

Nationality	Australian, British dual
Date of Birth	14th May, 1953
Qualifications	1990, Graduate Diploma in Systems Agriculture, University of Western Sydney
Home Address	16 Wildman St., Clayfield, Queensland 4011, Australia
Main Expertise Areas	Country level, programme and activity evaluation and review. Program and Project Planning and Development, Design and Appraisal, Project Management and Implementation.
Country Experience	Australia, Cambodia, China, India, Indonesia, Lao PDR, Malaysia, Papua New Guinea, Philippines, Singapore, Solomon Islands, Sri Lanka, Thailand, Timor Leste, United Kingdom, Vietnam.
Agency Experience	APEC Secretariat, ASEAN Secretariat, DFAT (AusAID), Care Australia, Department of Agriculture, Australia, Government of PNG, IFAD, ILO, UNDP, UNICEF, UNODC, Voluntary Service Overseas, World Bank (FIAS).
Specific Sector Experience	Agriculture/Rural Development, Conflict Transformation, Disaster Recovery & Risk Reduction, Economic Development, Education, Energy, Environment, Governance, Health, Justice, Non-Government, Poverty Reduction, Regional Development, Telecommunications, Transport Infrastructure, Water & Sanitation.
Languages	English – mother tongue, Bahasa Indonesia – good, Tok Pisin – good
Employment History	<p>1991- Project Design & Management Pty Ltd Director, currently General Manager and Company Secretary</p> <p>1991- Mike Freeman & Associates Pty Ltd Director and Company Secretary</p> <p>1999- 2003: Coffey MPW Institutional Development & Training Coordinator (and Deputy Team Leader), Bapedal Regional Institutional Strengthening Project, Indonesia (Indonesian Ministry of Environment, AusAID)</p> <p>1993-95: PDM/ANUTECH Team Leader, Kandrian Gloucester Integrated Development Project (AusAID)</p> <p>1989-91: CARE Australia Implementation Co-ordinator</p> <p>1986-89: Government of Papua New Guinea Staff Development and Training Advisor, South Simbu Rural Development Project (GOPNG/AusAID/IFAD)</p> <p>1984-85: Voluntary Service Overseas, Papua New Guinea Field Officer, Highlands Region</p> <p>1982-83: Voluntary Service Overseas, Indonesia Assistant Field Officer</p> <p>1980-82: Department of Public Works, Indonesia Editorial Advisor and English Language Teacher (through VSO)</p> <p>1978-80: Mercury House Publications, UK Editor "Electrical Equipment" magazine</p> <p>1976-78: IPC Publications, UK Technical Correspondent "Electrical Times" magazine</p>

Assignments below are grouped by: 1) Evaluation; 2) Design; and 3) Long-term Implementation

1) Programme/Project Review, Monitoring and Evaluation Roles

<p>Palestine April 15 Design Appraisal NGO Program</p>	<p>Independent Appraiser - AMENCA Phase 3 – Connecting Farmers to Markets. Conducted independent appraisal of the Investment Design Document for the Australia Middle East NGO Cooperation Agreement Program - Phase Three. Also assisted DFAT to make changes to the IDD prior to peer review and finalisation of the design. Work undertaken in Australia. (DFAT)</p>
<p>Indonesia November 13 to August 14 Country Programme Evaluation</p>	<p>International Independent Evaluator – UNDP Country Programme Indonesia. Led a two person independent team undertaking a mid-term evaluation of UNDP's country program in Indonesia. The country program is geared to Indonesia's medium term development plan and is undertaking initiatives in poverty reduction, local governance, environment, and conflict and disaster preparedness and planning. The evaluation was conducted at program outcome and output level and covered</p>

	contributions of all projects in the UNDP Country Programme. Prepared evaluation plan and methodology and conducted visits and interviews with the team. Prepared detailed profiles of results in all output and outcome areas. Drew together results in a comprehensive main report, which placed UNDP's achievements within UNDP's global Strategic Plan, the Indonesia UN Partnership for Development Framework and UNDP's Country Programme objectives. Examined and commented upon results according to criteria of relevance, effectiveness, efficiency and sustainability. Made strategic recommendations for management response, particularly in the light of development of the next phase of the Country Programme. (UNDP)
Indonesia October 13 – January 14 Programme Evaluation Governance	International Independent Evaluator – Provincial Governance Strengthening Programme. Led a two person independent evaluation team for the PGSP final evaluation. PGSP is a UNDP program, initiatives of which have included support for the Government of Indonesia to revise legislation on regional autonomy, to develop bureaucratic reform measures at the sub-national level, to institute pro-poor planning budgeting and monitoring, to help sub-national governments meet minimum service standards in education and health. Prepared evaluation plan and led team in the evaluation. Prepared report for UNDP. (UNDP)
APEC December 2012 – September 13 Project Systems Review Economic Development	External Review Consultant - APEC Project Management Unit. Conducted a review of the effectiveness of the Project Management Unit in the APEC Secretariat. Examined current practices and systems for the PMU and for APEC projects and made recommendations for the future. (APEC Secretariat, Singapore)
Indonesia April 13 – June 13 DRR Capacity	Consultant, Mid-Term Review of Capacity Development Support Program (CDSP). Part of two person team reviewing at the mid-term stage progress of CDSP, which assisted Indonesia's National and Regional Disaster Management Agencies to build capacity. (AIFDR – AusAID).
