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## CURRICULUM VITAE

**NAME** Sam Gibson

**NATIONALITY** British and American

### EXPERTISE

Sam Gibson has more than 20 years of experience in international development. She started her career as a social development adviser in the UK Department for International Development, then moving to senior roles at *theIDLgroup*, GRM, and Palladium, where she undertook a wide range of increasingly responsible consulting assignments for DFID, DFAT, and other development organisations. Sam has worked in a variety of roles in Africa, Asia and the Pacific and has particularly deep expertise in gender and social inclusion.

Sam's primary skill set is to work with colleagues to ensure that development initiatives 'design in' inclusion of the poorest and most vulnerable. Sam has worked on assignments covering education, health, economic empowerment, climate change and environment, social protection, agriculture, monitoring and evaluation, civil society, poverty analysis, governance, livelihoods, and fragility and conflict. Experience includes gender and inclusion strategies, adaptive programming, results frameworks and theories of change, facilitation, project/ programme design, and strategy development.

Sam has extensive facilitation and training experience, having designed and delivered courses on gender, livelihoods, poverty and social analysis for the Australian Department of Foreign Affairs, AusAID, and the UK Department for International Development. She has designed and facilitated numerous professional development and research events for DFID, DFAT, the World Bank, international NGOs, universities and project teams.

Sam has worked in Albania, Bangladesh, Ethiopia, Georgia, Ghana, Indonesia, Malawi, Nepal, Nigeria, Papua New Guinea, Solomon Islands, Tanzania, Uganda, Vietnam, Zambia.

#### Key strengths:

- Trainer and facilitator, effective in multicultural and international working environments;
- Programme design and re-design, implementation, review and evaluation;
- Ability to work with teams to meaningfully integrate gender and inclusion in their programmes;
- Analysis of the social impacts of development initiatives;
- Strong analytical skills, clear and concise writing.

### EDUCATIONAL QUALIFICATIONS

1994 MPhil Sociology and Politics of Development, University of Cambridge (distinction)

1992 BA Political Economy, University of California, Berkeley (high honours)

## RECENT EXPERIENCE

### GENDER AND SOCIAL INCLUSION

#### **Gender Specialist – Renewable Energy jobs in Small Island Developing States**

Provided gender expertise to a multidisciplinary team designing a geospatial tool assessing women employment and business opportunities in SIDS (Small Island Developing States). Primary input was the literature review, upon which GIS and data specialists built a data analysis tool. Feb-July 2023. Pegasys/World Bank.

#### **Gender and social inclusion technical support, CDP**

CDP (formerly known as the Carbon Disclosure Project) is an international nonprofit organization that helps companies and cities disclose their environmental impact. Sam worked with CDP on strengthening their team's understanding of gender and inclusion, and their ability to incorporate inclusion principles in CDP's work with capital markets and financial institutions. Capacity development, quality assurance, technical advice on mainstreaming and reporting. Periodic inputs, May 2022 – July 2023.

#### **Gender, Disability & Social Inclusion Specialist, Australia Awards Papua New Guinea**

Part of a five-person team updating the design of Australia's scholarship program in Papua New Guinea. Scholarships cover long-term and short-term awards in Australia, and long-term awards in PNG. Key GEDSI issues included gender norms, violence, and long-term increase in scholarships for people with disabilities. Ten-year program, total value AUD 260 million. For DFAT. May – October 2022.

#### **Gender Equality, Disability & Social Inclusion Specialist, Australia Awards Indonesia**

Part of a four-person team updating the design of Australia's scholarship program in Indonesia. Eight-year program, total value AUD 500 million. Key design issues included: program logic; inclusion and diversity; modalities/streams of investment; targeting strategy and selection process; scholars engagement, integration and alumni. Particularly strong focus on disability. For DFAT. July-October 2021.

#### **Gender Equity and Social Inclusion Adviser – Innovations for Indonesian School Children**

INOVASI is a DFAT-funded that uses distinctive locally-focused approach to develop pilot activities and find out what does and doesn't work to improve student learning outcomes. Sam is INOVASI's gender and social inclusion adviser. 2018 – present.

