

CURRICULUM VITAE – NOVEMBER 2017

1. **Family name:** BALAN
2. **First names:** Mihaela
3. **Passport holder:** Australian
4. **Civil status:** married
5. **Mobile:** +61 432143121
6. **Email:** Mihaela@systemsthinking4development.com.au
7. **Education:**

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:
RMIT University –Australia (completed in 2017)	PhD “How to improve systems thinking in aid: A conceptual framework of action to implement systems thinking in development aid programming”
RMIT University –Australia (2005-2006)	Master of Social Science (International Development) - awarded 2007
Open University Business School – Milton Keynes, UK (2000-2002)	Master of Business Administration (MBA)
Cranfield University - UK - 1996	Three modules towards the Master of Science in Agribusiness
University of Iasi – Romania	Bachelor of Science (Engineering)

8. **Other relevant training:**

Institution (Date from - Date to)	Diploma(s) obtained
Donor Committee for Enterprise Development (DCED) (2012- on going auditor)	Auditor, Donor Committee for Enterprise Development Standard
Donor Committee for Enterprise Development (DCED) (2010, October)	Certificate of participation on DCED Advanced training course on the DCED standard for Results Management for PSD/VC/Market System Development/M4P projects
Opportunities Ltd , HPC (2010, October)	Certificate of participation on Results Management for Private Sector Development (DCED)
Management Systems International USA (2002)	Certificate in Performance Monitoring
US Department of Labor– ILAB (2000)	Community Economic Renewal Consultant
Open University Business School – Milton Keynes, UK (1997)	Trainer – for OUBS/CODECS (Financial management)

Awards:

2002 **Award of Merit** – The United States Department of Labor

1999 Cranfield University , UK, 1999 Cranfield University Annual Report

9. **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
English	1	1	1
French	2	2	3
Italian	3	3	3
Romanian	1	1	1

10. **Membership of professional bodies:**

Curriculum vitae

DCED Standard – part of a panel of experts worldwide to conduct audit on the organisations implementing the DCED Standard

International Association of Facilitators (IAF).

11. **Present position:** Director/owner Systems Thinking for Development; a boutique company offering consultancy in the sphere of M&E with a focus on systems thinking: ‘ThinkAid’ and beyond aid, e.g., education sector.

12. **Other (2009- 2016): Course Coordinator, RMIT University Melbourne Australia** Project Planning and Implementation for Change (for the Master of Social Science - International Development)

Key qualifications:

Over 20 years experience in managing and providing advice in M&E for projects and programmes from Asia, the Pacific, Africa, and Eastern Europe for a variety of donors including DFID, SDC, IFC, ILO, UNCDF, AGRA, USAID, AusAID/DFAT, EU, World Bank. Design of monitoring and evaluation systems to measure the impact of socio-economic, PSD or Markey System Development/M4P, and governance programmes. Strong PSD background, having also been involved in business reorganisation, due diligence and investment proposals for both private and public companies in Eastern Europe. Vast experience on working with the private sector and other stakeholders and identifying approaches which promote Local Economic Development to reach the most disadvantaged and implementing social and infrastructure investments in developing countries. In depth research (through PhD) on challenges practitioners face in bringing systems thinking in development, and how, by addressing them, can lead to achieving sustainable pro-poor outcomes. Use of the DCED approach to results measurement in market development programmes including through conducting various pre-audits and audits as an approved DCED Standard auditor.

13. Country Specific experience:

Country	Date from - Date to
Pakistan	2017
PNG	2017-2018
Samoa	2017-2018
Rwanda	2016-2017
Laos	2016-2018
Pakistan	2015, 2016-2018
Myanmar	2015, 2014, 2013, 2016-2018
Nepal	2016-2018
Sri Lanka	2016-2018
Switzerland	2015
East Timor/Timor Leste	2014, 2016-2018
Malawi	2013- 2015, 2017
Uganda	2013
Vietnam	2013, 2016-2018
Bangladesh	2013, 2016-2018
Zambia	2012-2014, 2015
Tanzania	2012-2013
Ethiopia	2012, 2014
Kenya	2012, 2015, 2016-2018
Vanuatu	2006-2013, 2016-2018
Nigeria	2011-2016
Zimbabwe, Lesotho. Swaziland	2011-2013
Namibia	2010
Solomon Islands	2008-2017
Fiji	2008-2013, 2014, 2017-2018
PNG	2008-2013, 2016-2018
East Timor	2008-2013
Indonesia	2007-2013, 2016-2018
Laos	2007-2013; 2016-2018
Cambodia	2007-2013
Philippines	2007-2018

Curriculum vitae

Romania	1994-2004
Georgia	1999
Poland, Hungary, Macedonia, Bulgaria, Ukraine	1998-2002

14.

