthropology and Director of Global Studies Program & Chinese Studies Program, Pacific Lutheran University



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Project Experience

- 2025- **FPIC and Indigenous Peoples Specialist—Chemsain Consultancy, Malaysia**
Special Advisor for FPIC process and Indigenous Peoples Planning for Sarawak Energy
- 2021-2022, 2025- **Indigenous People & FPIC Specialist—Ethiopia**
Horn of Africa Economic Corridor Project, World Bank
Leading a team to oversee Indigenous Peoples policy and FPIC process for an expressway project for the Ethiopian Roads Authority.
- 2024 **FPIC Trainer—World Bank and Asian Development Bank**
Workshops held in Kathmandu, Nepal for WB, ADB, and Nepali government staffs.
- 2024-2025 **Indigenous Peoples Specialist--USAID**
Indigenous Peoples Specialist for Cadmus, in support of their USAID Environmental and Social Safeguarding Support (ES3) work.
- 2023-2024 **Indigenous Peoples & FPIC Specialist—Indonesia**
Jailolo Geothermal Project, FPIC and IPP advisor, World Bank.
- 2023- **Indigenous Peoples Specialist—Russian Federation**
Kolmozerskoye Lithium Field Development, KMNSoyuz & NorNickel
Guiding preparation of IFC PS7 FPIC-compliant Indigenous Peoples Plan and the FPIC process itself for a lithium field development project.
- 2023-2024 **Indigenous Peoples Planning Support for the UT-1 Hydropower Project—Nepal**
Indigenous Peoples and FPIC Specialist for Canopy Social, Ltd (and FMO).
- 2022-2025 **Indigenous Peoples Specialist--Indonesia**
Stakeholder Engagement & Indigenous Peoples, World Bank
Serving as Special Advisor on FPIC Implementation for a geothermal project in Indonesia. Delivered workshops for development practitioners on good practice approaches to working with Indigenous Peoples and implementing FPIC. Preparing technical guidelines for implementing FPIC in projects in Indonesia and globally across a range of sectors.
- 2022- 2024 **Indigenous Peoples Specialist--Nepal**
Dudh Koshi Storage Hydroelectric Power Project, Asian Development Bank & European Investment Bank
Tasked with Indigenous Peoples Plan preparation and guiding the FPIC process.
- 2021-2022 **Indigenous Peoples Specialist**
Good International Practices in Engaging Indigenous Peoples, World Bank
Focused on FPIC and IPP governance chapters for a Bank good practice note on working with IP.
- 2021 **Ethnic Minorities Country Briefs—EBRD**



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- Led a team of ethnographic specialists to conduct reviews of the ethnic minorities in ten countries in the EBRD portfolio to determine the applicability of EBRD's Indigenous Peoples policy and the vulnerability of such groups to development project effects.
- 2021-2022 International Adviser on Dispute Resolution with Indigenous Peoples—ADB**
Working with ADB's Office of the Special Project Facilitator (OSPF) to help resolve disputes between projects and project-affected people. Nepal.
- 2021-2023 IPP Implementation Guidelines--Nepal
Indigenous Peoples Policy Advisor, IFC**
Working with the Nepal Federation of Indigenous Nationalities (NEFIN) under contract with IFC to prepare Guidelines to Implement an FPIC-Standard Indigenous Peoples Plan for the UT-1 HPP in Nepal.
- 2020-2023 Indigenous Peoples Policy Advisor--Tanzania**
Serving as Senior Advisor for the Dar Es Salaam to Makutupora Standard Gauge Railway Project, Tanzania, for the Lenders Independent Environmental and Social Advisor, Arup Consultancy.
- 2020-2022 Indigenous Peoples Policy Applicability and Policy Revisions Advisor--Georgia**
Engaged by European Investment Bank (EIB) and European Bank for Reconstruction and Development (EBRD) to assist them along with Asian Infrastructure Investment Bank (AIIB) and Asian Development Bank (ADB) to determine Indigenous Peoples policy applications and to revise some of their policies. Projects include the Nenskra HPP in Georgia.
- 2019 Guidance Note Preparation--Global
Indigenous Peoples Specialist**
Wrote the Guidance Note for European Bank for Reconstruction and Development (EBRD)'s new PR7 on Indigenous Peoples.
- 2019 Distribution System Upgrade and Expansion Project – Nepal
Indigenous Peoples Specialist**
Engaged by Asian Infrastructure Investment Bank to ensure Project conformance with AIIB's Indigenous Peoples Policy (ESS3).
- 2019-2023 Upper Arun Hydroelectric Project – Nepal
FPIC Specialist**
Appointed by Nepal Electricity Authority as FPIC Specialist on the Environmental and Social Panel of Experts to review project implementation of the FPIC process.
- 2018 Upper Trishuli-1 Hydropower Project — Nepal
FPIC Specialist, IFC**
Led a collaborative community, company, and IPO effort to pioneer the FPIC process in Nepal, achieving a signed consent agreement within a 6-month period. Innovated a village-level needs assessment process as part of an Indigenous Peoples Planning effort and worked with local government, company, and community to forge a tripartite implementation agreement.