**Gender Equity and Social Inclusion Adviser – Institutions for Inclusive Development** Institutions for Inclusive Development is a five-year programme funded by DFID Tanzania. Its high-level goal is to help achieve more inclusive development outcomes in Tanzania; the programme takes a politically smart, locally-led programming. It focusses on interventions which will improve service delivery and productive employment for poor Tanzanians. The team will work with coalitions, supports local analysis and problem-solving, and actively learns from what works and what does not work. Sam's role is to work with I4ID's core team to help ensure social and gender analysis is integrated across the program: ethos and culture, underlying analysis, tools, results framework, partnerships, and actions of the programme. Heavy emphasis on facilitating and mentoring. 2016-2021

**Integrating Gender in to 'Thinking and Working Politically'** Sam was a member of the Developmental Leadership Program's research programme on gender and power. She collaborated in the production of multiple papers on how gender and TWP/ political economy were integrated in practice, including three primary case studies and 14 desk-based studies. DFAT funded. June 2017- March 2018

**Women's Economic Empowerment: Programme Design – Vietnam** Member of a design team of an economic empowerment programme focussed on ethnic minority communities in the northern hill regions of Vietnam. Market-systems approach, emphasis on gender and inclusion. In the team, Sam had particular responsibility for the theory of change and M&E framework. For the Australian Department of Foreign Affairs and Trade. (Two-phase design, Jan-June 2015)

**Gender Equity and Social Inclusion Adviser – Partnerships for Forests** "Partnerships for Forests: Catalysing Investments in Forests and Sustainable Land Use" is a DFID-funded programme focussed on

reducing the rate of deforestation in three regions with high levels of tropical forest cover: South East Asia, West Africa, and the Horn of Africa. Public-private partnerships is a key feature of the Forest Partnerships approach. Sam advised the programme on how to incorporate gender and inclusion in to the programme's M&E systems, and communications work. Inputs were during inception period, 2015-2016.

**Situational Analysis and Facilitation of (Gender) Donor Joint Working – Uganda** Team leader of a situation analysis to strengthen the engagement of Gender Development Partners in promoting gender equality, and women and girls' empowerment in Uganda. The team produced a wide-ranging report on gender equality in Uganda (with a focus on women's economic empowerment, gender and macroeconomics, gender-based violence, and joint programme design). Additional tasks included: three briefing notes, three theories of change, and facilitation of a workshop for the 17 agencies which comprised the donor working group on gender in Uganda. (DFID and Irish Aid, on behalf of the wider donor working group. Jan-April 2014)

**Girl Hub Evaluation** Part of a team conducting an evaluation of the first five years of the Nike/DFID global initiative. A process evaluation using a realist approach, and informed by contribution analysis. Field work in Ethiopia. Feb-May 2015.

**Gender Training for the Australian Department for Foreign Affairs and Trade** Designed and delivered a bespoke gender training course for DFAT programme staff. Co-created with DFAT gender team; emphasis on practical skills building and work-relevant training. One pilot course followed by three subsequent courses. The course was delivered to more than 200 DFAT staff, garnering highly positive feedback. With Rebecca Calder and Sarah Goulding; Feb-June 2015.

**Gender Programme Design - Solomon Islands** Team leader of the design of an Australian \$6.5m programme on gender equality. (2013-2016) Design included social and political analysis, theory of change, M&E. First theme was on preventing violence against women and children, featuring church partnerships. Second theme was on improving gender and inclusion impact across the whole bilateral programme. Third focus was on support for the Ministry of Women. (AusAID. Feb-April 2013)

**Power Mapping and Political Economy Analysis – Girl Hub Ethiopia** For Girl Hub Ethiopia. Analysis of relevant political and social incentive structures; identification of key influencers and possible partners to promote the interests of adolescent girls. With Sally Healy and Sehin Teferra. (Oct-Dec 2012)

**Gender Equity and Social Inclusion Adviser – STAR Ghana** STAR-Ghana is a multi-donor pooled fund for civil society in Ghana. Provided periodic inputs on gender equity and social inclusion (2011 – 2013). For detail, see 'civil society' section below.

**Gender and Corruption – SOAS-led research consortium** Three-day input on gender and corruption, for the University of London SOAS 'Anti-Corruption Evidence research programme (ACE). June-July 2018.