Professional experience

Date from - Date to	Location	Position & Program	Description
2017 (Nov-Dec)	Geneva	M&E Adviser Strengthening the Impact on Employment of sector and trade policies - STRENGTHEN (ILO)	Development of a theory of change and strengthening of the logframe and M&E framework for the project
2017 (Sept-Oct)	Malawi	M&E Adviser Skills for Employability (ILO)	Develop the M&E system (manual, guidance) for Skills for Employability, a program aiming to increase employment in Malawi. Includes five days of training of staff and other programme stakeholders.
2017 (Sept-Oct)	Pakistan	DCED Auditor Market Development Facility (Australia DFAT)	Assess the Monitoring and Results Measurement-system of MDF (a multi-country project using the Market System Development approach) according to the DCED-standard. Prepare a report on MDF compliance with the DCED Standard.
2017-2020	Pacific	M&E Adviser Business Link Pacific (MFAT)	Lead the design and implementation of the M&E for Business Link Pacific, a program funded by MFAT to improve the business advisory system in the PICs. Development of an innovative M&E system based on systems thinking in which measurement is about how the programme evolves and not how it adapts.
2017 (May- June)	Sri Lanka	DCED Auditor Market Development Facility (Australia DFAT)	Assess the Monitoring and Results Measurement-system of MDF (a multi-country project using the Market System Development approach) according to the DCED-standard. Prepare a report on MDF compliance with the DCED Standard.
2016- January 2017	Rwanda	M&E Specialist (UNIDO)	Develop M&E system for NIRDA Rwanda as part of the institution 5 year Strategic Plan. Train staff in implementation of the M&E system.

Curriculum vitae

2016- January 2017	Pacific	Evaluation Lead Evaluation of Enterprise Challenge Fund Pacific portfolio– under RISE Pacific Impact Investing (Australia DFAT)	Lead a team of evaluators to conduct an impact assessment of the businesses funded under ECF, three years after the end of the program. ECF was a +21m l challenge fund, the first challenge fund that DFAT has piloted for six years (2007-2013). Pacific portfolio was reviewed - 14 businesses funded under ECF. Draw learning how effective challenge funds are as mechanisms of delivering aid donor/DFAT in partnership with the PS; learning important in the context of Pacific to inform other DFAT mechanisms, such as RISE. Identify other support needed for businesses to continue to pursue shared value outcomes, e.g. BDS, identify possible linkages with other DFAT facilities.
2016- February 2018	Africa, SE &S Asia, and the Pacific	M&E Advisor BPP (Business Partnership Platform) Australia DFAT, Palladium	M&E Advisor - Support the development and implementation of Monitoring and Results Measurement system of BPP, analyse the effectiveness of BPP from three perspectives: funded initiatives, the Platform that provides services to businesses, the partnership between DFAT, private sector, NGO and other actors. Design and implement an innovative four foci M&E approach, based on systems thinking, that is currently being piloted across Asia, Pacific and Africa. The four foci for measurement are: 9) the platform and support services provided to businesses; partnership formation and evolution; initiative funded through BPP; and the BPP overall value for money and additionality.
2016	Pacific Islands	Team Leader Evaluation Manager Seed Pacific (Australia DFAT InnovationXChange)	Team Leader of a team to manage the evaluation of Seed Pacific – an innovative programme on DFAT involvement with the private sector run by InnovationXChange (\$20m- design+implement) and assess the effectiveness of this innovative PSD platform support model. SEED Pacific was designed as a platform to offer support services including BDS to PIC private companies, but also to link PIC PS with possible partners from Australia. Development of the evaluation plan for Seed Pacific and use of utilisation focused evaluation in that. Conduct reviews of the design(2016) + implementation phase, assess the efficiency and effectiveness of delivery mechanisms “the platform”, impact of funded initiatives.
2016	Bangladesh	DCED Auditor Katalyst (DFID & other donors)	Assess the Monitoring and Results Measurement-system of Katalyst Phase 3 (a project using the Market System Development approach) according to the DCED-standard. Prepare a report on Katalyst compliance with the DCED Standard.