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- 2018 **Indigenous Peoples and Mining, World Bank — Global Senior Social Specialist**
Provided Indigenous Peoples dimension to Human Rights and the Mining Sector policy paper; presented training on operationalizing the FPIC process to World Bank staff.
- 2016 **Mulkuindo Industri Estates — Indonesia Team Leader**
Led CCCS team to conduct rapid Social Impact Assessment of the social impacts of the aftermath of the Jatigede Dam project, producing a detailed plan for remediation, stakeholder engagement and resettlement contingencies.
- 2013-2015 **Abadi LNG Project—Indonesia Team Leader, INPEX & Shell, Indonesia**
Led extensive assessments of cultural heritage, Indigenous Peoples demographics, pre-FPIC preparations, and SIA for LNG project in the Tanimbar Islands.
- 2013 - 2014 **Socio-Cultural Acceptability Assessment -- Kenya Senior Advisor**
Supervised CCCS team for Golder-London in conducting assessment of the application of IFI social safeguards requirements to wind farm project (GE) in Kenya. Focus on Indigenous Peoples, resettlement, and cultural heritage policies.
- 2012 **Sagittarius Mining Investments — Philippines Senior Social Advisor**
Evaluated work of social performance staff against both company standards and international development good practice standards, provided a gap analysis of company social project documents and activities against IFC Indigenous Peoples safeguard requirements, provided a “Cultural Heritage Management Plan” to resolve shortcomings, conducted a scoping mission both at corporate headquarters and at the project site involving consultations with Indigenous Peoples leaders and community members, local government officials, and company staff, and devised strategic recommendations and a training workshop that focused on improving company engagement with affected community members.
- 2005 – 2020 **Sakhalin-2 LNG Project — Russian Federation Senior Social Advisor & External Monitor**
Initially engaged in 2005 to design the First Sakhalin Indigenous Minorities Development Plan (SIMDP) and have since served as the SIMDP External Monitor. Currently assisting the Project in implementing the third SIMDP. The first SIMDP has been internationally hailed as an example of Good Practice for Indigenous Peoples development, and the second SIMDP was recognized by the IFC and the World Bank as being the first Indigenous Peoples Development Plan to have achieved Free, Prior and Informed Consent (FPIC) in the private sector. Recently the FPIC process was applied for the third SIMDP.
- 2011 – 2015 **Weda Bay Nickel — Indonesia CCCS Project Manager & Senior Social Advisor; ERM-Indonesia and then CCCS only**



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Managed a comprehensive series of assessments and plans for the project to achieve compliance with international social safeguards, including a social impact assessment, involuntary resettlement planning, Indigenous Peoples issues, a Rapid Influx Migration Assessment, and a Public Consultation and Disclosure Plan. Devised the “Forest Tobelo Engagement Plan” to determine an FPIC approach for isolated forest dwellers.

2009

Rio Tinto Nickel Cultural Heritage Assessment — Indonesia**Senior Social Consultant**

Assisted Rio Tinto to determine scope and advisability of conducting Cultural Heritage Assessment for its nickel mining project.

2008 - 2011

India Railways Sector Project, Involuntary Resettlement and Indigenous Peoples Planning — India**CCCS Project Manager**

Contracted to assist the project's processing by providing specialized inputs related to integrated social and involuntary resettlement measures for the India Ministry of Railways. Managed a CCCS team to review relevant policy documents from the Asian Development Bank and the Government of India, such as land acquisition laws and compensation and entitlement guidelines. Working with a local Indian team of specialists to formulate appropriate planning instruments in close consultation with project-affected rural and tribal populations, ensuring full and culturally appropriate disclosure of information to them. Also responsible for developing a Resettlement Framework to guide resettlement planning for current and future project tranches, as well as developing an Indigenous Peoples Development Framework.

2005 - 2010

BP Tangguh LNG Project — Indonesia**CCCS Project Manager**

Worked with the project sponsor BP Berau and project lenders (Asian Development Bank and Japanese Bank for International Cooperation) to integrate Indigenous Peoples issues and the needs of other marginalized groups in the Papua region of Indonesia into the project's Integrated Social Plan (ISP). It was CCCS that first emphasized to BP the need to bring scattered social programming together into an integrated whole and to devise strategies to avoid social conflict between indigenous and other communities.

