

CURRICULUM VITAE – George Norman COLLETT

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Date and place of birth: June 9, 1955, Australia; Nationality - Australian

Academic qualifications:

1980 **B.Ag.Sc.**, University of Adelaide (Agricultural Economics, Statistics, Agronomy)
1982 **Grad. Dip. Env. St.**, Uni. of Adelaide (Env Economics, Env Policy, Env Law, Statistics)
1991 **MA (Dev. St.)**, Flinders University (Development Economics and Sociology)

Professional associations:

Member, International Development Evaluation Association
Member, Southeast Asia Community of Practice for M&E of Climate Change Interventions

Languages: English (fluent), Tok Pisin (working knowledge - spoken and written), Spanish (working knowledge - spoken and written).

Country experience: Australia, Bangladesh, Bhutan, Bolivia, Cambodia, East Timor, Eritrea, Ethiopia, Fiji, India, Indonesia, Kenya, Laos, Myanmar, Nepal, Palestinian Occupied Territories, Papua New Guinea, Philippines, Samoa, Solomon Islands, Tanzania, Tonga, Thailand, Vietnam, Vanuatu.

Long-term positions held:

Dec 2014-current **Chief Technical Adviser/Team Leader** Laos *Northern Uplands Development Programme*. A multi-donor, programme-based approach in 3 northern Lao provinces in the agriculture and rural development sector covering: local governance and planning, strengthening farmer organisations, supporting the delivery of public sector agricultural services to remote communities, improving food security and nutrition of vulnerable households, preparing a medium-term uplands development strategy, and developing government capacity to manage ODA funded programmes (NIRAS).

2002-current **Director**, Project Design and Management Pty Ltd, Canberra, Australia.

Apr 2011-Apr 2012 **Monitoring and Evaluation Specialist** Supporting the Fund Board and Fund Management Office in the development of M&E approach including: logframe revision, selection of indicators, tools for information collection, database for tracking progress and performance of over 30 implementing partners, baseline survey and impact evaluations for the overall program and major sub-programs

in different agro-ecological zones across Myanmar. Training of program staff and officers from implementing partners to monitor and evaluate the USD \$160m multi-donor Myanmar *Livelihoods and Food Security Trust Fund*, Yangon (UNOPS).

Jan 2010-Mar 2011

Monitoring and Evaluation Specialist Design of the M&E framework, procedures, tools and methodologies. Negotiation of information needs and reporting formats with all key stakeholders. Development of outcome indicators and evaluation methodologies, including baseline information, covering social and biophysical impacts and outcomes. Field testing of tools and methods. Design and oversight of studies (quantitative and qualitative), and contracting of research organisations where required. Training of project staff in M&E. Documentation of the framework and constituent tools and procedures. *Indonesia-Australia Forest Carbon Partnership*, Jakarta (Consultant to Aurecon/IDSS Pty Ltd/Euroconsult Mott MacDonald).

1997-2002

Independent consultant

1992-1996

Senior Staff Socio-Economist, ANUTECH Development International, Australian National University, Canberra, Australia. Short-term consulting in project planning/design, project monitoring and evaluation, social forestry and rural development; managing ANUTECH's professional development/training program including design and delivery of training in project planning and M&E; directing projects.

1992

Lecturer at Flinders University, Australia. Development and presentation of lecture series in Development Theory and Agrarian Transformations.

1992

Lecturer at University of Adelaide, Roseworthy Campus, Department of Natural Resources, **Australia**. Development and presentation of courses in Natural Resource Assessment, Resource Mapping, and Remote Sensing.

1990-1991

Environmental Expert, Ethiopian Valleys Development Studies Authority, Addis Ababa, Ethiopia for Richard Woodroffe and Associates (African Development Bank). Institutional strengthening and HRD for a new paramount agency for natural resource management and planning (including the development of river basin master plans).

1988-1990

Socio-economist, Economics Unit, PNG Coffee Industry Board Goroka, Papua New Guinea (Australian Centre for International Agricultural Research). Smallholder coffee research. Design, implementation and analysis of socio-economic surveys covering both formal sample surveys and participatory approaches.

1983-1985

Management Adviser, for the Cooperativa Integral Campesina ("COINCA"), Tarija, Bolivia, (IVS, Inc, Washington D.C. funded by USAID). Institutional strengthening, organisational development and agricultural extension. Support to income generation and livelihood

activities in member communities. Evaluation of the effectiveness of agricultural support and extension programs.