Curriculum vitae

2015-2016	Various (Africa and Asia)	M&E Consultant Local Development Finance at UNCDF (UN Capital Development Fund)	<p>UNCDF is the UN's capital investment agency for the world's 48 least developed countries (LDCs). UNCDF focuses on Africa and the poorest countries of Asia, with a special commitment to countries emerging from conflict or crisis. UNCDF programmes catalyze larger capital flows from development partners, national governments and the private sector, for maximum impact toward the Sustainable Development Goals. UNCDF works with LDC governments to pilot and test business models and mechanisms for public and private infrastructure finance at the local level.</p> <p>Assignment includes: Review the LDF and its approach to local development and assess the compatibility of its M&E system to become compliant with the DCED Standard. Specific tasks include: review (1) The overall local development finance value proposition. This consists of the problem identified, theory of change, results chain, indicators and baseline for local development finance. This is for the portfolio of projects spread over more than one country. (2) Three specific projects that are working in private sector development from a Local Development Finance perspective, using project finance and cluster SME finance: Local Finance Initiative (LFI), the Inclusive and Equitable Local Development project (IELD) and the Finance 4 Food (F4F) project.</p> <p>Prepare a report with recommendations.</p>
2015	Kenya	DCED Auditor Kenya Market Assistance Program (ASI- UK DFID)	Assess the Monitoring and Results Measurement-system of Kenya Market Assistance Program (a project using the Market System Development approach) according to the DCED-standard. Prepare a report on KMAP compliance with the DCED Standard. Portfolio includes various sectors, of which one was Support services/ BDS.
2015	Pakistan, Australia	M&E Expert (DFID) Punjab Education Support Programme (PESP) II	Support to development of Monitoring and Evaluation framework and the VfM strategy for PESP II. PESP II, which is a DFID largest education program (+GBP 350m), builds on the UK's previous support to GoP to reform and transform the delivery of education in Punjab through a range of innovative interventions with the government, private sector and civil society organisations (CSOs); the programme aims to deliver equitable access to better quality education across the whole province.

Curriculum vitae

2015	Nigeria	Senior M&E Expert (UK DFID) Northern Nigeria Skills project MAFITA	Support to development of Results Based Management and Monitoring and Evaluation frameworks of Mafita (a project using the Market System Development approach), preparing it to become compliant with the DCED Standard for Results Measurement. The aim of this \$62m six year project is to combat high underemployment, particularly young and marginalised groups and excluded youth that undermine social stability in Northern Nigeria.
2015	Geneva, Switzerland Myanmar, Malawi, Cambodia	Results Measurement Specialist (ILO) Skills for Trade and Economic Diversification program	Support to development of Results Based Management and Monitoring and Evaluation frameworks for Skills for Trade and Economic Diversification (STED) Programme and pilot it in three of its countries: Malawi, Myanmar and Cambodia – STED is a program which uses STED approach. STED approach helps to align skills policies with sectoral strategies for export growth, economic diversification and employment creation
2015	Zambia	Results Measurement Specialist/DCED Advisor (ILO) Rural Youth Enterprise for Food Security Project “Yapasa”	Conduct a pre-audit of ILO Yapasa /RYE project (a project using the Market System Development approach)in Zambia towards compliance with the DCED Standard. The Decent Jobs for Employment and Improved Food Security Programme is aimed at creating decent jobs for Youth through the development of sustainable rural Micro, Small and Medium-scale Enterprises.
2014	Ethiopia	Results Measurement Specialist/DCED Advisor Private Enterprise Programme Ethiopia PEPE (DFID)	Support PEPE, the largest DFID (a project using the Market System Development approach), to become compliant with the DCED Standard. Conduct a pre-audit of PEPE towards compliance with some elements of the DCED Standard. Support in the subsequent years to move towards compliance. PEPE is helping generate access to finance, good quality jobs, and increased incomes for Ethiopia’s poor. To achieve its overall end, it focuses on three pillars: Women’s Entrepreneurship Development Program (WEDP)—enhance the capacity of the Development Bank of Ethiopia to manage a fund of \$42 million provided by the World Bank for on-lending through microfinance institutions (MFIs) to small and medium-sized women-owned enterprises. Access to Finance (A2F)—Using a Making Markets Work for the Poor (M4P) approach, work with financial institutions at all levels to ensure that poor Ethiopians can obtain finance to launch and grow sustainable businesses. Agro-Industrial Development—The WEDP and A2F teams integrate their work with PEPE’s M4P programming to strengthen value chains in livestock and leather, cotton and textiles, and horticulture.

Curriculum vitae

2014	Fiji, East Timor	DCED Auditor Market Development Facility (Australia DFAT)	Assess the Monitoring and Results Measurement-system of MDF (a project using the Market System Development approach) according to the DCED-standard. Prepare a report on MDF compliance with the DCED Standard.
2011-2016	Nigeria	M&E Manager Growth and Employment in States – Support Improved Business Environment Program (UK DFID)	Growth and Employment in States – Support Improved Business Environment (BE) Program (GEMS3), a project that designs its M&E system by using the DCED Standard. Member of the team to design the GEMS3 program for three months (Sept- December 2011). Involve in the subsequent implementation of the GEMS3 programme (2012-2015-2017). Design the M&E framework for GEMS3, across its core activities in business environment: Land, Taxation and Investment. Design a framework to enable and measure diffusion of programme’s innovations and ensuring the programme is achieving systemic change in BE. Assess impact of the program including systemic impact generated by its initiatives in programmes three key areas: Land, Taxation and Investment.. Provide training to field staff in the operationalisation of the M&E system on the ground, data collection and analysis, use of data for decision making.
2013-2015	Myanmar, Malawi, Nigeria	M&E Advisor Business Innovation Facility 2 (UK DFID)	Part of the M&E team to design and provide support for the implementation of BIF2 (a project using the Market System Development approach) M&E system for two of the three countries: Malawi and Nigeria. Include training to staff in the use of the key aspects of the DCED Standard, or in “how to” design and measure systemic change. The BIF helps the development and uptake of inclusive business models by companies in developing countries. It focuses on supporting profitable core business activity that has high development impacts; creating jobs, integrating local farmers and entrepreneurs in international supply chains and providing quality and affordable services to low-income consumers.
2013- January 2014	Zambia	M&E Specialist Musika , (UK DFID, SIDA)	Periodic advice and support to Musika - (an organisation using the Market System Development approach) on how to become compliant with the DCED Standard.

