

# Curriculum Vitae

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## Dr Lesley Williams

### M & E, Gender, TNA, Organisational Development, Evaluations, Planning

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| <b>Nationality:</b>      | British and New Zealand   |
| <b>Expertise:</b>        | TNA and Capacity Development, Organisational Development, M & E, Assessments, CBL, Gender, and Planning |
| <b>Present position:</b> | Senior Consultant, IMA International  |

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#### Key Experience:

**Dr Lesley Williams** is a senior associate consultant with IMA International. She has twenty years' experience in organisational/institutional capacity-building and development, including seven years practical experience as a Government-appointed Director of a New Zealand State company during a period of public sector reform. Lesley also has advanced strategic analysis and research skills, including in gender-social inclusion, programme assessments, market analysis, and strategic planning. Lesley's most recent assignments have included training needs analysis and the development of capacity-building plans and training modules for government departments in Thailand (IFAD), and Nigeria (IMA International-PwC), as well as M & E training and International Advisory work for IMA and IPE Global, respectively. She has also developed CBL-CBE courses, and facilitated ToT from TVETs, universities, and INGOs in market-led TNA and CBL.

Lesley has a strong research and academic background in gender analysis and empowerment. This has included pro-poor- gender empowerment research in rural development (Aceh Government-Oxfam GB), as well as training, strategic planning, and programme assessments for women's institutions and development programmes, including for Oxfam GB Aceh and the Ministry of Women's Development of Pakistan. She has worked in Africa, Central and S.E. Asia, UAE, and the Pacific for a range of clients, including IMA International, the ILO, IFC, IFAD, the FAO, Oxfam GB, Chemonics, MDF IP, the Red Cross, Save the Children and others on Dfid, UNDP, USAID, UN, NZAID, AUSAID and EC funded projects.

#### Qualifications:

| Degree or Diploma obtained & Name of Course  | Institution                     | Year     |
|--|---------------------------------|----------|
| <b>Doctorate: SME Development</b> (based in Indonesia). Main Specialisations: Strategic Management, Training & Development, International Marketing  | Lincoln University, New Zealand | Feb 2001 |
| <b>MCom in Management.</b> Main Specialisations:: Strategic Management, Advanced Research Methods, Agribusiness Marketing, Organisational Development.   | Otago University New Zealand    | Dec 1999 |
| <b>1<sup>st</sup> Class Honors Marketing, &amp; Double Major in Management. Thesis – Gender Discrimination and SME Development</b> (published twice internationally). Main Specialisations: Social Anthropology, Research Methods, Marketing | Otago University New Zealand    | Dec 1987 |

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| Management, Strategic Planning                          |                                 |               |
| <b>Trained Teachers Certificate (Merit) and Diploma</b> | Wellington Teachers College, NZ | Nov 1978-1979 |

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| <b>Language capabilities:</b> (Indicate competence for reading, speaking, writing on a scale excellent, very good, good, fair, basic) |   |
| English   | mother tongue                                       |
| Bahasa Indonesian   | very good speaking, very good reading, fair writing |
| French  | Basic spoken and reading                            |