Short-term consultancies:

- Nov 2014-ongoing **M&E Adviser** (7 days on mission, plus 20 days intermittent short inputs) Member of the joint appraisal mission for the Lao PDR *Poverty Reduction Fund Phase II* a program delivered using a community-driven development approach. Providing continuing advisory support in performance assessment, M&E and MIS (World Bank and other donors).
- Oct 2014 – Jun 2015 **M&E Specialist** (30 days). Conducting the analysis and documentation of a Village Organisation Study conducted under the Myanmar *Livelihoods and Food Security Trust Fund* (LIFT) designed to assess the roles, representation and sustainability of village-level organisations established or supported under LIFT (UNOPS).
- Oct 2014 **M&E Adviser** (21 days) Supporting the Lao *Poverty Reduction Fund Phase II* (World Bank and other donors) to strengthen its M&E systems and performance reporting. Review of indicators, associated data collection tools and procedures, management information system, data collation and analysis, and staff resources and capacities. Providing recommendations, guidelines and training to address issues and constraints.
- May 2014 – ongoing **M&E Specialist** (intermittent short-term inputs totalling 11.5 months) Supporting the *Mekong Region Land Governance Project* (SDC), based in Laos but covering Cambodia, Laos, Myanmar and Vietnam, to revise the project logframe, develop an M&E strategy and framework, design baseline studies, develop M&E tools, and train National Land Governance Facilitators (Land Equity International).
- May 2014 – Jun 2014 **M&E Consultant** (7 days) Supporting World Bank task teams in Laos and implementing agencies to strengthen results frameworks and associated M&E arrangements for selected World Bank financed projects covering a range of sectors including agriculture, water resource management, provincial and district planning, education, health and roads. Reviewing the Lao Country Partnership Strategy. Conducting training in results frameworks and performance information (World Bank).
- Nov 2013 – Mar 2014 **M&E Consultant** (19 days) Supporting World Bank task teams in Cambodia and implementing agencies to strengthen results frameworks and associated M&E arrangements for 9 World Bank financed projects covering a range of sectors including agriculture/land allocation, governance, budget and finance, trade development, higher education, health and roads. Reviewing the Cambodia Country Partnership Strategy. Conducting training in results frameworks and performance information (World Bank).
- Jun 2013 – Apr 2014 **Senior M&E Officer** (11 months with time out to complete on-going commitments on other projects and programs) for the Myanmar *Livelihoods and Food Security Trust Fund* (LIFT) designing and

- overseeing large household baseline and mid-term surveys for new and on-going subprograms, supporting implementing partners to develop effective M&E systems, strengthening LIFT's performance information and socio-economic research capacities. Included design of a large household livelihoods, food security and consumption expenditure survey (3,200 households including a control); a nutrition survey covering 3,300 children under five (including a control); and a qualitative survey of village organisations (UNOPS).
- Jun 2013 – Jul 2013 **M&E Consultant** (7 days) Supporting the World Bank Regional Office draft the results framework and associated M&E arrangements for the new Thailand Country Partnership Strategy. (World Bank).
- Apr 2013 – May 2013 **Project Evaluation Consultant** (10 working days) Evaluating the Mongolia *Community Driven-Development for Urban Poor in Ger Areas* Project and preparation of a project completion report. The project aimed to empower local communities through increased participation in local governance and management of community infrastructure and income-generating projects (ADB).
- Mar 2013 – Dec 2014 **M&E Specialist** (100 working days of intermittent inputs) to contribute to the design of the new 5 year phase of the Australia-PNG Law and Justice Sector Program. Developing the theory of change, identifying appropriate outcomes, designing the results framework and associated program performance assessment framework covering effective legal services (including policy and legislation, policing, prosecution, courts, anti-corruption, family and sexual violence etc) and new approaches towards community safety and stability (Australian DFAT, formerly AusAID).
- Nov 2012 – Mar 2012 **Consultant – Performance Information** (29 days) Supporting Laos PDR country task teams and implementing agencies to strengthen results frameworks and associated M&E arrangements for 12 World Bank financed projects covering agriculture and rural livelihoods, environment, forestry, health, roads, provincial and district governance, budget and finance, trade development, hydropower and mining sectors. Reviewing the Lao PDR Country Partnership Strategy. Conducting training in results frameworks and performance information (World Bank).
- May 2012 – Jul 2012 **Contract M&E Expert** (28 days part-time) conducting analysis (SPSS) and documenting the 4,000 household baseline survey for Myanmar *Livelihoods and Food Security Trust Fund* (recently published and on LIFT's website) and providing other *ad hoc* M&E advice (UNOPS).
- Apr 2012 – Jun 2012 **Team Leader/Project Design Expert** (1.5 months) for the Mid-Term Review of the *Sustainable Management of Land and Environment Project*, Zanzibar a project to strengthen governance of land, land use planning and the environment. Redesign of the project including Results Framework, team composition/TOR, and budget. (Consultant to the Ministry of Foreign Affairs of Finland).