Curriculum vitae

2013	Uganda	DCED Auditor aBi Trust (DANIDA, SIDA & other donors)	Assess the Monitoring and Results Measurement-system of aBi Trust according to the DCED-standard. Prepare a report on aBi Trust compliance with the DCED Standard.
2013	Zambia	Results Measurement Specialist Musika (ITAD, UK DFID & SIDA)	Conduct a pre-audit of the Monitoring and Results Measurement-system of Musika (an organisation using the M4P approach) to assess its compliance with the DCED-Standard. Prepare a report on Musika compliance with the DCED Standard.
2013	Vietnam, Mekong Region	Team Leader Review of Private Sector Facility in Mekong region (IFC)	Team Leader of a team to review the Private Sector Facility in Mekong region. This \$48 million Facility, financed by seven development agencies, operated between January 2008 and December 2013 and implemented a total of 59 projects focused across the four areas of improving access to finance, investment climate reforms, sustainable business advisory and public-private partnerships, which are considered to be important to harnessing the important role the private sector can play in poverty reduction. The overall objective is to evaluate the overall performance of MPDF 3 and the implementation of the recommendations of the mid-term review to ensure the accountability of IFC-MPDF towards donors and stakeholders, and to provide lessons learnt that will generate actionable recommendations. The review evaluated the overall performance of the Facility and individual projects according to the Organisation for Economic Co-operation and Development's Development Assistance Committee criteria of relevance, efficiency, effectiveness, impact, sustainability and the IFC criterion of additionality. The projects were assessed against an impact logic framework. A final report with our analysis and recommendations was presented to IFC Management Staff and a donor forum in Hanoi. The report was praised as being 'very comprehensive'.
2013	Australia, UK	M&E Adviser Promoting Results Measurement in PSD Donor Committee for Enterprise Development (IFC, DCED)	Part of the team contracted by IFC to promote the DCED Standard, preparation of marketing documents, development of appropriate training courses and other measures to stimulate the demand on the use of the Standard and supply of qualified consultants that are experienced with the Standard. The objective is to accelerate the roll-out of the Standard (and good monitoring practice more generally) throughout the PSD community.
2013	Bangladesh	DCED Auditor Katalyst (DFID & other donors)	Assess the Monitoring and Results Measurement-system of Katalyst (a project using the Market System Development approach) according to the DCED-standard. Prepare a report on Katalyst compliance with the DCED Standard.
2012	Ethiopia	Panel member Making the Connection Value Chain Interventional conference (DCED)	Facilitate a 120' discussion with DCED Secretariat on Results Measurement for value chain projects – Addis Ababa Nov 2012 International Value Chain conference

Curriculum vitae

2012	Zambia	M&E Specialist Musika, DFID, SIDA	Conduct a review of the Musika's M&E system used in its Markey System Development initiatives. Develop and provide recommendations on how Musika could improve its M&E system, including: strengthening the use of DCED Standard approach. Review with Musika's Knowledge Management Team the entire M&E system including: the logical framework, sector result chains, indicators, data collection tools including for baselines, its approach to systemic change and attribution, overall approach to managing the system. Finalise with the team the overall M&E System Guide, develop guidelines on data collection. Develop a plan on how Musika could become compliant with the DCED Standard.
2012 - 2013	Australia and Tanzania	M&E Advisor Local Value Chain Development; Business Facilitation and Microfranchising Initiatives (World Vision)	Conduct a review of WV M&E system. Develop and provide recommendations on how WV could improve its results measurement system, looking at the process put in place, indicators, methods and methodologies, data collection including baselines used in its Local Value Chain Development project model and EMLAP project in Tanzania. Propose on how this improved system could be adapted for use by the other two models – Business Facilitation and Microfranchising. Apply the new system to the EMLAP value chain project in Tanzania.
2012	Solomon Islands	M&E Specialist Regional Solomon Islands Infrastructure Project (AusAID)	Conduct an audit of the RSIIP Monitoring and Evaluation Framework and risk matrix and suggest enhancements to the three matrices which form part of the M&E framework: Performance Framework, the Monitoring and Evaluation Matrix and Program Reporting. Review the M&E performance data collection system that has been developed to support the M&E approach and recommend improvements to the system including: Additional performance indicators, Improved methods of data collection and analysis.
2012	Philippines	M&E Specialist Provincial Roads Management Facility (AusAID)	Review PRMF and propose a more sustainable approach to delivering results. Organise workshops with counterparts in the program provinces and re-design program's logframe and its M&E system to be used in the second phase of the program.
2012	Zimbabwe, Lesotho, Swaziland	M&E Advisor Access to Markets for the Poor/SAMP (SDC)	Conduct mock audit of SAMP programme - (a programme using the Market System Development approach) to identify readiness of the programme to become compliant with DCED Standard.
2012	Solomon Islands	M&E Advisor Cocoa Livelihoods Improvement Program (AusAID)	Conduct mock audit of CLIP programme - (a project using the Market System Development approach) to identify readiness of the programme to become compliant with DCED Standard.