2005 - 2008

Social Safeguards System Evaluation — Asian Development Bank**Senior Social Safeguards Specialist**

Served as the Indigenous Peoples Specialist on a three-person team to develop a comprehensive system of national safeguards management evaluation. Proposed integrated approach to the integration of IFI standards with national social safeguards (including Indigenous Peoples and Resettlement).

2008

Public-Private Infrastructure Development Facility, Government of Bangladesh and Asian Development Bank — Bangladesh**CCCS Project Manager**

Assisted the Bangladesh PPIDF in developing a new Environmental and Social Safeguards Framework (ESSF), outlining operating procedures for addressing environmental and social

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issues associated with project planning, development and operation. Managed a CCCS team in evaluating government policies and guidelines on resettlement and Indigenous Peoples, and authored Resettlement Frameworks and Indigenous Peoples Development Frameworks in the context of the project's Integrated Social Safeguards Framework.

- 2007-2008 **Improving Knowledge and Practice in Shell's Work with Indigenous People
FPIC Specialist, Shell International B.V.**
Advised Shell's international HQ regarding revising approaches to Indigenous Peoples in Shell-invested projects.
- 2007 **India Infrastructure Project Finance Facility — India
Senior Social Advisor**
Collaborated with India Ministry of Finance at invitation of Asian Development Bank to develop a comprehensive social plan to ensure financial intermediaries applied ADB social safeguard policies, particularly those dealing with involuntary resettlement, Indigenous Peoples, and Cultural Heritage.
- 2006 - 2007 **Social Policy Evaluation, European Bank for Reconstruction and Development
Senior Social Safeguards Specialist — EBRD**
Served on the Bank's central policy team as their Senior Indigenous Peoples' Advisor to assist in the formulation of their first ever Indigenous Peoples' Policy. Also assisted to carry out stakeholder engagement activities with IPOs, NGOs, and companies.
- 2006 **Senior Indigenous Peoples Specialist
Inter-American Development Bank (IADB)**
Incorporated IADB input into a proposal Global Handbook on Indigenous Peoples Policy prepared jointly by the World Bank, ADB, and IADB.
- 2005 - 2006 **Government of Vietnam Program 135, Ethnic Minority Issues — Vietnam
Chief Advisor and Senior Social Consultant**
Served a multi-donor group of bilateral and multilateral agencies to evaluate Program 135, Vietnam's resettlement and Indigenous Peoples sedentarization Program. As Chief Advisor, prepared a set of safeguards-enhancing measures and worked to harmonize lenders varying social performance policies.
- 2005 **Native American Education Community Facilitation — USA
Diversity Consultant**
Collaborated with Indian Tribal Council and School Board to produce culturally and ethnically sensitive diversity plan.
- 2004 - 2007 **Indigenous Peoples Policy Guidebook — ADB
Senior Social Advisor**
Authored a policy guidebook for internal staff use based on stakeholder consultations and international good practice.
- 2004 - 2005 **China Urban Poverty Policy Study II, Asian Development Bank — China
Senior Social Consultant**



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- Devised a strategy to combat urban poverty including a thorough reconceptualization of the social safety net in Chinese cities.
- 2004 - 2005 **Heilongjiang Dairy Project — China**
Senior Social Consultant, World Bank
 Worked with project team to devise Indigenous Peoples Development Plan and to mitigate negative social impacts.
- 2004 **Farmer Empowerment and Technology Improvement Project — Indonesia**
Senior Social Consultant, World Bank
 Worked with project team to develop stakeholder engagement strategy and public disclosure plan.
- 2003 - 2005 **Regional Thematic Review of Social Impact Assessment — EAP, World Bank**
Field Team Leader
 Led a team of experts to make an independent assessment of how the World Bank conducts its Social Impact Assessment for project financing evaluation; compiled the report submitted to Bank management.
- 2002 - 2004 **Agricultural Technology Transfer Project — China**
Senior Social Consultant, World Bank
 Devised innovative stakeholder engagement plan with farmers and entrepreneurs.
- 2002 - 2004 **Changjiang/Pearl River Delta Watershed Rehabilitation Project — China**
Senior Social Consultant, World Bank
 Devised Indigenous Peoples Development Plan and social engagement strategy.
- 2001 - 2003 **Jiangxi Integrated Agricultural Development Project — China**
Senior Social Consultant, World Bank
 Devised Indigenous Peoples Development Plan and social engagement strategy.
- 2001 - 2002 **Strengthening Management of China's Poverty Reduction Funds — China**
Senior Social Consultant, Asian Development Bank
 Worked with Ministry of Finance to develop guidelines for stakeholder engagement in anti-poverty programs.
- 2001 - 2004 **Indigenous Peoples Policy Team, World Bank**
Social Policy Specialist
 Served on the World Bank internal policy team that developed the 2005 World Bank Indigenous Peoples policy. Worked with Bank staff and civil society to write and revise multiple versions of the Policy; co-facilitated negotiations with IPOs.
- 2000 - 2003 **Xinjiang Highway III Transportation Improvement Project, World Bank — China**
Social Policy Specialist
 Led a team of local ethnic and Han Chinese to devise resettlement and financial restitution measures and oversee implementation.