- Sep 2010 – Jan 2012 **Programme Design Expert** (3 months of intermittent inputs) to develop UN-HABITAT's Land Programme strategy and associated project briefs promoting land reform, improved land management and administration, recognition of property rights and security of tenure. Development of the 5 year programme document, logical framework, M&E strategy and budget including roles for UN-HABITAT, other multilateral agencies, NGOs and grassroots organisations. (Consultant to UN-HABITAT).
- May 2010 – Jun 2010 **Evaluation Team Leader** (4 weeks) Conducting a final evaluation of the *Innovation Support Fund* (ISF) – a component of the *Philippines-Australia Land Administration and Management Project* (AusAID). Assessing the relevance, efficiency, effectiveness, outcomes and sustainability of support to local governments covering all aspects of land governance and associated fiscal management including real property taxation, land planning and information systems, and security of tenure. (Land Equity International)
- Sep 2009 – Oct 2009 **Monitoring and Evaluation Adviser** (6 weeks) Design of final impact studies and collation of evaluation information prior to project completion. Indicators and evaluation methods were developed to assess outcomes of land titling, one-stop-shops, land valuation, land administration and valuation education, and land policy development. Development of LAMP sustainability strategy and handover plan. *Philippines Land Administration and Management Project* (World Bank/AusAID). (Consultant to Land Equity International Pty Ltd).
- Jul 2009 – Dec 2009 **Evaluation Expert** (10 weeks: 2.5 weeks in Nairobi and 7.5 weeks in home base). Leading the Mid-Term Assessment of the Global Land Tools Network - a project under UN-HABITAT that aims to alleviate poverty through land reform, improved land management and security of tenure. Designing the evaluation strategy and tools, conducting interviews, analysing questionnaire responses and documenting the findings, recommendations and lessons. (Consultant to UN-HABITAT).
- Jun 2009 – Aug 2009 **Coffee Industry Expert/Design Team Member** (6 weeks) Designing interventions to support smallholder coffee production in Papua New Guinea, covering smallholder productivity, quality, processing and marketing. Project preparation for the World Bank's *PNG Productive Partnership in Agriculture Project* (Consultant to URS).
- Mar 2009 – Apr 2009 **Project Planning Expert** (6 weeks) Supporting project staff in the redesign of the *Philippines Land Administration and Management Project* (AusAID/World Bank). Documentation of the Project Implementation Plan for the remaining 2.25 years of implementation including compilation of activity, resource and cost schedules and summary budgets for government, AusAID and World Bank expenditure. (Consultant to Land Equity International Pty Ltd).

- Sep 2008 – Dec 2008 **Evaluation Team Leader** (6 weeks) Conducting an independent review of the Innovation Support Fund (ISF) – a component of the *Philippines-Australia Land Administration and Management Project* (AusAID). Assessing the relevance, achievements, efficiency, effectiveness, impacts/outcomes and sustainability of small grant support to ten local level government administrations. Support was designed to strengthen land planning and administration, financial management and accountability and covered real property taxation management, land information systems, one-stop-shops, and land titling. (Land Equity International)
- Jul 2008 – Aug 2008 **Socio-economist** (3 weeks) Conducting a review of smallholder coffee production in Papua New Guinea, examining research and past development assistance, focussing on the socioeconomic constraints affecting the productivity and quality of smallholder production, processing and marketing, including factors influencing household decision-making. Providing analysis and recommendations for the proposed *PNG Productive Partnership in Agriculture Project* (World Bank/FAO).
- Jun 2008 – Jul 2008 **Monitoring and Evaluation Expert** (3.5 weeks) Revising the *Lao Land Titling Project's* M&E Framework to meet the requirements of the new National Land Management Authority and Provincial Land Management Authorities. Conducting training for NLMA and PLMA staff. (AusAID/World Bank). (Consultant to Land Equity International Pty Ltd)
- May 2008 – Aug 2008 **Monitoring and Evaluation Expert** (1.5 months) Independent Completion Report evaluating the *ASEAN-Australia Development Cooperation Program* (AusAID). Assessing relevance, effectiveness, efficiency, outcomes/impacts and sustainability of AADCP, a program of economic research, partnerships, and capacity building that aims to support ASEAN in its path to regional economic and social integration.
- Feb 2008 – May 2008 **Planning / Monitoring and Evaluation Adviser** (2 months in 2 inputs) Supporting project staff in the collection and analysis of progress and performance information, identification of lessons, and determining new project directions for the last 2.5 years of the project (options to maximise achievement of objectives, outputs and expected outcomes). Assisting in facilitation of meetings and workshops on strategic directions, and documentation of a mid-term report for development partners. Annual plan and budget preparation. *Philippines Land Administration and Management Project* (AusAID/World Bank). (Consultant to Land Equity International Pty Ltd).
- Sep 2007 – Jan 2008 **Monitoring and Evaluation and Learning Strategy Adviser** (4 months of input) Supporting the Government of the Cambodia in the development of M&E plans and results frameworks for good governance proposals from four reform-oriented state agencies, and