## Professional membership:

Australian Development Gateway, Syiander-Bridge, Linked- In

## Country experience:

Indonesia, Malaysia, Thailand, UAE, Nigeria, PNG, Afghanistan, New Zealand

## Professional Experience:

| <b>Date &amp; Location:</b>                         | <b>Description:</b>   |
|---|---|
| Sept 2010-Feb 2011<br>Indonesia (ongoing part-time) | <i>International M &amp; E Advisor to Community Empowerment and Government Capacity-building in National Health Programme – for IPE Global (ADB)</i>  |
| Dec 2010<br>Indonesia                               | <i>PCM-RBM National Audit Authority – prepared customised course and facilitated training for Government staff (MDF-PI).</i>  |
| Dec 2010<br>Indonesia                               | <i>TOT Curriculum/Course Design and Active Teaching Methods – for TVET Indonesia</i>  |
| Nov 2010<br>KL, Malaysia                            | <i>M &amp; E Trainer – IMA International – 10 day open training course for INGOs and other development organisations in KL.</i>   |
| Sept-Oct 2010<br>Indonesia                          | <i>CBL-CBE Training for TVET -course Director and Trainer (MDF PI).</i>   |
| August 2010<br>Abuja, Nigeria                       | <i>Designed and conducted TNA and Developed Capacity Development Plan and Revised Associated LogFrame for regional government organisation for IMAInternational –PwC.</i>   |
| July 2010<br>NTT Indonesia                          | <i>Development and Facilitation of CBL Curriculum Design Course for Trainers – of government education institution about how to revise their curriculum to be competency-based.</i>   |
| June 2010<br>Malaysia                               | <i>M &amp; E Course Director and Trainer for range of international INGO participants. Topics covered SA, LF, MIS, data collection and analysis, TOR, assessments, and baseline studies.</i>  |
| April 2010<br>Home-based                            | <i>Designed and developed CBL Market-Led TNA Manual for use by Indonesian government training institutions for the ILO Indonesia.</i>   |
| April 2010<br>Indonesia                             | <i>RBM Trainer and Course Director in Indonesia for MDF PI.</i>   |
| March 2010<br>Thailand                              | <i>Training Needs Analysis and Capacity-building Plan of the Thai Ministry of Agriculture M &amp; E Unit for IFAD .</i>   |
| March 2010, Indonesia                               | <i>Mid-term Planning and Logical Framework Consultant for CIFOR REDD Programme Indonesia. Facilitated revision and development of programme Mid-term Work Plans, developed project work schedules, and mechanisms to improve to improve coordination among REDD projects.</i> |

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| <b>Date &amp; Location:</b>       | <b>Description:</b>  |
|-----------------------------------|--|
| February 2010 Home-based          | <u>Designed TVET Competency-based Learning Course</u> for MDF PI.  |
| Jan 2010 Home-based               | <u>Review/Advisor Gender-Social Inclusion Strategic Plan and Logical Framework</u> for IMA International   |
| January -February 2010, Indonesia | <u>Final Education Programme Evaluation</u> for Save the Children Education Programme - responsibilities included management and training of field survey interviewers, revision of survey forms, analysis of field survey results, as well as analysis of programme response to mid-term review recommendations, and against DAC criteria   |
| January 2010 Indonesia            | <u>PCM, Reporting, and Gender Mainstreaming Trainer</u> for Save the Children Indonesia – prepared and facilitated workshops on gender mainstreaming in projects and reporting to donors for project staff.  |
| November-December 2009 Malaysia   | <u>Monitoring and Evaluation Trainer</u> for IMA International open course. Responsible for course administration, liaison with partners, reporting, and training.   |
| November 2009 Thailand            | <u>PCM and M &amp; E Course Director/Trainer for Ministry of Agriculture Thailand</u> –to meet the needs of the Ministry staff. Encouraged development of M & E English language skills and presentations to assist staff with their work outside of Thailand (IFAD)   |
| August-Sept 2009 Indonesia        | <u>Team Leader Final Evaluation of Education Programme in Eastern Indonesia</u> to improve access and the quality of education in remote village schools. Based on rural interviews and assessment of rural environment and their impact on educational access and quality in Maluku. Evaluation team leader. Responsible for analysis and report to Save the Children Indonesia                         |
| June 2009 Indonesia               | <u>Design and Facilitation of Cluster Lessons Learned Conference</u> for end of watsan- shelter partnership programme. Designed, developed, and facilitated conference (IOM-ARC Partnership).  |
| May 2009 UAE                      | <u>Designed Good Governance - Draft Integrated Planning and M &amp; E Framework for Ministry of Women's Development, Plus M &amp; E Course Director-Trainer</u> 10 days of workshops focusing at project level (RBM, PCM and M & E) plus developed draft Planning, and M& E framework for the Ministry of Women's Development. Workshops had strong gender mainstreaming for LF and project plans focus. |
| March-April 2009 Indonesia        | <u>Team Leader Final Evaluation of Education Programme in Eastern Indonesia (Save the Children)</u> to improve access and the quality of education in remote village schools. Based on rural interviews and assessment of rural environment and their impact on educational access and quality in NTT. Responsible for analysis and report.  |
| December 2008 Indonesia           | <u>TNA, and Course Director and Trainer of PCM and LF Course</u> -for Netherlands Red Cross staff in and local NGO partners in Kalimantan Indonesia.   |
| November-December, 2008 Nigeria   | <u>Course Director and Trainer for Two PCM-M &amp; E Courses (RSSDA-IMA International)</u> for government NGO and its local partners. Delivered 2 10 day courses on LFA, RBM, and M & E.   |
| October-November 2008 Indonesia   | <u>Pro-Poor, Gender and Rural Development Policy Research (Oxfam GB)</u> Team leader. Analysed likely impact of planned rural tree crop development in Aceh on women and most poor in relation to Aceh Government's rural development policy and plan. Developed change strategies to encourage more opportunities for rural poor, including women   |
| September 2008 Indonesia          | <u>Team Leader Programme Assessment</u> for Aceh post-disaster capacity-building programme (Oxfam GB). Prepared and conducted desk research, in-depth field interviews and FGD, then analysed data and wrote report highlighting the impact, effectiveness, and sustainability of the Programme, with recommendations for  |