**South Asia Regional Gender Retreat** Supported the conceptualisation, detailed programme planning, and finalisation of a regional gender meeting attended by DFID staff from Afghanistan, Bangladesh, India, Nepal and Pakistan. Analytic support included a rapid appraisal of the 5 countries' Gender Equality Action Plans. (For DFID's South Asia Division. Feb-March 2009)

See also Health section below, for gender and social inclusion strategy work in Nigeria.

See also Education section below, for design of girls' education programme for DFID Ghana and gender and poverty analysis on the Girls' Education Programme in Nigeria.

See also Livelihoods section below, for gender scoping work in Bangladesh.

See also South Asia anti-trafficking design workshop.

## EDUCATION

**Girls' Education Challenge – Technical Assistance** Call-down monitoring role in the Girls' Education Challenge (GEC), a £300m DFID-funded programme promoting girls' education. Funding for 37 projects in 18 countries. TA managed by Social Development Direct. March 2019 – ongoing.

**Support for Girls' Education Programme Design – Ghana** Research, writing, facilitation and other forms of support on DFID Ghana's £34m business case for girls' education. Also QA of the design of the programme, with particular focus on the log frame. The business case covered: primary and secondary levels; government and civil society; targeting; community-level incentives; and school-level interventions. June-Jul-Sept-Oct '11 & Jan-April 2012.

**Education Sector Review - Ghana** Team Leader of the 2010 review of DFID Ghana's investment in the education sector. Reviews of DFID's SwAp investment in the Ghana Ministry of Education (nationwide), and of the School for Life Programme (informal education, in the North of Ghana). The review also included analysis of future investments in the sector, including a focus on school quality, gender and public financial management. Log frames, field work, research, analysis, briefings. November-December 2010.

**Education Sector Support Programme – Nigeria** ESSPIN is a six-year Nigerian Government programme. It uses DFID funds to support Federal and State Governments to deliver improved basic education. The consultancy assignment was to support the strategic planning and logical framework development process in 3 states: Kwara, Kaduna and Lagos. Particular effort invested in facilitating consensus among the state teams, and on developing realistic and powerful impact indicators. April 2009.

**Girls' Education Programme – Nigeria** Review of the programme's progress in three Nigerian states. Issues addressed included: impact, replicability and opportunities for scale-up, and the social determinants of girls' access, risk analysis and institutional analysis. For the Federal Government of Nigeria, UNICEF and DFID. Feb-March 2006. Also undertook the Feb-March 2007 review.

**Girls' Access to Education (Africa)** Researched and wrote "Assessing the impact of strategies to improved access rates and quality of girls' education in Africa." Provided ongoing support to the Education Team in drafting and editing DFID's Girls' Education Strategy. DFID Education Team. July-September 2004.

**Girls' Education: Africa, Conflict and Post-Conflict Countries** Researched and wrote a briefing note for Oxfam and DFID. March 2005.

**Evaluation of the Joint Assistance Strategy for Zambia** The JASZ is a consortium of 16 development partners in Zambia, formed in 2007 in accordance with the Paris Declaration principles. Sam wrote case studies on the education and health sectors. Focus was on the extent to which donors coordinated/ harmonised/ aligned to reduce transaction costs for themselves and government; analysis of the extent to which the Joint Assessment Strategy contributed to improved development results in the education sector. With OPM, for Irish Aid/ Danida/ SIDA headquarters. February-March 2010.

## **FACILITATION, PLANNING AND TRAINING**

### **Introduction to State Formation: Australian Department for Foreign Affairs and Trade course**

Support for DFAT's governance and fragility branch, to update and streamline their one-day course in state formation, governance and fragility. Ongoing, light touch: late 2018 – summer 2019.

**Governance research in Uganda:** Planning and facilitating a conference for DFID's Research and Evidence Department Worked with DFID's RED team to design and facilitate a week-long series of events to showcase, validate and challenge governance DFID-funded governance research in Uganda. Participants included researchers, government, donors, civil society. September and October 2018.

**Young Lives Research Event** Supported the planning and facilitation of Oxford University's Young Lives' final research event. London, July 21018.