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- 2000 **Cross-Cultural Management Dispute Resolution — USA**
Facilitator
 Worked with Union Bay Apparel Company of Hong Kong and USA to resolve cross-cultural conflicts among Chinese and American management and staff.
- 2000 - 2003 **Integrated Pastoral Development Project — China**
Senior Social Specialist, World Bank
 Conducted social impact assessment, stakeholder engagement training, and prepared Indigenous Peoples Development Plan.
- 1999 - 2002 **Urumqi Urban Transport Improvement Project — China**
Social Scientist, World Bank
 Worked with Urumqi, Xinjiang, Municipal Government to develop a stakeholder engagement plan and a Community Development Plan.
- 1999 - 2000 **World Bank Western Poverty Reduction Project (Qinghai, Inner Mongolia, Gansu) — China**
Social Policy Specialist
 Led a team of Chinese researchers and local officials to devise a participatory Indigenous Peoples Development Plan. This included training sessions for local officials in conducting participatory social assessment techniques.
- 1999 **Tarim II Agricultural Development Project — China**
Senior Social Specialist
 Reviewed World Bank social policy applications; suggested remedial efforts.
- 1999 **Anning Valley Agricultural Development Project — China**
Senior Social Consultant
 Reviewed World Bank social policy applications; suggested remedial efforts.
- 1997 - 1998 **World Bank Tri-Provincial Highways Project (Gansu, Ningxia, Inner Mongolia) — China**
Social Policy Specialist
 Worked with China's Ministry of Finance and the Bank to pioneer the application of the first IFI Indigenous Peoples policy in the People's Republic of China.

Relevant Publications and Books

- **Implementing FPIC Stakeholder Engagement in Geothermal Projects: Technical Guidelines** [co-author with Satoshi Ishihara], 2025. World Bank: Washington, DC.
- **“Good Practice: Using a Mitigation Matrix to Mediate Project Impacts Anxiety,”** [with Yulia Zavyalova] in Good Practices in Resettlement: pp. 101-108. Rowman & Littlefield: Lanham, MD. 2024



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- **EBRD Performance Requirement 7 (Indigenous Peoples) Guidance Note.** 2023.
- **“FPIC as Indigenous Peoples Empowerment Tool: Case Studies from Nepal and Russia,”** in Resettlement in Asian Countries. Routledge, 2021.
- **“The Party Secretary, the Village Head and the Masses: Negotiating Real Contexts in Social Assessment,”** [with Aaron Dennis] 2007. *Urban Anthropology* 36(2):1-22.
- **ADB Indigenous Peoples Policy Handbook** [author/editor], 2007. Asian Development Bank: Manila, Philippines.
- **World Bank Indigenous Peoples Policy Guidebook** [co-author/editor], 2007 World Bank: Washington, DC.
- **Cultural Diversity in School: A Guide for School Board Members and School Administrators**, 2003. Washington State School Directors Association: Olympia, WA, USA.
- **What’s a Peasant to Do? Village Becoming Town in Southern China**, 2001. Westview Press: Colorado Springs, CO.
- **Farewell to Peasant China: Rural Urbanization and Social Change in China in the Late Twentieth Century** [editor], 1997. M.E. Sharpe: New York. 247 pages.
- **The Saga of Anthropology in China: from Malinowski to Moscow to Mao**, 1994. M.E. Sharpe: New York. 415 pages. [Chinese language edition, 1997: Beijing]
- **Urban Anthropology in China** [co-editor with Aidan W. Southall], 1993. E.J. Brill: Leiden, The Netherlands. 429 pages.
- **Urbanizing China**, [editor] 1992. E editor. Greenwood Press: Westport, CT. 256 pages.
- **Anthropology in China: Defining the Discipline** [editor], 1990. M.E. Sharpe: New York. 217 pages.

Language Skills

Languages:	Speaking	Reading	Writing
English	Native	Native	Native
Putonghua Chinese	Very Good	Good	Good
Cantonese Chinese	Very Good	Good	Good
Spanish	Basic	Good	Basic



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