for a development marketplace mechanism that funds civil society organisations to promote social accountability managed by The Asia Foundation. Development of a learning strategy for the overall project. Support to project design, resource scheduling and budgeting. Cambodia *Demand for Good Governance Project* (World Bank).

- Nov 2007 **Monitoring and Evaluation Expert** (1 month) *Trade Analysis and Reform Project*: a regional training project to develop agency skills in trade research and policy development to support trade reform. Working with the AusAID Mid-Term Review (MTR) Team in developing the review methodology and associated instruments, conducting the review (with short visits to Cambodia, Laos, Thailand and Vietnam) and analysing the findings. Responsible for documentation of the MTR report (AusAID).
- Jul 2007 – Aug 2007 **Planning / Monitoring and Evaluation / Management Information Systems Adviser** (6 weeks) Design of evaluation studies and associated tender documentation. Training LAMP staff in monitoring and evaluation tools and procedures. Philippines *Land Administration and Management Project* (World Bank/AusAID). (Consultant to Land Equity International Pty Ltd).
- Jan 2007 – Mar 2007 **Planning / Monitoring and Evaluation / Management Information Systems Adviser** (2 months) Development of the Project annual workplan and budget to meet the requirements of the Government of the Philippines, the World Bank and AusAID. Philippines *Land Administration and Management Project* (World Bank/AusAID). (Consultant to Land Equity International Pty Ltd).
- Oct 2006 – Nov 2006 **Planning / Monitoring and Evaluation / Management Information Systems Adviser** (1 month) Philippines *Land Administration and Management Project* (World Bank/AusAID). (Consultant to Land Equity International Pty Ltd).
- Jul 2006 – Oct 2006 **Planning and Budgeting Adviser** (3 months) Training counterpart staff and support to the planning and budgeting process for the Department of Lands and the *Laos Land Titling Project – Phase II*. Design and facilitation of workshops for project review and lessons learned to support planning. (World Bank/AusAID). (Consultant to Land Equity International Pty Ltd).
- Feb 2006 – May 2006 **Planning / Monitoring and Evaluation / Management Information Systems Adviser** (3 months) Supporting the Government of the Philippines land agencies in the development of planning processes, the monitoring and evaluation framework and management information systems for the commencement of the second *Land Administration and Management Project* (World Bank/AusAID). Included review and subsequent revision of the project design and logical framework. (Consultant to Land Equity International Pty Ltd).
- Nov 2005 **Programme Monitoring and Evaluation Adviser** (2 weeks) Regional Community Forestry Training Center for Asia and the Pacific