**Menstrual Health in East Africa: Scaling Impact** Facilitator of a three-day summit on menstrual health (MH) in East Africa. Hosted by The Case for Her in Stockholm. A group of 25 researchers, activists and social marketers. Mapping the menstrual health landscape, nurturing innovation and collaboration, renewing networks and commitment, creating a shared vision of menstrual health in East Africa. April 2018.

**Poverty and Social Analysis Training** Delivered training courses to DFAT staff in Canberra HQ and at post in Honiara (Solomon Islands). Content included theory and key concepts, an overview of important debates, quantitative and qualitative tools, case studies. Training approach was highly interactive and participant-centred; participant evaluations were consistently positive. +/- 30 participants in each course. (Australian Aid/ Department for Foreign Affairs and Trade. May-June 2014 and October 2014). With Rebecca Calder, Grant Follet, Tom Tanhchareun.

**Gender Training for the Australian Department for Foreign Affairs and Trade** For detail, see 'gender' section, below.

**Australian Department for Foreign Affairs and Trade governance workshop** Supported the planning of an interdisciplinary governance workshop, for staff working on the Australian aid programme across the Asia region. Technical themes included: innovative approaches to design and programming; thinking and working

more politically, and governance and growth. The design of the workshop maximised opportunities for staff from different countries and from different sectors to exchange experiences and learn new concepts and approaches. Also facilitated the event. 35 participants. Manila, Sept- October 2014.

**Core Course on working in Fragile and Conflict-Affected States (EU-UNDP)** Supported the planning of a joint training program and facilitated the 5-day event. Sam's role was to integrate participatory methods in the course design and to actively facilitate the course. Main objectives were promotion of improved inter-agency working in fragile states, as well as 'core technical content' relating to working in FCAS. Participants were from the World Bank, UNDP, EU, USAID. 80 participants. EU and UNDP were the joint client. July-Sept 2013.

**AusAID Pacific governance specialists workshop** Supported the planning of the first-ever AusAID regional governance specialists workshop, for the Pacific region. Helped transform the original plan for 'conference' into a more interactive, engaging and participant-focussed workshop. Also facilitated the event. 65 participants. Brisbane, May-July 2013.

**Design and facilitation of anti-trafficking workshop** Facilitated and supported the design of an anti-trafficking workshop. The workshop was designed to capture lessons from five pilot projects on the prevention of trafficking of women and girls in Nepal, Bangladesh and India. Focal sectors were garments industry and domestic work. DFID 2012.

**Governance Advisers' Professional Development Retreats** Facilitator of DFID Governance Advisers' retreats in UK, Ethiopia (Africa region), and Thailand (Asia region). 2005-2008; for details see 'governance' section, above.

**Climate Change 'Strategic Programme Review'** Designing of the 'strategic programme review' climate change workshop for DFID Tanzania. With Acclimatise. December 2010.

**Conflict Advisers' Retreat** Facilitated and supported the planning of DFID's annual global conflict advisers' retreat. Topics included climate change and conflict, cross-Whitehall working, peace building, and corruption in conflict-affected environments. April 2007, UK.

**Social Development Advisers Induction Training - UK** Designed and delivered a five-day induction course for 15 incoming DFID social development advisers. Co-facilitated with Lina Payne. July - September 2006.

**Joint Learning Event: DFID and the Defence Academy** Planning and facilitation of a workshop with cross-Whitehall stakeholders including Ministry of Defence, Foreign and Commonwealth Office and DFID. Focus was on using training and education to improve analysis in conflict contexts. October 2008.

**The Political Economy of Growth: A DFID and World Bank Workshop** Supported the planning and execution of a workshop for 30 DFID and World Bank staff. Key questions included the theoretical role of politics in growth diagnostics, and the challenges of operationalising political economy analysis in the context of economic tools. November 2008.

**Stabilisation Unit: Professional Development Event** Planned and facilitated the 'away days' for Foreign Office/ Ministry of Defence/ DFID's Stabilisation Unit, which provides specialist, targeted assistance in countries emerging from violent conflict. Oct-November 2008.

**DFID Afghanistan Country Office Retreat** Planned and facilitated DFID Afghanistan's retreat. Emphasis on team working, cross-cultural understanding, and improving programme impact. Delhi, April 2006.