Indonesia November 12 – February 13 Disaster Recovery/Governance	Independent Evaluator (Team Leader) - Technical Support to Rehabilitation and Reconstruction Completion and Continuation Coordination” (TS-R2C3) - led a two-person independent evaluation team at the conclusion of a UNDP support program for the provinces of Aceh and North Sumatra in the transition from BRR, a special GOI body established to oversee and implement recovery and reconstruction processes after the tsunami and earthquake, back to normal national, provincial and district government arrangements. Prepared evaluation plan and led team in the evaluation. Prepared report for UNDP. (UNDP)
Indonesia September - November 12 Disaster Recovery/Employment	Independent Evaluator (Team Leader) - Rural Roads Programme - led a two-person independent evaluation team at the conclusion of a UNDP/ILO support program for the province of Aceh and the island of Nias for the encouragement of employment and long-term economic benefit through the construction and/or maintenance of village roads post-tsunami and earthquake. Prepared evaluation plan and led team in the evaluation. Prepared report for UNDP/ILO. (UNDP/ILO).
Indonesia June - August 12 Disaster Recovery/Governance	Independent Evaluator (Team Leader) - Aceh Government Transformation Programme - led a two-person independent evaluation team at the conclusion of a UNDP support program to the Government of Aceh in recovery related capacity building post-tsunami and post-conflict. Prepared evaluation plan and led team in the evaluation. Prepared report for UNDP. (UNDP).
Indonesia March - May 12 Evaluation Migrant Worker Support	Independent Evaluator - Combating Forced Labour and Trafficking of Indonesian Migrant Workers (CFLTIMW) Project, Phase II. Undertook project final evaluation for ILO of this project summarising progress made, and evaluating against the DAC evaluation criteria. Involved focus on capacity building within Indonesian government, trade union and NGO agencies involved in developing protection and economic opportunities for migrant workers and their communities. Also involved evaluation from Indonesia of project progress in receiving countries Singapore, Hong Kong and Malaysia. Prepared evaluation plan and led team in the evaluation. Prepared report for ILO. (ILO)
Indonesia April - June 11 Review DRR	Team Leader - Mid Term Review of Oxfam's Building Resilience Program in Eastern Indonesia. Led a team reviewing progress and lessons learned in Oxfam's community based disaster risk management program in eastern Indonesia. Consulted with a range of local NGOs in Lombok, Timor and Papua and meeting with community members and local government representatives involved in the program. Prepared evaluation plan and led team in the evaluation. Prepared report for AIFDR. (AusAID - AIFDR).