- (RECOFTC). Development of indicators and M&E system to monitor performance and evaluate impacts associated with the implementation of RECOFTC's strategic and programme plans, particularly in relation to adoption of community based forest management across the region (Consultant to RECOFTC).
- Jul 2005 – Oct 2005 **Monitoring and Evaluation Adviser** (3 months) Development and testing of socio-economic and other impact evaluation studies for the *Laos Land Titling Project – Phase II* (World Bank/AusAID). Training of counterpart staff in evaluation methods, social survey techniques and analysis. (Consultant to Land Equity International Pty Ltd).
- Jan 2005 – Apr 2005 **Planning Adviser** (3 months) Development and coordination of a planning and budgeting process for the Department of Lands and the *Laos Land Titling Project – Phase II* (World Bank/AusAID). Training of counterpart staff in planning and budgeting procedures. Included review and subsequent revision of the project design and logical framework. (Consultant to Land Equity International Pty Ltd).
- Oct 2004 **Evaluation Specialist** (3 weeks) Mid-term evaluation of the *Australia East Timor Capacity Building Facility* (AusAID) - an internal evaluation organised by the contractor. (Consultant to ITC International).
- Aug 2004 – Sep 2004 **Project Monitoring and Evaluation Adviser** (6 weeks) Final assessment of the M&E strategy, framework and associated tools and procedures for the Philippines *Land Administration and Management Project* (World Bank/AusAID). Design and facilitation of project evaluation workshops with stakeholders and project staff. Drafting and editing of evaluation reports, completion reports, and lessons learned. (Consultant to Land Equity International Pty Ltd).
- Apr 2004 – Jul 2004 **Monitoring and Evaluation Adviser** (3 months) Development of the M&E strategy, framework and associated tools and procedures for the *Laos Land Titling Project – Phase II* (World Bank/AusAID). Training of counterpart staff in M&E methods, data handling and analysis. (Consultant to Land Equity International Pty Ltd).
- Mar 2004 **Project Monitoring and Evaluation Adviser** (3 weeks, fourth short-term input) Development and oversight of the M&E framework for the Philippines *Land Administration and Management Project*. (World Bank/AusAID) (Consultant to Land Equity International Pty Ltd).
- Feb 2004 – Mar 2004 **Monitoring and Evaluation Specialist** (5 weeks) to develop the monitoring and evaluation strategy, framework and associated tools and procedures for the *Australia East Timor Ministry of Planning and Finance Capacity Building Project* (AusAID) (Consultant to OPCV).
- Oct 2003 – Dec 2003 **Evaluation Team Leader** (7 weeks) for the evaluation of the UN World Food Programme's portfolio of operations in Eritrea covering food aid for drought and war affected communities, and a recovery program of activities including supplementary and therapeutic

- feeding, school feeding, and support in the areas of adult literacy, HIV/AIDS and TB/DOTS (Consultant to WFP).
- Sep 2003 **Team Leader / Project Design Specialist** (4 weeks) for the review of the Papua New Guinea *Pharmaceuticals Upgrade Project*. Reviewing project performance and providing recommendations on future AusAID support to the National Department of Health in the area of medical supplies and logistics (Consultant to AusAID).
- Jul 2003 – Aug 2003 **Project Monitoring and Evaluation Adviser** (8 weeks, third short-term input) Development and oversight of a M&E framework for the Philippines *Land Administration and Management Project*. Training of counterpart staff in evaluation methods, social survey and analysis. (World Bank/AusAID) (Consultant to Land Equity International Pty Ltd).
- Jun 2003 **Project Design Specialist** (2 weeks) Refining the draft *Myanmar Health Sector Strategy* and the *Prefeasibility Study for the Myanmar Tuberculosis Project* (Consultant to AusAID).
- Apr 2003 – Aug 2003 **Project Design Specialist** (approximately 10 days per month for 5 months) Assisting in the development of a program design document for the *PNG Health Sector Resourcing Framework* - integrated support to a sector-wide approach (Consultant to AusAID).
- Nov 2002 – Mar 2003 **Evaluation Specialist** (3 months of intermittent short-term inputs) *Australia East Timor Capacity Building Facility* (AusAID). Development of the project M&E framework, support to the development of M&E tools and methods, and training of counterparts. The emphasis of this governance facility was in providing support to selected government agencies and key civil society agencies (Consultant to ITC International).
- Oct 2002 – Nov 2002 **Project Monitoring and Evaluation Adviser** (2nd of 6 months of short-term inputs) Refinement of the M&E framework, support to the ongoing development of M&E tools and methods, assistance in project evaluation. Philippines *Land Administration and Management Project* (World Bank/AusAID) (Consultant to Land Equity International Pty Ltd).
- Aug 2002 – Sep 2002 **Team Leader/Project Design Specialist** Leading the Feasibility/Design Study for the *PNG Occupational Skills and Standards Project* – a project to support testing and the certification of the competencies of trainees and employees in a range of trades and occupations in both the formal and informal sectors of PNG (Consultant to AusAID).
- May 2002 – Jul 2002 **M&E Adviser** Design of baseline studies with appropriate indicators and methodologies for the evaluation of the UN World Food Programme's India Country Programme (2003-2007) (Consultant to WFP).
- Dec 2001 – Mar 2002 **Project Monitoring and Evaluation Adviser** (first of 6 months of short-term inputs) Development and oversight of an M&E