**Development in Fragile States: Lesson learning** Designed and facilitated a series of lesson-learning events on 'doing development' in Fragile States. Topics included state building, aid instruments, developing 'next generation' policy and establishing best practice. DFID, early 2006.

**Work Planning – Fragile States Team** Facilitated team work planning sessions for DFID's Fragile States Team. Oct-Nov 2006.

**Visiting Lecturer, MBA in International Organisations, University of Geneva** Designed and delivered lectures on Project Management. Topics include participatory monitoring and evaluation, 'Does Aid Work?' and aid instruments. Spring 2005.

**Strategic Planning and Logical Framework Training – Nepal** Training and facilitation for the Nepal Agricultural Research Council. Worked with NARC senior staff to apply logical frameworks as a tool for ensuring coherence between project, programme and institutional level planning. Major components of the assignment were enhancing the poverty impact of the NARC's work, and developing a monitoring and evaluation framework. Two week-long workshops. November 2003 – February 2004.

**Training on Aid Instruments – UK** Researched, designed and delivered module on "Aid Instruments and Approaches", part of a residential course on New Developments in Development for mid-career professionals. July 2004.

**Social Development Consultants Training – Malawi** Tailored and delivered a short course on the foundations of social development. Part of a wider DFID-funded programme to improve the professional social development skills of local consultants in Malawi. Co-facilitated with Kadale Consulting. June 2004.

## **CIVIL SOCIETY**

**STAR–Ghana: gender and inclusion technical support** STAR (Strengthening Transparency, Accountability and Responsiveness in Ghana) is a multi-donor pooled fund for civil society in Ghana. STAR's goal is to increase the influence of civil society and Parliament in the governance of public goods and service delivery. Sam was the technical lead on gender equality and social inclusion for the first two years of the programme. Substantive inputs include: drafting STAR-Ghana's gender and inclusion strategy; research and policy paper on support to LGBTI organisations; gender/inclusion and M&E, training, grant-making, internal policies, capacity building. (2011 – 2013)

**Ethiopia Civil Society Strengthening Programme: Strategic log frame and M&E support** Strategic planning, M&E and facilitation services to the Ethiopia Civil Society Strengthening Programme. CSSP is a large, nationwide five year civil society capacity development and grant-making programme focussed on the most hard to reach men and women of Ethiopia. (Jointly funded by Irish Aid, SIDA, DFID, and Danida. Three or four trips per year over five years of the programme.)

**Mid-term review of the Zambia Governance Foundation** Team Leader. The Zambia Governance Foundation is a facility providing multi-year core funding and project funding for Zambian civil society organisations engaged in policy work. Review covered: assessment of achievements, relationship between ZGF and its stakeholders (including an all-Zambian board, five donors, and multiple grant recipients). Review also included a 'forward look' to a second phase. Commissioned by Danida, Swedish Embassy, Ireland Aid, DFID, GIZ. March-April 2011.

**Review of the Ghana Research and Advocacy Programme** 'G-RAP' provides grants to Ghana-based institutions engaged in pro-poor public policy research and advocacy. G-RAP offers multi-year core grant support - as opposed to project support - to strengthen the capacity and funding base of these institutions. The review focused on: measuring G-RAP's impact, refining the logical framework, preparing for an independent evaluation in early 2010. Intense focus on the detail of the logical framework, including quantitative milestones and targets. December 2009 (DFID).

**Monitoring and Evaluation External Adviser – Bangladesh** Provided ongoing M&E support for Manusher Jonno (MJ), a Bangladeshi foundation working through local NGOs. MJ aims to enhance the capacity of poor women, men and children to demand improved governance and realisation of their rights. Support focused on monitoring and evaluation, including refining MJ's log frame, ensuring M&E coherence for partner projects and MJ overall programme, supporting proposal writing process. For CARE-Bangladesh. Summer – autumn 2005.

**Proposal Preparation and M&E technical support – Action on Disability and Development - Global** Supported ADD in the preparation of a major funding application – including some strategic planning and logical framework. Technical support on monitoring and evaluation. October 2010 and November 2011.