Curriculum vitae

2012	Kenya, Zimbabwe and other African countries (except Northern Africa)	Africa Enterprise Challenge Fund M&E Advisor on DCED (AGRA)	Africa Enterprise Challenge Fund Review AECF interventions and identify gaps in AECF becoming compliant with the standard. Review result chains, result measurement plans, data collection tools. Support AECF to become compliant with the DCED Standard. Included training Zimbabwe window staff on DCED compliance (May 2012)
2011- (Sept-Oct)	Asia Pacific	M&E Advisor IMT Enterprise Challenge Fund (AusAID)	Part of the team to review the Enterprise Challenge Fund (IPR) and provide recommendation to AusAID on its future investment in the Private Sector Development projects in Asia and the Pacific.
2011-2013	Solomon Islands	M&E Advisor DSSSI (AusAID)	Design the M&E framework for the Deployee Support Services For Solomon Islands Program, an initiative to provide cost effective support services to specific standards for Regional Assistance Mission Solomon Islands (RAMSI) deployees and their families, to enable the deployees to work effectively and reside safely in the Solomon Islands Train staff in the operationalisation of the M&E framework Assess the impact DSSSI is making
2011-2013 (stages)	Zimbabwe, Lesotho. Swaziland	M&E Advisor Access to Markets for the Poor (SDC)	Design the strategic framework, develop result chains based of Access to Markets for the Poor (a project using the Market System Development approach) on DCED approach to results measurement. Assess impact of this M4P program including systemic impact generated by its interventions in the sector. Train SAMP staff, NGOs, private sector on application of DCED standard on PSD/value chain/ Market development projects. Prepare case study for SAMP on the DCED website as good practice M&E (2012): http://www.enterprise-development.org/page/measuring-and-reporting-results
2008-2012	Indonesia	Field Research for my PhD	Conduct research on the use of participatory methods in development programs and projects using PNPM/KDP Indonesia as a case study. Analysis on how effective the community driven development (CDD) methods are, the quality of participation, the impact of use of participatory methods on end beneficiaries (empowerment, increase in social capital) as well as on achieving PNPM outcomes (increase in livelihoods for poor people).
2011 (April)	Solomon Islands	M&E Advisor Cocoa Livelihoods Improvement Program (AusAID)	Design of Phase II Cocoa Livelihoods Improvement Program (CLIP) (a project using the Market System Development approach). Design the Program strategic framework, result chains, and data collection tools, including Result Measurement Plan (RMP) Prepare CLIP case study for the DCED website as good practice M&E: http://www.enterprise-development.org/page/measuring-and-reporting-results

Curriculum vitae

2010-2012	Solomon Islands	M&E Advisor Cocoa Livelihoods Improvement Program (AusAID)	<p>Provide independent advice on AusAID funded Cocoa Livelihoods Improvement Program (CLIP). Design M&E framework based on DCED approach to results measurement.</p> <p>Assess impact of this M4P program including systemic impact generated by its initiatives in the sector. Provided training to field staff in the operationalisation of the M&E system on the ground, data collection and analysis, use of data for decision making.</p> <p>Developed CLIP case study that was put on DCED website – project using the DCED standard.</p>
2008-2013 (stages)	Indonesia, Philippines, Cambodia, East Timor, Solomon Islands, Fiji, PNG, Laos, Vanuatu	M&E Advisor and Lead Consultant IMT Enterprise Challenge Fund (AusAID)	<p>Part of IMT (Independent Monitoring Team) for the Enterprise Challenge Fund (ECF). Provide AusAID with independent monitoring and impact assessment of 6 year ECF. Activities include: design of ECF Results Framework and M&E Framework using DCED Standard; annual Fund Manager Performance Assessment; review and validation of ECF direct and indirect benefits of individual funded projects; assessing the impact of the ECF portfolio as a whole, conduct the Cost benefit Analysis of ECF.</p> <p>Assessing the extent to which impacts are achieved by ECF: (1)Direct impacts: assessing direct livelihood benefits and or the value of improved access to goods and services for poor people; (2) Indirect impacts: assessing systemic changes generated by ECF funded projects.</p> <p>Preparation of a publication (December 2010) that looks at the interim achievements of ECF: “Reflection on impact benefits of ECF program”; publication that will become available to internal and external audiences.</p>
May 2010	Namibia	M&E Advisor Community Based Rangeland and Livestock Management (MCC)	<p>Provide independent advice on Impact evaluation of the 5 year MCC-MCA funded Community Based Rangeland and Livestock Management (CBRLM) project in Namibia. Activities included comparison analysis on the use of Impact evaluation techniques in community based programs: experimental design evaluation (Randomised Control Trial) versus quasi-experimental design evaluation or mixed-methods evaluation.</p>
2010-2011 (Stages)	Fiji	M&E Advisor Net Impact of Fiji Textile Footwear and Clothing Training and Productivity Support Program (AusAID)	<p>Design and conduct Net Impact Evaluation of the Fiji Textile Footwear and Clothing Training and Productivity Support (TCF) program and address the attribution gap. Assess impact of this PSD program on various levels: enterprise level changes, the TCF sector as a whole due to systemic changes (copy-cat, crowding-in type of behaviour), and the household level changes looking at the changes in the livelihoods of end beneficiaries. The IE design uses the DCED results measurement approach and quasi-experimental design techniques.</p> <p>Redesign of the program M&E system using result chains, and DCED approach to results measurement of PSD programs.</p>