Indonesia Feb - July 11 M&E Aid Effectiveness	Consultant. Responsible for assisting to develop the Indonesia Country Report for the OECD 2011 Paris Declaration Monitoring Survey. Worked with Bappenas as National Coordinator and UNDP as the Donor Focal Point to compile and analyse quantitative and qualitative data from the

	Government of Indonesia and over 30 bilateral and multilateral Development Partners into a report for presentation to the OECD and in preparation for the Busan High level Forum in November 2011. Drafted all sections of Indonesia's Country Report with statistical assistance from a UNDP Specialist. (UNDP)
Indonesia November 10 - March 11 Monitoring & Evaluation Justice	Consultant (M&E) - UNODC anti-corruption projects in Indonesia. Worked with UNODC Jakarta to put into place a baseline of monitoring information and an M&E plan for EU and Norwegian Government funded projects in anti-corruption being implemented in conjunction with the KPK (Indonesian Corruption Eradication Commission) and a range of law enforcement agencies. (UNODC)
Timor Leste November 05 – May 06 Program Evaluation Program Design Water & Sanitation	Design Consultant/Independent Reviewer – Working with AusAID to review achievements of the Community Water Supply and Sanitation Program in Timor Leste, in order to produce an independent completion report for the program. Also engaged to assist in the preparation of a Scope of Services for the successor RWSSP program for the next ten years. (AusAID)
Indonesia July 05 – March 06 Program Evaluation Disaster Recovery	Evaluation Team Member –The mission looked at effectiveness, efficiency and appropriateness of AusAID's immediate response (26/12/05 to mid-February 2005) to the Indian Ocean tsunami disaster and recommended measures that can help to improve response in the future. Undertook field visits to Banda Aceh and Jakarta to interview international NGO, UN and GOI recipients of AusAID support. Also interviewed AusAID and AIPRD staff members, members of the Australian Defence Force and staff from other donor organisations. (AusAID)
Indonesia January 05 Disaster Assessment Disaster Recovery	Temporary assignment - Aceh tsunami emergency - for UNDP to Banda Aceh to assist in assessment of the disaster in early January 2005. Worked on interviews with survivors regarding their experiences and their immediate requirements and assisted in preparation of materials on livelihoods for the Consultative Group on Indonesia assessment as coordinated by the World Bank in Jakarta (UNDP).
Indonesia May – July 98 Evaluation Health	External Consultant responsible for participating in an evaluation of area based planning & budgeting processes used by the Government of Indonesia and UNICEF. (UNICEF).
Indonesia October 97 – February 98 Lessons Analysis Multi-sectoral	Consultant, Eastern Islands Lessons Learned Study. Researched and wrote a study identifying lessons learned from the experience of AusAID and other donors in the implementation of development cooperation programs in the eastern islands of Indonesia. (AusAID).
Australia/ Solomon Islands December 96 – September 97 NGO Accreditation	NGO Accreditation Consultant, AusAID/CDC NGO Accreditation Exercise. Responsible as one of two AusAID appointed representatives in a four person AusAID/CDC team for the conduct of a desk review of non-governmental organisation submissions for accreditation to AusAID. Also included reviews of NGO organisations in Australia and the Solomon Islands. (AusAID).
Indonesia November 95 – Feb 97 Project M&E Environment	Team Leader of a Technical Advisory Group for the Nusa Tenggara Timur Watershed Management Planning Project. Responsible for examining, analysing and reporting on project progress and for recommending changes for the latter stages of the project. (AusAID).
Indonesia May – July 91 Project Review Transport Infrastructure	Institutional Development and Training Consultant for the mid-term review of the Inter-Urban Bridge Management System Project. Responsible for examining progress of the project in attaining its institutional and human resource development goals. (AusAID).
2) Programme & Project Design Roles	
Australia August 15 Program Design Agriculture	Consultant – Design Services. Assisted the Australian Department of Agriculture to finalise a program proposal for Information Systems for Pest Surveillance and Reporting in South East Asia and Papua New Guinea. Refined logical framework and associated schedules and helped edit the final proposal. (Department of Agriculture, Australia).
Indonesia June 14 – October 14 Program Design Infrastructure	Design Team Leader. Leading team conducting first phase of design for the Indonesia Infrastructure Assistance Program. Conducted initial design mission and produced Options Paper outlining design decisions for this \$130 million per year initiative. (DFAT)
PNG December 12 – October 14 Design Support Law and Justice	Design Support Advisor - for the Justice Services and Stability for Development investment under DFAT's assistance program to the PNG Law and Justice Sector in Papua New Guinea. Provided design support to DFAT's law and justice team in Port Moresby in the development of the new phase of support to the sector. (DFAT)

Indonesia Nov 12 – Mar 13 Administrative effectiveness	Design Consultant - Policy Coordination Facility (Indonesia). Assisted AusAID Indonesia to formulate a design for a four year facility to assist in administrative effectiveness of Australian Official Development Assistance (ODA) in Indonesia. (AusAID)
Australia March - December 12 Program Design Agriculture	Project Design Consultant - Improved Animal Welfare Program. Designed a program of support for improving livestock welfare systems and procedures in ODA eligible countries importing Australian livestock. Included working with the Department of Agriculture, Fisheries and Forestry to develop program management systems for this 4 year program. (DAFF).