- framework for the Philippines *Land Administration and Management Project* (World Bank/AusAID). Included review and subsequent revision of the project design and logical framework. (Consultant to Land Equity International Pty Ltd).
- Oct 2001 – Nov 2001 **Project Design Specialist** Developing and documenting guidelines for the operation of the *Bougainville Ex-Combatant Trust Fund*. Negotiating with ex-combatant factions and other key stakeholders to develop a practical consensus on fund utilisation and management. (Consultant to AusAID).
- Apr 2001 – Jun 2001 **Socio-Economist/M&E Specialist** Assisting the Bhutanese Forestry Services Division in conducting socio-economic impact studies (household surveys and PRA) and cost-benefit analyses as part of the *Third Forestry Development Project* (World Bank), eastern Bhutan (Independent consultant to URS/FORTECH Pty Ltd).
- Feb 2001 – Mar 2001 **Workshop Director/Trainer** for a training workshop in project management: *Practical Project Management for PASU Staff*. The workshop was conducted in Fiji for 19 AusAID staff from posts in the Pacific region. (Independent consultant to PDM, Canberra).
- Oct 2000 – Jan 2001 **Team Leader** for the Feasibility/Design Mission for the *Bangladesh-Australia Capacity Building Project* (AusAID); an aid delivery facility to support reform and good governance in a range of key social sectors through the provision of flexible inputs in training and technical assistance (Independent consultant to AusAID, Canberra).
- Aug 2000 – Oct 2000 **Team Leader** for the Pre-Feasibility Study Mission for a proposed project *Strengthening Livelihood Support Services for Rural Women in Madhya Pradesh, India* (AusAID) supporting women's involvement in both the farm and non-farm sectors, the mobilisation and strengthening of village women's groups, and women's participation in local level government (Independent consultant to ANUTECH, Canberra).
- May 2000 – July 2000 **Team Leader** for the review of the *India-Australia Training and Capacity Building Project* (AusAID) (Independent consultant to the University of NSW, Sydney).
- Feb 2000 – May 2000 **Team Leader** for the design of the *Solomon Islands Justice Sector Institutional Strengthening Project* (AusAID) (Independent consultant to ANUTECH, Canberra).
- Nov 1999- Feb 2000 **Facilitator/Project Design Specialist** in the redesign of the Papua New Guinea *Community Development Scheme* (AusAID) a program aimed at promoting participatory community development through supporting community-based organisations and local NGOs. (Independent consultant to ANUTECH, Canberra).
- Oct 1999 **Team Leader/Project Design Specialist** in the appraisal of the Papua New Guinea *Correctional Services Development Project*, Phase II, Stage 2 (AusAID). (Independent consultant to ANUTECH, Canberra).

- Aug – Oct 1999 **Policy Consultant** to assist AusAID in the development of its agency guidelines for the design, management, monitoring and evaluation of *program approaches* to development assistance. (Independent consultant to ANUTECH, Canberra).
- Jun 1999 – Jul 1999 **Watershed Planning Specialist.** *Nepal-Australia Community Resource Management Project* (AusAID) Nepal. Supporting the development and evaluation of participatory procedures for sub-watershed planning and management. (Independent consultant to ANUTECH, Canberra).
- Apr 1999 – May 1999 **Socio-Economist/M&E Specialist** Assisting the Bhutanese Forestry Services Division in design, planning and training for a socio-economic impact study of the *Third Forestry Development Project* (World Bank), eastern Bhutan (Independent consultant to FORTECH Pty Ltd).
- Dec 1998 **Project Review and Design Consultant.** Facilitation of a project review and planning workshop in **Tonga** for the International Board for Soil Research and Management (IBSRAM). Participatory impact evaluation of Phase II of the regional PACIFICLAND Project and draft design of Phase III focussing on farmer participatory research and extension of improved technologies for the sustainable management of sloping lands. Development of a training program based on a rapid participatory training needs analysis. (Independent consultant to IBSRAM).
- Aug 1998 – Nov 1998 **Team Leader/Project Design Specialist** leading a team of nine in the design of the third phase of the *Royal PNG Constabulary Development Project* (AusAID). Developing a project design using participatory procedures, with a design emphasis on community policing. Production of the project design document including costing, and negotiation with the executing agency and other stakeholders. **PNG** and Canberra. (Independent consultant to AusAID).
- May 1998 – Jul 1998 **Team Leader / Land Use Planner and Community Development Facilitator.** Participatory development of a regional land use plan with the indigenous Kija people in the East Kimberley region of NW Australia. Supporting the community in the appraisal of a business plan and financing plan for a large commercial cattle enterprise (A\$20m). Leading a team of three including an anthropologist and GIS technician. (PDM Pty Ltd, for the Kimberley Land Council, **Australia**).
- Mar 1998 – Apr 1998 **Team Leader / Project Design Specialist** for Joint Review and Feasibility Study of the *Royal PNG Constabulary Development Project* (AusAID), **PNG**. Leading a team of 7 specialists (including 3 representatives of the Constabulary) in the review of over 10 years of institutional strengthening support to the Royal PNG Constabulary. Assessing the need for further development assistance, and developing an initial project outline for negotiation.