Curriculum vitae

2009-2011 (Stages)	Fiji	M&E Advisor Fiji Textile Footwear and Clothing Training and Productivity Support Program (AusAID)	Monitoring and Evaluation of Fiji Textile Footwear and Clothing Training and Productivity Support PSD Program. Design the M&E framework for the program and its PMP (Performance Monitoring Plan). Preparation of M&E Reports for the program: Design data collection tools; Organise focus groups & interviews; Presentations to Program stakeholders including AusAID, plus other stakeholders on Program achievements. Design specific socio-economic methodologies that helped identify and interpret the consequences of gender differences and relations for achieving program objectives.
2009 (21 days)	Vanuatu	M&E Advisor Vanuatu National Secondary School Extension Program (AusAID)	Independent review of Vanuatu National Secondary School Extension Program (VSSEP II) and preparation of Independent Completion Report (ICR). Tasks included design evaluation methodology, conducting stakeholder semi-structured interviews and focus groups in order to collect and analyse data. Collection of sex-disaggregated quantitative and qualitative data provided the empirical foundation for assessing potential impact of gender relations on the programs, and the relative benefits to men and women. In depth analysis of the VSSEPII program impact and its contribution to achieving Vanuatu key policies including Vanuatu Education Sector Action Plan (VESAP), and Priorities and Action Agenda (PAA).
December-March 2008	Vanuatu	M&E Advisor Phase II Vanuatu TVET Sector Strengthening Program. (AusAID)	Design of Phase II Vanuatu TVET Sector Strengthening Program. Design the Program Logframe, M&E Framework, and data collection and analysis tools, Performance Monitoring Plan (PMP) – all being included in the Program Design Document for Phase II. Activities have included liaising the program outcomes with key Vanuatu or Pacific Islands key policies and strategies GoV strategic documents, such as Priorities and Action Agenda (PAA), the Regional Economic Development Initiative (REDI) and the Vanuatu Education Sector Strategy (VESS), the AusAID Country Program Strategy (CPS), the Pacific Plan.

Curriculum vitae

<p>June 2008- November 2009 (stages)</p>	<p>Vanuatu</p>	<p>M&E Adviser Phase II Vanuatu TVET Sector Strengthening Program. (AusAID)</p>	<p>Monitoring and Evaluation Phase II Vanuatu TVET Sector Strengthening Program. Tasks included:</p> <ul style="list-style-type: none"> • Design and implement M&E Framework; specifically: • Liaise and work with Vanuatu National Statistic Office (NSO) to coordinate and build on NSOs existing and planned activities and surveys (HIES, Formal and Informal sector survey, Census 2009) • Design the data collection and analysis tools (Living Condition Monitoring Survey, Business Attitude Survey, Stakeholder perception survey). • Design Net Impact Evaluation study, • Organise focus groups & interviews with program stakeholders including end beneficiaries, • Design TOR for sub-contracts in data collection, • Set up provincial M&E Working Groups (M&EWG) • Provide training for the M&EWG in M&E and M&E data collection and analysis tools, and in the design and implementation of focus groups; • Report on program outputs and outcomes (economic and social) including its contribution towards achieving GoV national policies, such as: PAA, VESS and REDI; Pacific Plan, and Australia Vanuatu Partnership for Development. • Initiate, organise and prepare annually and semi-annually Lessons Learning workshops • Presentations to Program stakeholders including AusAID Post , GoV Agencies, other stakeholders on Program achievements.
<p>January 2007 – September 2008</p>	<p>Indonesia</p>	<p>M&E Adviser Regional Economic Policy Support Facility (AusAID)</p>	<p>M & E of ASEAN-Australia Development Cooperation Program - Regional Economic Policy Support Facility (REPSF) AusAID Responsible for the design of M&E framework, Performance Monitoring Plan (PMP), and M&E Reports for the REPSF program. Activities included: Design the Program logframe and the specific Key Performance Indicators for outputs and outcomes; Delivery of training for the Senior ASEC officers on M&E and M& E data collection and analysis tools. Impact evaluation that included: analysis of the impact of the policy recommendations towards the achievement of ASEAN goal of “increased cooperation and economic integration of ASEAN member countries”. Periodic presentations made to Program stakeholders ASEC officers from BEIF, other stakeholders on REPSF Program achievements.</p>