PNG October 12 Transport Infrastructure	Design Consultant - Transport Sector Support Program Phase 2 - Based on the design document for this program and on discussions with AusAID's Transport Infrastructure personnel in PNG, produced a draft scope of services for the program (AusAID).
Indonesia/Australia March - April 12 Design DRR	Design Consultant - UNOCHA Comprehensive Disaster Management Capacity Building Project. Provided assistance in the development of a proposal by UNOCHA for a project to help the Government of Indonesia at sub-national level to develop capacities in disaster contingency planning. (AusAID - AIFDR).
Lao PDR, Cambodia & Vietnam November 11 - May 12 Design NGO Sector	Team Leader - Australia Mekong NGO Engagement Platform Design. Lead a team of independent consultants and AusAID staff to analyse the rationale and design the architecture for a new approach to supporting partnerships between AusAID and NGOs in sectoral approaches to development activities in the Mekong. Undertook consultations with AusAID and NGOs in Australia, Lao PDR, Cambodia and Vietnam. Prepared the design for an initial five year support program and associated Scope of Service/Basis of Payment for an administrative support unit. (AusAID)
ASEAN July - September 11 Project Cycle Training Economic Development	Trainer/Facilitator - ASEAN Secretariat. Designed and delivered two short workshops for ASEAN programme governance and administrative officials to assist them to acquire basic knowledge of the project management cycle and to acquire basic skills in effective proposal writing. Also undertook project development work for AADCPII. This assignment was in the context of goals to create an ASEAN Economic Community. (ASEAN Secretariat/AADCPII).
ASEAN June - December 10 Proposal Training Economic Development	Trainer/Facilitator - ASEAN Secretariat. Designed and delivered short-term training for ASEAN Secretariat officials in proposal writing in relation to the provision of program assistance through the ASEAN Australian Development Cooperation Program Phase II. (ASEAN Secretariat/AADCP II)
ASEAN May-June 10 Project Proposals Health	Consultant - Project Proposal Development for Emerging Infectious Diseases. Working with the Programme Facilitator and staff of the ASEAN Plus Three Emerging Infectious Diseases Programme in the ASEAN Secretariat to refine a range of proposals for submission to ASEAN Senior Health Officials. (ASEAN Secretariat)
Indonesia March - April 10 Program Design Poverty Reduction	Program Design & M&E Specialist - Poverty Reduction Support Facility. Working with an AusAID design team to assist in implementation aspects of the design of a facility to assist the National Team (Ministerial Commission) for Poverty Reduction being chaired by the Vice President of Indonesia. (AusAID)
Indonesia November 09 – March 10 Program Design Justice	Costings Expert – Australia Indonesia Justice Program. Working from Australia to develop comprehensive costings, budget estimate, scope of services and basis of payment as part of the design document of the AIJP. (AusAID)
Sri Lanka August - December 09 Design Conflict Transformation	Project Design Specialist – Australian Community Rehabilitation Program Phase 3. Worked with a team of specialists under the direction of AusAID Sri Lanka to design the third phase of a program to assist local groups and communities to initiate and participate in conflict transformation activities in the immediate post-war context and thus to improve social cohesion. (AusAID).
APEC December 08 – June 09 Proposal Systems Economic Development	Consultant - Study of Ranking and Categorisation of APEC's Projects. Worked with APEC Secretariat and AusAID officials on a study that looked at enhancing APEC's system of ranking and appraisal for projects supported under various streams of APEC work. (APEC with AusAID support).