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| <b>Date &amp; Location:</b>              | <b>Description:</b>  |
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|  | enhancing future effectiveness.  |
| July 2008<br>Indonesia                   | <u>TNA and Course Director and Trainer for PCM, LF, and M &amp; E Course for Government</u> - Custom-designed, developed & facilitated PCM, LFA, reporting, and monitoring and evaluation workshops to support new strategic direction of NGO. Prepared report with recommendations about future PCM, and M & E capacity-building needs.   |
| May-June 2008<br>Indonesia               | <u>Course Director-Trainer for PCM/ M &amp; E Workshops for Local Government (FAO Indonesia)</u> . Custom-designed and facilitated training for provincial government departments. Topics included project planning, LF development, project implementation, and M & E. Wrote report with recommendations for further capacity-building.   |
| March-April 2008<br>Indonesia            | <u>Team Leader - Thematic Evaluation of ILO Rural Enterprise Development Programme (Oxfam GB)</u> . Tasked with establishing successes, lessons learned, efficiency, effectiveness and sustainability of three projects in the ENT programme. Analysed strategic documents, conducted in-depth interviews, and made recommendations re future strategic focus for ILO in Indonesia.  |
| Jan-March 2008<br>Indonesia              | <u>Team Leader Gender – Women Entrepreneurs Programme Evaluation (ILO Indonesia)</u> . Designed survey, FGD, and in-depth interviews. Trained field interviewers, conducted FGD and interviews, conducted quantitative data analysis (SPSS) with survey data, as well as analysed qualitative research. Wrote report on impact of project, highlighting lessons learned and making recommendations for future capacity-building. |
| February 2008<br>Indonesia               | <u>PCM-M &amp; E Course Director-Trainer for Rural Development Programme (FAO Indonesia)</u> . Custom-designed and facilitated training for provincial government staff. Topics included project planning, LF development, project implementation, and M & E. Wrote report with recommendations for further development.   |
| October-November<br>2007                 | <u>TN, Course Design, and Course Director and Trainer for 5 Courses on M &amp; E, Proposal Writing, Annual Report Writing, CSR, and Transparency (ILO Indonesia)</u> . Designed, developed, & facilitated training for Government, and NGOs/CSOs working with rural and urban women with micro-enterprises to help recover and build their livelihoods. Responsible for analysis of workshop trainings and writing report.       |
| September-October<br>2007<br>Afghanistan | <u>Development of Data Collection Forms and Draft M &amp; E Handbook for USAID Agricultural Programme</u> to support reporting and M & E system needs. Also assisted prepare marketing expo business plan (Chemonics Afghanistan).   |
| April-June 2007<br>Indonesia             | <u>Needs Assessment of Women's Skills Development Programme</u> . Responsible for needs analysis and the development of trade skills project for underprivileged women in rural Lombok (Deva Foundation). Aim - to provide them a means to support themselves and their families in their own villages so they are not forced to go overseas to find work.   |
| March 2007<br>PNG                        | <u>PCM, M &amp; E, and LF Trainer for National HIV-AIDS Council</u> of PNG and stakeholder NGOs to assist them develop more effective management systems to address the HIV-AIDS problem in PNG. Workshops included the LF, M & E tools, simple data management systems, stakeholder analysis, and strategic planning.   |
| December-January<br>2006<br>Indonesia    | <u>Acting Programme Manager for OFDA Project in Indonesia</u> – monitored activities against strategic plan and M & E system, and prepared monthly report for donor, as well as liaised with Indonesian partner.   |
| March-October 2006<br>Indonesia          | <u>Organisational Needs Analysis, Stakeholder Analysis, and Strategic Planning for USAID OFFDA Project</u> . Recontracted 4 times to first help develop LF then to conduct stakeholder analysis and assist design project activities. Also conducted marketing/communications training for local NGO partner and liaised with them regularly.  |
| December 2005-                           | <u>Developed Strategic and Capacity-building Plans for National HIV-AIDs NGO (Dance For</u>  |