Curriculum vitae

Oct - Nov 2006	Vanuatu	M&E Adviser Developing of Medium Term Strategic Framework (ADB)	Liaise with the ADB and GoV team and provide input in the ADB TA 4362-VAN: Developing of Medium Term Strategic Framework (MTSF) Project. Advised the Team Leader and the Government Working Group from Ministry of Finance and Economic Management on the design and selection of the indicators for the GoV strategic document: Priorities and Action Agenda. Activities led to the finalisation of Discussion paper #6: “Monitoring the Priorities and Action Agenda (PAA) 2006 – 2015: selecting performance indicators on the Vanuatu Priority for Action Agenda performance indicators”. (Oct 2006). Paper was further presented to GoV in November 2006 and formed the basis for the finalisation of PAA.
Dec 2005- May 2008 (stages)	Vanuatu	M&E Adviser Vanuatu TVET Sector Strengthening Program (AusAID)	Monitoring and Evaluation of Phase I 3(three) year Vanuatu TVET Sector Strengthening Program. Activities have included: <ul style="list-style-type: none"> • Redesign the Program logframe and the specific KPI for outputs and outcomes linking and correlating them to Vanuatu PAA and the Pacific Plan • Design the data collection and analysis tools (Citizen Attitude Survey, Tracer Study, Literacy & Numeracy Survey, TVET –Capacity Index especially designed for analysing progress at government organisations level, organise focus groups & interviews), • Design and conduct the Net Impact evaluation of TVET program, using quasi-experimental design; results of the study being used by ADB funded Skills Development program in the Pacific in 2008 and being mentioned as being “unique” to the Pacific region. • Set up an M&E Working Group (formed by local representatives of Government agencies, NGO and the private sector) as a vehicle to ensure program sustainability and build local capacity; • Provide training for the M&EWG in M&E and M&E data collection and analysis tools, and in the design and implementation of focus groups; • Initiate, organise and prepare semi-annually presentations and workshops to Program stakeholders including AusAID Post and Canberra on M&E activities, • Engage and liaise with Program stakeholders in data collection. • Collect and report on baseline/ and ensure periodic data for the program. • Liaise with Pacific Islands Forum Secretariat (PISF) and PATVET to report on the TVET Program achievements and contribution to the Pacific Plan Overall Indicators.

Curriculum vitae

01/2003-03/2004	Romania	<p>Regional Director/</p> <p>DAI - Governmental Reform and Sustainable Partnership (USAID)</p>	<p>Responsible for implementing the USAID Governmental Reform and Sustainable Partnership (GRASP) program in East and North East part of Romania (US\$38mil USAID funded program), included liaison with other USAID funded Governance Projects within C & E Europe. Responsible for setting up and coordinating the Cluster Task Forces CTF and Technical Task Forces, the joint partnerships between Local Government, Private sector and NGOs, and assisting them on analysing and identifying community needs, designing regional strategies and action plans and in the implementation phase.</p> <p>Activities included working with businesses and other stakeholders (CTF) to achieve community and regional economic development outcomes. Including strategies to attracting new businesses to a region, working with start-up businesses, sustaining existing businesses and helping those businesses with the potential to grow to achieve their objectives</p> <p>Responsible for identifying and managing teams of technical consultants to provide assistance to Local stakeholders in Building their Institutional Capacity, improving Local Government Management and Local Government Transparency.</p> <p>Designed the Local Government Capacity Index for the M&E department and assisted with the data collection and analysis for M&E to measure the performance of participating local governments in certain functional areas of the GRASP project in 42 cities from Romania.</p>
-----------------	---------	---	---