Indonesia August – December 08 Program Design Environment	Team Leader/Project Design Specialist for the facility design for the Indonesia Australia Forest Carbon Partnership. Team leader of three person team designing a facility to deliver the IAFCP. The IAFCP focussed on reducing emissions from forest degradation and deforestation and establishing this as part of future carbon trading systems within the context of the UNFCCC dialogue. (AusAID/Australian Department of Climate Change)

<p>ASEAN October 07 – June 08 Program Design Economic Development</p>	<p>Team Leader/Project Design Specialist – Design Support Team for ASEAN Australia New Zealand Free Trade Agreement. Responsible for developing the first stage documentation for a program of support to the Free Trade Agreement to assist Parties to maximise benefit in the future. (AusAID)</p>
<p>ASEAN September 07 – April 08 Proposal Training Health</p>	<p>Design Specialist/Facilitator – ASEAN + 3 Emerging Infectious Diseases Programme – AusAID/ASEAN Secretariat. Responsible for designing and delivering a series of four workshops for ASEAN Member Country officials working to combat emerging infectious diseases. The workshops were designed to: a) assist proponents of small-scale projects to refine proposals to a standard to enable projects to be implemented; and b) to assist to develop capacity for project design within the ASEAN + 3 EID Programme Facilitation Section of ASEAN Secretariat and within proponent ministries of Member Countries. (AusAID and AusReady)</p>
<p>ASEAN (Indonesia – Philippines) September 06 – August 07 Project Design Economic Development</p>	<p>Design Specialist – East ASEAN Initiative – AusAID Asian Economics Section in conjunction with ASEAN Secretariat. Undertook work on designing a suite of pilot projects for Eastern Indonesia and Southern Philippines based on 24 concepts submitted by regional experts aiming at local economic development (investment, infrastructure and security aspects). Original concepts were presented and peer prioritised by proponents at a series of regional workshops. Responsible for: a) assisting AusAID to source regional experts as proponents; b) assisting to facilitate workshops; and c) working individually with proponents to prepare 5 prioritised full project designs in preparation for tendering. (AusAID)</p>
<p>Indonesia December 05 – April 06 & throughout 06 and 07 Program and Project Design Education</p>	<p>Design Specialist – for formulation of a Strategic Implementation Plan for the AusAID supported Learning Assistance Program for Islamic Schools (LAPIS). This program aimed to support madrasah in selected locations in Indonesia to attain educational quality goals. Work undertaken was to a) work with LAPIS staff to define lessons from the program's first 18 months of operation, with a view to informing strategic planning for the future; and b) work on the production of an updated Strategic Implementation Plan. Further work also undertaken during 2006 and 2007 advising LAPIS on design aspects for various sub-programs. (Through Cardno ACIL for AusAID)</p>
<p>Indonesia March – November 06 Program Design Regional Development</p>	<p>Design Specialist – Project Design & Management was contracted through Cardno ACIL to provide design and M&E services to the ANTARA Program in Eastern Indonesia. Work on formulation of a Program Strategic Framework for ANTARA to assist in the development of local capacity in the context of regional autonomy. (Through Cardno ACIL for AusAID).</p>
<p>PNG May - December 05 Program Design Transport Infrastructure</p>	<p>Team Leader/Program Design Specialist – for a Concept Design Study for AusAID's Transport Infrastructure Support Program (TSSP) for Papua New Guinea. Design for TSSP had a 5-10 year time frame as a sector program approach for Australian assistance bringing together line, central and provincial agencies to work on prioritised maintenance of land, maritime and aviation infrastructure. The TSSP was designed to utilise a partnership framework to assist in bringing public sector reforms, improving coordination between institutional players as well as providing substantial AusAID support for infrastructure maintenance. (AusAID).</p>
<p>Indonesia October 04 – March 05 Program Design Conflict Transformation</p>	<p>Programme Design Consultant for UNDP's Crisis Prevention and Recovery Unit (CPRU) in Indonesia, assisting the unit to formulate a 5 year area focused Peace Through Development Program of assistance for Maluku, North Maluku and Central Sulawesi Provinces. Responsible for working with CPRU staff to formulate the program and to assist them to negotiate with Government of Indonesia at national and local level. Conducted field visits to discuss program concepts and operational methods with local stakeholders. Facilitated development of the program focusing on local governance, social cohesion and local economic development capacities for long-term peace. (UNDP).</p>
<p>Indonesia February – June 04 Program Design Regional Development</p>	<p>Design Specialist for AusAID's scoping mission for an Area Focused Approach to development support for Nusa Tenggara Timur Province (ANTARA). Part of a 5 person AusAID led team visiting 5 local government areas to assess feasibility of adopting a demand driven, local area, multi-sectoral approach to poverty alleviation that grasps the opportunities of regional autonomy. (AusAID).</p>
<p>Indonesia February – June 99 Institutional Development Economic Development</p>	<p>Consultant. Part of a three-person team examining the prospects for establishment of an Investor Assistance Centre for Eastern Indonesia. Responsible for examining and advising on institutional development aspects. Responsible with other team members for preparing a document</p>

	recommending a program for presentation to the Government of Indonesia by the Foreign Investment Advisory Service (FIAS) of the World Bank and International Finance Corporation. (FIAS)
Indonesia May 99 Program Design Training Health	Consultant. As part of a consultancy team offered technical assistance to UNICEF Safe Motherhood Program on preparing design changes as part of AusAID assistance. Work included preparation and delivery of a workshop in the preparation of change frames. (UNICEF)
Indonesia/ Australia July 97 – June 99 Program Design Country Programming	Consultant. As part of a Program Planning Mission Team for AusAID's Indonesia Desk , took part in the mission to Indonesia and drafted a country strategy document. The mission visited selected locations in Eastern Indonesia, including East Timor. Undertook analysis of sectoral issues and prospects for development cooperation. Further work resulting from the mission included a pre-feasibility study/examination of options of AusAID's Small Activity Scheme (which became ACCESS), a review of the Government Sector Linkages Program, and the preparation of terms of reference, scopes of service and bases of payment for a range of pre-feasibility and feasibility/design missions. Also undertook redrafting of a World Bank proposal for AusAID co-financing assistance in the field of water and sanitation policy (WASPOLA), and research for a technical assistance facility for Indonesia to be funded by AusAID (TAMF). (AusAID).