## **HEALTH**

**Review of DFID Support to the Health Sector – Ghana** Provided DFID Ghana with advice and analysis on future investment in the health sector. Specific tasks included: assessment of the current programme's performance; identification of lessons learned; analysis and prioritisation of options for future investment. Consultation with Government, donors, civil society. Field visits in the North of Ghana. Particular emphasis

on value for money, inclusion of marginal and vulnerable people, equitable access to reproductive health services. June-July 2010.

**Social Inclusion Strategy and Work Plans – Nigeria** Team leader, supporting the development of a strategy and action plans for promoting gender equity and social inclusion. The client was 'Partnerships for Transforming Health Systems', a 10-year programme of support to the Nigerian health system. Consultation, facilitation, team management, analysis, report writing. Nigeria. Federal level, and four states (Jigawa, Kano, Kaduna, Enugu). For Options/ DFID. June-July 2009.

**Health Equity Training – Nigeria** Researched, designed and delivered a course for 70 technical staff of 'Partnerships for Transforming Health Systems', DFID's 10-year programme of support to the Nigerian health system. Topics included: interrogating and understanding disaggregated data; analysing barriers to access; assessing international experience in promoting health equity. For Options/DFID. Nigeria, September 2009.

**Health sector case study – Zambia** See 'Evaluation of the Joint Assistance Strategy for Zambia', below. Mini case study on donors' coordination, harmonisation and alignment in the health sector. With OPM, for Irish Aid/ Danida/ SIDA headquarters. February-March 2010.

**Safe Motherhood Programme – Malawi** Social development inputs to the Malawi Safe Motherhood Programme annual review. Focus on utilisation of high quality ante-partum, intro-partum and post-partum care at health centre and district hospital levels. Issues of particular concern included gender, quality of care, situating the project in the context of national health reforms. December 2003, with Options.

**Sexual and Reproductive Health Review – Malawi** Review of DFID support to Banja la Mtsogolo Integrated Sexual and Reproductive Health Programme, examining availability of the service to poor people, collaboration between the NGO and government, capacity building component, impact on HIV awareness and behaviour change. Malawi, December 2003, with Options.

**Medicines Transparency Alliance – Global** Quality assurer for terms of reference for the review of MeTA's pilot phase, and QA for the first draft of the evaluation report. November 2009 and April 2010, DFID.

## GOVERNANCE

Research project Part of a team managing a DFAT-funded research project on '**Gender and Thinking and Working Politically**'. The research covered 15 short case studies, a bibliometric analysis and five in-depth case studies. July 2016 – Sept 2017.

**Governance Specialists' workshops – AusAID and DFAT, Pacific region and Asia region** For detail see 'facilitation and training' section, below.

**Power Mapping and Political Economy Analysis – Ethiopia** For Girl Hub Ethiopia (Nike Foundation + DFID). For detail see 'gender' section, above. Oct-Dec 2012.

**The Political Economy of Growth: A DFID and World Bank Workshop** Supported the planning and execution of a workshop for 30 DFID and World Bank staff. Key questions included the theoretical role of politics in growth diagnostics, and the challenges of operationalising political economy analysis in the context of economic tools. November 2008.

### **Governance Advisers' Professional Development Retreats**

Facilitator of DFID Governance Advisers' retreats in UK, Ethiopia (Africa region), and Thailand (Asia region). Key issues included updating DFID's governance strategy, drivers of pro-poor change, governance and growth, climate change, gender. Worked closely with retreat planning teams during preparation, the actual events, and follow up to the retreats. Designed the programme, commissioned academic research, undertook detailed planning of each retreat session, assembled expert panels, designed participant learning activities.

- May, September, and October 2005 (regional retreats of 40-60 people).
- November 2006 event included more than 160 participants, and 30+ presenters (preceded by seven months' preparation).
- October 2008, for a global retreat of 180 people, including governance, humanitarian and conflict advisers (seven months' preparation, with SDD).

## SOCIAL PROTECTION

**Uganda Expanding Social Protection, Phase 2: Annual Review** Annual review of Phase Two of Uganda ESP, a DFID-funded cash transfer programme for older Ugandans. Key themes included the transition from a donor-supported programme to a wholly government-implemented programme, integration of a disability emphasis, logistics of delivering cash transfers to senior citizens. With DFID adviser Sally Duncan. Contracted by The Policy Practice. May-June 2019.