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| <b>Date &amp; Location:</b>                  | <b>Description:</b>   |
|--|---|
| February 2006<br>Indonesia                   | Life) to support roll-out of HIV-AIDS awareness programme in Indonesia.   |
| October 2004-<br>November 2005<br>Indonesia  | <u>EU Asia Invest Capacity-building Project with Indonesian SMEs.</u> Acting Project Operations Manager. Assessed and selected SMEs for EC funded export training. Provided support and feedback to EC and local participants, and responsible for writing progress reports to EC partners.   |
| February-May 2005<br>Indonesia               | <u>Team Leader for Research of Three Indonesian Industries (Roy Morgan-AusTRADE).</u> – construction, e-government, and franchising. Conducted desk research, designed questionnaires for personal interviews, selected and trained local field interviewers, collated and analysed data, and wrote report with recommendations of strategic options for future sectoral development in Indonesia.  |
| September 2004-<br>January 2005<br>Indonesia | <u>Team leader Research of Sustainable Indonesian Wood Products – International Competiveness and Markets for IFC Indonesia.</u> Conducted industry assessment, including research design, management of desk & field research teams, selection and training of field researchers, and analysis of data. Wrote report identifying industry SWOT and strategic options for the development of a sustainable industry and economic opportunities for local SMES.        |
| 2002-2003<br>Indonesia                       | <u>Senior Part-time Lecturer Introduction to Marketing and Business Management</u> at Thames-Informatics Bali campus.   |
| April 1990-February<br>2000<br>New Zealand   | <u>Senior Lecturer, NZ and Malaysia</u> (latter part-time 1996-1997). Designed, developed, facilitated, & evaluated courses in strategic planning, non-profit and services marketing, organisational development, and international marketing. Gender and SME start-up research published internationally.  |
| April 1991- April 1997<br>New Zealand        | <u>Government-appointed Member of Board of Directors of Curriculum Design and Learning Materials Public Company (staff 65) Development company</u> during period of Public Sector Reform. Responsibilities– appointment CEO/senior management, management of HR and OD assessments, strategic planning, development of project management, and customer service orientation and outsourcing. Reported to Ministers of Finance and Education (Learning Media Limited). |
| 1988-1989<br>New Zealand                     | <u>Rural Impact Assessment Researcher (part-time) at Otago Business Development Centre.</u> Projects included impact of government reform on rural communities, rural unemployment and employment, feasibility studies for rural private sector development, and role of government on rural redevelopment in NZ.   |