Indonesia October-November 98 Program Management Health	Consultant. Assisted UNICEF to prepare a paper recommending management arrangements for a Safe Motherhood program in West Java . Analysed the program and the existing planning arrangements with Government of Indonesia partners particularly in the light of the financial crisis, and made recommendations for changes to the program. (UNICEF)
Indonesia July – August 98 Institutional Development Environment	Institutional Development Consultant. Part of a two person team undertaking a field appraisal of the design of the national environment agency BAPEDAL Wilayah Denpasar Institutional Strengthening Project (later renamed BAPEDAL Regional Institutional Strengthening Project) in eastern Indonesia. (AusAID through CMPS&F).
China March 98 Program Design Country Programming	Consultant. Part of a team looking at programming possibilities for AusAID in China for the 1998/1999 period. Responsible for preparing and refining all mission documentation, including aide memoire, terms of reference for future missions and activity preparation briefs for potential projects. (AusAID).
Malaysia/ Thailand/ Philippines May – September 97 Project Design Energy	Team Leader for the production of a final design document for the Energy Policy & Systems Analysis Project run under the ASEAN Australia Economic Cooperation Program. Responsible for coordinating the final project design document including the preparation of a logical framework, risk analysis and a revised project narrative. (AusAID).
Papua New Guinea February – June 97 Project Design Transport Infrastructure	Team Leader and Institutional Specialist for the Heavy Vehicle Management Study . Responsible for managing a two-person design study team for a project to strengthen systems to control overloading on heavy vehicles on the Lae City and Highlands Highway road networks. (AusAID through Coffey MPW).
Australia August – November 96 Project Design Health	Consultant and project designer for the Mindanao Community Health Project , Philippines. Responsible for preparing a redesign of the project based on previous AusAID and ADB materials, including an earlier project design document. All work undertaken in Australia. (AusAID).
Cambodia January – June 96 Project Design Justice	Team Leader for the Project Design Mission for the Criminal Justice Assistance Project (Phase 1) . Leader of a team consisting of senior corrective institutions, police, legal and engineering consultants, tasked with determining the feasibility of Australian assistance to Cambodia's criminal justice system. Responsible for supervising design preparation and leading team consultations. Responsible for the preparation and editing of a four volume design document to AusAID requirements. (AusAID)
Indonesia October – December 92 Project Design/ Institutional Development Transport Infrastructure	Team Leader and Institutional Specialist for a project feasibility/design mission for the Kabupaten (District) Bridge Management System Project Feasibility/Design Study . Supervised and participated in the production of a design document to AusAID format. Undertook institutional analysis through detailed discussion with provincial and district public works and planning authorities. (Snowy Mountains Engineering Corporation - SMEC).
India June - July 92 Project Design Telecommunications	Project Design Specialist for a feasibility design study for the Telecommunications Network Management System Project for India . Prepared all materials to AusAID format. (Australian Overseas Telecommunications Corporation now Telstra).