**Uganda Expanding Social Protection, Phase 1: End of Project Lesson-Learning Review** Short review of Phase One of Uganda ESP, a DFID-funded cash transfer programme. Themes included: old age grants, targeting and sustainability, linkages to other Government programmes and DFID sector programming. With DFID adviser Rachel Hinton. Oct-Nov 2016.

**Kenya Social Protection Sector Review** Quality assurance of the sector review report; providing QA for penultimate draft of the report, checking for coherence and completeness, and for robustness of conclusions and recommendations. Government of Kenya and World Bank. December 2011.

**Ethiopia's Productive Safety Net Programme (PSNP 1)** Part of a team commissioned to produce a short 'glossy' document, to disseminate lessons learned in the PSNP. Work included: analysis of the PSNP's impact; consultation with target audiences; drafting and final edit. DFID, early 2007.

**Ethiopia's Food Security Programme (PSNP 2)** Social appraisal for the second phase of Ethiopia's Productive Safety Net. Issues covered included: extremely ambitious graduation targets, gaps in targeting, mainstreaming gender, extra efforts to include particularly vulnerable groups, benefit incidence of public works project. DFID, October 2009

**Food for Work Programme – Georgia** Evaluation of Food for Work Programme, Georgia. Part of a global evaluation of World Vision's food for work programming. Lines of inquiry included sustainability, targeting, and impact. July 2008

## LIVELIHOODS

**Livelihoods and Change in Bangladesh** Lead researcher for "Breaking New Ground: Livelihood Choices, Opportunities and Tradeoffs for Women and Girls in Rural Bangladesh." The work helped to shape DFID Bangladesh's understanding of the impact of change on women and girls in rural areas – both positive and negative – and proposed ways in which programming might be affected. Extensive village field work. With Simeen Mahmud, Kazi Ali Tofique and Cate Turton. (March – April 2004)

**Gender and Livelihoods – Bangladesh** Synthesis of three papers on livelihoods and gender, for DFID Bangladesh. February 2005.

## REVIEWS, QUALITY ASSURANCE & PROGRAMME SUPPORT

**Evaluability Assessment: DFID** Assessment of the evaluability of DFID's gender programming and their empowerment and accountability portfolio. Part of a 4-person team covering theories of change, evaluation questions, data availability and the feasibility of a macro-evaluation planned for 2012-2016. Spring-summer 2012.

**Review of the Chronic Poverty Research Centre** The Chronic Poverty Research Centre is a ten-year programme of research produced by a consortium of research institutes including ODI, PLAAS, BIDS, the University of Manchester, and several research institutes in India. This review of the CPRC focussed on policy impact in the years 2005-2010, assessing the extent to which CPRC research and related activities had an effect on policy in the North and the South. The review encompassed measurable changes in Poverty Reduction Strategies, and in donor policy and practice. Feb-May 2011.

**Quality Assurance: DFID Evaluation Department** DFID recruited a small panel of evaluation expertise to quality assure large evaluations (design, TOR, and draft reports). Sam was one of nine panellists with a call-down contract to provide this quality assurance support to DFID's Evaluation Department. QA assignments included the Medicines Transparency Alliance TOR, Education for All Initiative TOR, the Evaluation of Irish Aid-DFID Assistance to Tanzania, Country Programme Evaluation for DFID Southern Africa, Review of the Zimbabwe HIV/AIDS Extended Programme of Support, Evaluation of the Latin America Programme Partnership Agreement, Health Results Innovation Trust Fund, and TOR and final reports for several HIV/AIDS studies. 2009 to 2012.

**Social Development Advisory Support – Albania** Provided social development advice to DFID’s Albania team during the staff advisor’s maternity leave. Main input was during January 2006 programme scoping mission. Key challenges included balancing poverty-specific programming with strengthening central government systems; promoting social inclusion; gender and ethnicity. Intermittent throughout 2006.

**Social Development Review – Bangladesh** Technical review of DFID Bangladesh Project Concept Note. Proposed project was the establishment of a foundation-based competitive research fund to stimulate the provision of agricultural technology for poor people in Bangladesh, particularly women and girls. Social development advice focused on improving the proposed project’s poverty impact and improving the logical framework. January 2004.