Curriculum vitae

July 1998- December 2002	Romania, Poland, Hungary, Macedonia, Bulgaria, Ukraine	Regional Consultant/M&E Advisor (World Bank, USAID)	<p>Responsible for the implementation of Labour Redeployment Program (LRP), joint USDOL/World Bank/USAID financed program and implementation of USDOL adjustment model in Romania and other 5 countries from E Europe. Technical assistance at National level to Romanian Ministry of Labor and Responsible for planning and development of over 10 economic development projects, based on co-operative and systematic identification and sustainable use of local resources and opportunities in disadvantaged areas. National Agency for Employment and Vocational Training (NAEVT).</p> <p>Responsible for M&E 1 million LED grants disbursement in the project.</p> <p>Responsible for the design and coordination of activities addressing re-employment challenges created by the massive downsizing of public sector companies. Provide Assistance and build capacity to the NAEVT to design and implement six active measures to reduce unemployment that have included: training/retraining and relocation for displaced workers, small business consulting and assistance, business incubators, public employment and local development planning assistance.</p> <p>Substantial responsibility in designing the Performance Monitoring Plan of LRP Program in Romania and the net impact evaluation of LRP across 6 countries from Eastern Europe. This provided feedback into policy improvement – liaised with government officials Labour Ministry and NAEVT, to propose changes in existing legislation that would lead to increased employability of displaced workers.</p>
March 1994 – July 1997	Romania	Management Consultant Agribusiness Consultancy Services (EU)	<p>Responsible for implementation of the 3 year Agribusiness Consultancy Services (ACS), Phare funded, program in Romania and delivering consultancy assignments and business development in E Europe.</p> <p>Working for Eastern and Western European clients, providing assistance and delivering management consultancy assignments for private sector (PS) in strategic planning, valuation reports for agri-business companies that undertook privatisation; led team of consultants to conduct due diligence, investment proposals, market research and business plans.</p> <p>Substantial responsibility in designing the Monitoring and Evaluation Plan for ACS to feed into the Phare strategic framework, to help achieve specific program objectives.</p>
1998 (1 month)	Georgia	Management Consultant (TACIS)	<p>Design the MIS system for the program including a manual for the training of Ministry of Agriculture representatives in Romania (Phare) and Georgia (TACIS). Activities included training to extension officers from MoA in Georgia.</p>

Curriculum vitae

1997-1998 (staged)	Romania	Management Consultant Institutional Strengthening of Private Agriculture (EU)	Responsible for the Institutional Strengthening of Private Agriculture (ISPA) project (Dutch Government funded), undertaking activities in monitoring and evaluation such as: Rapid Rural Appraisal (RRA), Participatory Rural Appraisal (PRA), Rapid Appraisal of Agricultural Knowledge Systems (RAAKS) credit survey; create community action groups in rural areas, form Associations of farmers and assist them in implementing projects in agri-business.
1997-1999 (staged)	Romania	Marketing Information System (MIS) manager	Institutional strengthening & design of the Marketing Information System for ISPA in rural areas for farmers and agri-business companies. Responsible for designing and implementation of a Radio program for the Romanian farmers (1997-1999).
1985-1997	Romania	Marketing Advisor Moldexim	Develop and implement marketing strategy for Moldexim – a private sector company. Responsible for business development with several companies from Albania, Macedonia, Ukraine. Meeting with partners from different countries for discussions and negotiation of new contracts

15.

Conferences and Publications

Impact assessment, 2015 (upcoming book, to be released in march 2015, part of a team of academics and practitioners, responsible for one section of the book)

Facilitate a 120' discussion with DCED on Results Measurement for value chain projects – Addis Ababa Nov 2012 International Value Chain conference

Discussion document on a possible future Pro-Poor Private Sector Development Instrument for the Pacific and South-East Asia (October 2011, AusAID)

Enterprise Challenge Fund for the Pacific and South-East Asia (ECF) - Independent Progress Report (October 2011, published by AusAID)

Seeds and Markets Project (SAMP– case study published on the DCED website <http://www.enterprise-development.org/page/measuring-and-reporting-results#Standard>

Cocoa Value Chain Solomon Islands– case study published on the DCED website <http://www.enterprise-development.org/page/measuring-and-reporting-results#Standard>

Reflection on impact benefits of Enterprise Challenge Fund Program (forthcoming, AusAID)

Net Impact Evaluation of Fiji TCF Program (November 2010, May 2011)

Immersion Techniques or another way to evaluate the quality of what is done in the name of development (Sept2010, Wellington, paper presented to AustralAsia Evaluation Society/AES International Conference)

Quantitative or Qualitative indicators? What about both? (2009 Sept, Canberra, paper presented to AES International Conference)

Making Markets work for the Poor – other perspective in development (2009 Sept, Melbourne, paper presented to World Vision Measuring Effectiveness Conference)

Do participation and the use of participatory methods in development really matter? (2008 Sept, paper presented to AES International Conference)

Tracer Study for VIT graduates in Vanuatu (2006, August)

Citizen Attitude Survey in Vanuatu (2006, September)

GRASP Local Government Capacity Index (2003, September)

Using narrative methods to link program evaluation and organisational development (2001, World Bank)

Evaluation of USDOL worker adjustment initiatives (2000, USAID)

Impact of Active Labor Market Programs (2000, World Bank)