Indonesia April - May 92 Project Design/ Institutional Development Home Affairs	Project Design and Institutional Specialist for a pre-feasibility study for an institutional assistance program for Directorate-General of Rural Development of the Department of Home Affairs . Produced a draft document detailing assistance in corporate planning, development and management information systems, training needs analysis and training systems, job definition and manpower development, computerisation, library systems and publications development. (AusAID).
Australia October 91 Project Design Population	Project Design Specialist for Population Research Project of the Australian National University and the Indonesian Institute of Sciences. Responsible for preparation of all materials to AusAID format. Desk work in Australia. (ANU).
Australia April 91 Project Design Education	Project Design Specialist contracted by Radio Australia (RA). Assisted RA in the design of a project to commence the broadcasting of English Language Courses to Vietnam . (Radio Australia, Melbourne).
Indonesia May - July 1990 Project Design Water Supply Sanitation	Government Institutional Analyst, Nusa Tenggara Barat Environmental Sanitation & Water Supply Project Feasibility/Design Study . Examined the Government of Indonesia institutional framework for project activities and determined linkages for the project at national level. (AusAID).
3) Long-term/Implementation roles	
ASEAN January – June 09 Program Planning/Management Economic Development	Interim Program Coordinator – ASEAN Australia Development Cooperation Program Phase II . Undertook a five month assignment in the ASEAN Secretariat (ASEC) in Jakarta to assist ASEC and AusAID to prepare plans and supporting documentation for this 7 year assistance program related to the establishment of the ASEAN Economic Community. Duties involved assisting the AusAID Program Director and counterparts with day to day management of the program while a permanent coordinator was being recruited. (AusAID)
ASEAN August – December 08 Program Planning/Management Economic Development	Team Member – Implementation Support Team for the ASEAN Australia Development Cooperation Program Phase 2 . Working with AusAID Canberra and AusAID's AADCP2 Program Director in Jakarta on moving AADCP II to implementation. This was in the light of structural change at the ASEAN Secretariat and its work on establishing the ASEAN Economic Community by 2015. (AusAID)
Indonesia July 99 – December 03 Project Management Environment	Institutional Development & Training Coordinator and Deputy Team Leader for BAPEDAL Regional Institutional Strengthening Project , working with the Indonesian Ministry of Environment to develop local action learning oriented training programs targeting environmental management problems in Bali, East and West Nusa Tenggara. (Long term position - AusAID through Coffey MPW).
Papua New Guinea April 93 – June 95 Project Management Rural Development	Australian Team Leader, Kandrian Gloucester Integrated Development Project , West New Britain, PNG. Responsible for field management of the project including 25 full-time staff members and short-term consultancy inputs. (Long term position - AusAID through PDM/ANUTECH).
Indonesia Throughout 1992 Government Systems Multi-sectoral	Author and Institutional Specialist. Preparation of "Pemerintahan Indonesia" publication describing structures, roles, planning and funding mechanisms, relevant regulations and programs of Indonesian Government organisations with which AusAID was cooperating. (AusAID).
Papua New Guinea October – December 91 Project Management Rural Development	Management Systems Consultant for the Interim Support Program of the Kandrian Gloucester Integrated Development Project . Worked with GOPNG staff to design a spreadsheet-based system for project budgeting, accounting and resource management in GOPNG format. (AusAID).
Australia/China 1990-91 Project Management Rural Development	Australia based Project Manager for the Duan Yao Minorities project in South-West China . Provided project and contract management services including contract negotiation and input management from Australia. Undertook supervision mission to Duan County. (AusAID through CARE Australia).
Papua New Guinea November 89 – May 90 Institutional Development Rural Development	Staff Development & Training Specialist, Kandrian Gloucester Integrated Development Project Feasibility Design Study . Prepared institutional inventory, sector paper on human resource development, sector logical framework, and indicative training plan and duty statements for project staff. (AusAID).
Papua New Guinea July 86 - June 89 Institutional Development	Staff Development & Training Advisor, South Simbu Rural Development Project . Responsible for needs analysis, program design, implementation and evaluation for project related training activities. (Long term position - GOPNG/IFAD/AusAID).

Rural Development Papua New Guinea 1984-85 Agency Coordination	Field Officer, Voluntary Service Overseas , Highlands Region, PNG
Indonesia 1982-83 Agency Coordination	Assistant Field Officer , Jakarta, Indonesia
Indonesia 1980-82 Volunteer Position Public Works	Editorial Adviser/English Teacher , Department of Public Works, Bandung