**theDLgroup internal quality assurance roles:** Transparency International Programme Partnership Agreement Review (2012); Literature review of best practices in citizenship and governance programming (Plan UK 2012); Plan UK Programme Partnership Agreement Review (2011); Programme Evaluation of the Global Forest and Trade Network (WWF 2012)

## RECORD OF EMPLOYMENT

**Current**                    **Independent Consultant and Associate of The Policy Practice.**

**2014 – 2018**            **Social development specialist and senior manager, Palladium (new brand for GRM/ IDL)**

**2003 – 2014**            **Principal Consultant, theDLgroup (In 2014, theDLgroup was purchased by GRM)**

**1999 – 2003**            **Social Development Adviser – British Department for International Development, Zambia**

- Provided social and poverty analysis at design, implementation and evaluation stages of major DFID country programmes in education, health and HIV/AIDS.
- Enhanced the poverty impact of development projects across the DFID Zambia portfolio, including anti-corruption, microfinance, and livelihoods.
- Contributed to Zambia’s poverty reduction strategy (PRSP) process: member of working group on governance and democratisation; provided relevant regional models for poverty monitoring frameworks; helped ensure that DFID investments were consistent with PRSP objectives; supported civil society participation in the PRSP process.
- Managed DFID support to UNICEF’s Orphans and Vulnerable Children programme (education, health and advocacy). Extensive inputs around programme design, monitoring, and PRSP linkages.
- Advised DFID-funded nationwide civil society project on women’s human rights (including campaigning strategies, legislative reform and annual review of village- and district-level advocacy training). Appraised innovative civil society – parliamentary capacity building programme in Malawi.
- Drafted terms of reference, recruited and managed consultants and contracts.
- Performed high-quality staff appraisals and initiated mentoring programmes.

**1997 – 1998**            **Human Rights Consultant – DFID, London**

- Drafted Human Rights Assessment Framework and policy background paper for a Human Rights Approach to Development for DFID’s Government and Institutions Department. Emphasis on civil and political rights. Highlighted key conceptual issues, outlined practical implications for field staff, emphasised mainstreaming techniques, and noted risks and benefits of a human rights approach.

**1993**                    **Electoral Consultant – International Foundation for Electoral Systems, Washington DC and Malawi**

- Observed the Malawi National Referendum throughout registration, campaign, and election periods (three months in the field). Organised and supervised monitoring in the Southern Region during referendum day.
- Investigated electoral procedure irregularities and reported on alleged human rights violations in villages and towns in Northern and Southern regions.

**1993 Congressional Fellow – Senate Subcommittee on Africa, Washington DC**

Drafted legislation on US-Africa policy, foreign aid, and human rights.

- Briefed the Senator and the Committee on political and economic developments throughout the continent.
- Worked with NGOs, the State Department, and House and Senate staff from both parties to develop Congressional policy positions on Africa.

## **OTHER INFORMATION**

### **AusAID approved Personnel/ Specialist**

Sam, through *theIDLgroup*, is an approved AusAID contractor for the AusAID Aid Advisory Service Panels (2013-2016). She is approved to provide aid advisory services for the follow panel categories:

- Category 1: Design - 1.1 Strategic Programming
- Category 1: Design - 1.4 Theory of Change/Program Logic Facilitation
- Category 4: Research - 4.1 Research of the Aid Advisory Service Standing Offer
- Category 8: Gender - 8.1 Gender
- Category 10: Social Development - 10.2 Social Development

### **Professional Development**

- Safeguarding and child protection, one-day course, Bristol. (2018)
- Impact Evaluation, a 5-day course offered by University of London and 3ie (2014)
- 'Leading the Way', a 3-day internal GRM management course (autumn 2014)
- The art and skill of facilitation, theIDLgroup, 2006 (3 days)
- Training of trainers, theIDLgroup, 2004 (1 week)
- Mainstreaming HIV/AIDS, JSIUK, 2004 (1 day)
- Social protection training week, Institute of Development Studies, 2002
- Influencing skills, 2001 (3 days)
- Management training (1 week), DFID/Coverdale, 2002
- Programme and project cycle management, DFID / University of Wolverhampton, 1999 (1 week)

*June 2019*