Major responsibilities, in addition to Team Leader, included evaluating the implementation of the training component of both phases of the project. (Independent consultant to AusAID).

- Feb 1998 **Development Economist / Community Development Specialist** for the Mid-Term Review of the *Vanuatu Land Use Planning Project* (AusAID), **Vanuatu**. Evaluating project progress, impacts and sustainability, particularly with regards to community and local area resource planning and management, and economic advisory assistance to the Vanuatu Land Use Planning Office for national land use planning and provincial strategic planning. Review of training implementation and impacts. (ANUTECH, Canberra)
- Nov 1997 – Dec 1997 **Watershed Planning Specialist**. Planning and design of a sub-watershed management program for the *Nepal-Australia Community Resource Management Project*, AusAID, **Nepal**. Negotiating with stakeholders on mechanisms for joint management of pilot sub-watersheds. Developing and evaluating participatory procedures to assess sub-watershed resources, to develop sub-watershed plans, and to manage and monitor implementation. Analysis of the capacity of the Department of Soil Conservation to undertake such work, reviewing their training needs, and development of a focussed training program. (ANUTECH, Canberra).
- Sep 1997 – Oct 1997 **Course Director and Principal Trainer**. Development and implementation of a training program for senior officers from China's Ministry of Foreign Trade and Economic Co-operation in *Rural Projects - Design, Monitoring and Evaluation* funded by AusAID (ANUTECH, Canberra).
- July 1997 **Training Design and Implementation**. Development of a training program for senior Iranian agricultural officers funded by FAO entitled *Project Design, Implementation and Financial Management*. Conducted training sessions over a 7 day period in social analysis techniques (formal sample surveys through to RRA and PRA), monitoring and evaluation, and financial management (ANUTECH, Canberra).
- Jun 1997 - Jul 1997 **Tourism and Natural Resource Management Consultant**. Participatory development of a draft tourism and resource management plan with indigenous communities (Kalumburu and Oombulgurri) and traditional owners in the east Kimberley region of northern Australia. Design and costing of a Land and Access Management Project. (PDM Pty Ltd for the Kimberley Land Council).
- Apr 1997 - May 1997 **Training Consultant**. Course design and planning for professional development training in *Monitoring and Evaluation: Information Systems for Successful Projects* and *Rural Projects - Design, Monitoring and Evaluation*. Conducting training in Methods for Social Analysis; Activity, Resource and Cost Scheduling; and Cost Benefit Analysis (ANUTECH, Canberra).

- Apr 1997 - May 1997 **Project Appraisal Consultant.** Desk appraisal of NGO proposals covering Mozambique, Tanzania, Kenya, Zimbabwe, South Africa and Nepal for AusAID (ANUTECH, Canberra).
- Mar 1997 **Workshop Director and Trainer.** Design and implementation of a training workshop in *Analysis and Interpretation of Statistics* for the Public Service Commission in Western Samoa (AusAID).
- Jan 1997 **Workshop Director and Trainer.** Intensive training in Fiji for the Central Planning Office, Department of Town and Country Planning and the Ministry of Fijian Affairs in *Project Design, Social Analysis and Environmental Assessment for Sustainable Development* (AusAID).
- Aug 1996 - Sep 1996 **Team Leader.** Team Leader of the evaluation team for the *North Simbu Rural Development Project*, PNG (AusAID). Responsible for leading a team in the collection of mid-project information on cash crop production, subsistence production, health and nutrition, and education and literacy for the northern districts of Simbu Province. Evaluation of project impacts and effects, problem analysis and recommendations for the achievement of goals and objectives. Review of decentralisation to district administration and the institutional requirements for district office organisational and human resource development (ANUTECH).
- May 1996 - Jun 1996 **Workshop Director and Trainer.** Program design and implementation of intensive training at the Eritrean Institute of Management, University of Asmara, Eritrea commencing with *Training of Trainers* for Institute and University staff (including organisational review and analysis, and training needs analysis), and continuing with two, two-week courses in *Project Planning, Monitoring and Evaluation* for senior government personnel (AusAID through ANUTECH).
- Sep 1993 - Apr 1996 **Project Director.** Responsible for the direction and management of the *Impact Evaluation of Agriculture Program Lending Project, Lao PDR* (Asian Development Bank). Development of project design and approach. This project explored the economic and social impacts of two phases of Bank lending to the rural sector oriented towards economic reform and rural infrastructure development (ANUTECH).
- Jan 1996 - Mar 1996 **Project Design Specialist.** Revision of the Project Design Document, logframe, resource and cost schedules for the *PNG Women's and Children's Health Project* (AusAID, Canberra).
- Jan 1996 **Workshop Director and Trainer - Project Analysis for Public Sector Capital Investment Projects.** Direction and implementation of a one-week intensive training course in Fiji for the Central Planning Office of the Ministry of Finance and Economic Planning covering project design and financial and economic appraisal (AusAID). Included a review of CPO institutional and training needs.
- Nov 1995 - Jan 1996 **Project Design Specialist.** Responsible for the development of the Project Design Document for the *Rule of Law Assistance Project* for

the Palestinian Authority in the Palestinian Occupied Territories and Israel (AusAID and the World Bank).

- Aug 1995 **Workshop Director and Trainer** - *Statistical Procedures Using the Computer*. Design, direction and implementation of a two-week training course in Tonga for the Statistics Department (AusAID/ACPAC, Sydney).
- Jul 1995 **Extension and Training Specialist**. Member of Mid-Term Review mission to Fiji reviewing the *Fiji Soil and Crop Evaluation Project* (AusAID, Canberra). Review of project impacts and progress in technology transfer, information and communication, and training. Evaluation of training activities in the context of institutional capacity, organisational development and change, and training needs (ANUTECH).
- Nov 1994 - Dec 1994 **Study Leader - Socio-Economist**. Impact monitoring and evaluation study, *Nepal Australia Community Forestry Project* (AusAID), Nepal. Final evaluation of socio-economic impacts; cost-benefit analysis at household level; evaluation of project impacts on women and disadvantaged groups, and evaluation of technology transfer and information exchange, using formal survey and RRA/PRA methods. Final analysis of survey results and reporting. Leading a team of project and local consultants in survey design, implementation and analysis (ANUTECH).
- Jul 1994 - Aug 1994 **Team Leader**. Team Leader for the Baseline Survey of *North Simbu Rural Development Project*, PNG (AusAID). Responsible for leading a multi-disciplinary team in the collection of baseline information on agricultural production (cash crop and subsistence crops), health and nutrition, and education and literacy for the northern districts of Simbu Province. Evaluation of community aspirations and needs. Identification and description of baseline indicators for project evaluation. Socio-economic and resource surveying including participatory rural appraisal techniques (ANUTECH).
- Dec 1993 - Jan 1994 **Forestry Economist**. *Finchaa Sugar Project*, Ethiopia (FSP/African Development Bank) Detailed project design and financial and economic appraisal of a fuelwood plantation and natural forest conservation project to meet environmental conservation objectives and the fuelwood needs of a local population of 30,000. Rapid appraisal of forest product demand and consumption; evaluation of the nature of the encroachment on the natural forest. Development of a sustainable total forest resource management strategy (ANUTECH).
- Nov 1993 **Study Leader - Socio-Economist**. Impact monitoring and evaluation study, *Nepal Australia Community Forestry Project* (AusAID), Nepal. Leading a survey team in database design, coding, data entry and preliminary analysis of baseline household questionnaires. Analysis of group appraisals and household forest product monitoring studies. Design of participatory appraisal approaches and

continuation of the evaluation of project impacts on women and disadvantaged groups (ANUTECH).

Oct 1993 **Environmental Consultant.** Soil survey and erosion hazard assessment, and watershed management for the Warung State Forest Management Area EIS (NSW Forestry Commission through ANUTECH).

Sep 1992 **Study Leader - Socio-Economist.** Baseline economic and social survey for the *Nepal Australia Community Forestry Project* (AusAID), Nepal. Leading a team of local consultants in designing and testing survey approaches. Identification of key indicators and selection of representative study sites taking into account agroecological, social and ethnic diversity; development of appropriate study methodologies and ongoing monitoring techniques; design of household questionnaires and participatory appraisal methods; rapid social impact assessment (ANUTECH).

Signed:

A handwritten signature in black ink, appearing to read 'G Collett', with a long horizontal stroke extending to the right.

30 May, 2014