# RAJAN SONI Curriculum Vitae, August 2017

**Personal and Contact Details**

NationalityBritish Citizen, now based in Dar Es Salaam, Tanzania.

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**Professional Profile**

**Accomplished M&E, institutional development and change management consultant** with an outstanding record of designing, evaluating, implementing bilateral and multilateral aid programmes, notably in the areas of: governance, public sector reform, private sector led development and extractives industries. More than 40 years’ experience in over 40 countries in Africa, Asia & the Pacific, Europe, the Americas and the Caribbean, with an extensive portfolio of leading strategic missions dealing with complex, large programmes of national significance. Equally at ease working with top levels of government and corporate structures, and at the community level. Fundamentally committed to constructing development solutions that place host country institutions at the centre of policy formulation.

Experienced in leading programme-wide and discrete interventions through a range of ‘soft’ and ‘hard’ organisational development interventions: from undertaking institutional & political economy analyses and facilitating stakeholder workshops to inform policy formulation and structural reforms, to refining monitoring and evaluation (M&E) systems to improve performance and results.

Previous roles include:

* Founder and Chairman of international consultancy firm working in over 50 countries with offices in the UK and South Africa.
* CEO of Performance Assessment Resource Centre (PARC), which provided M&E expertise to DFID and other major international development agencies on a call down basis.
* Team leader of diverse multi-disciplinary design, implementation and evaluation missions
* Embedded Principal Technical Adviser to national ministries.
* Executive Director of global medical relief & development agency, which operated in areas of war and post-conflict.

**Besides a distinguished record in international consulting, Rajan Soni is also a published author.** His book, *‘Looking for Lakshmi’*[[1]](#footnote-1)*,* crossing the genres of social history, travel writing and memoir was published in 2015 to critical acclaim, and has attracted particular attention from critics and readers with an interest in postcolonial literature and Indian Ocean Studies.

**Expertise and Interests**

* *Governance and Public Sector Reform*: Designing and leading reform programmes to sharpen pro-poor public policy and governance; enhancing public sector institutional capability, accountability and responsiveness; deepening democracy and enhancing the engagement of civil society with governance systems, and consolidating election cycle support.
* *Monitoring & Evaluation, Institutional Assessments, Performance Management and development cooperation reviews:* Accomplished evaluator with extensive experience of reviewing national development and sector-wide programmes; multi-donor and donor country programmes; designing national and project-specific M&E systems; and leading large teams (>50 consultants) on development cooperation reviews and programme re-design missions.
* *Extractives, notably the Oil and Gas Sector:* Results, political economy analyses (PEA) and strategy advisor on three DFID extractives programmes in Africa: Nigeria Facility for Oil Sector Transformation (FOSTER); Ghana Oil and Gas for Inclusive Growth (GOGIG); and Kenya Extractives Programme (K-Expro).
* *National Development Programmes*: Leading the design, implementation and evaluation of sector wide programmes in diverse areas: Decentralisation and the strengthening of democratic local government and sub-national administration; water & sanitation; HIV & Aids; safety, security & access to justice; agriculture, forestry & natural resources management; education & social Development.
* *Private Sector Development (PSD):* Political Economy Analyses (PEA) and the formulation of interventions that increase the role of the private sector in delivering inclusive economic growth and sustainable business environment reforms which benefit the poor, especially women and unemployed youth. Experienced in using ‘systems’ models such as ‘Markets for the Poor’ (M4P) approach to this end, and leading the evaluation of PSD and M4D programmes.
* *Aid Effectiveness & the Establishment of Explicitly Government-Led Development Partnerships*: The definition of aid management arrangements, development partnership protocols & Memoranda of Understanding that ensure host-country leadership and donor harmonisation in line with the Paris Declaration and the Accra Accord.
* *Strategic Facilitation, Organisational Development (OD) & Training:* Accomplished OD consultant and facilitator with experience of undertaking OD analysis, and facilitating change-management and policy formulation events involving government ministers, senior civil servants and business executives civil society and international technical experts.

**Educational Qualifications**

**MSc Organisation Development (Distinction),** Sheffield Business School, UK, 1988

**MA in Creative Writing (Distinction),** University of Witwatersrand, Johannesburg, RSA, 2007

**BA Maths and Economics (Combined Honours),** Keele University, UK, 1977

**Previous directorships & employment**

**Founder & Chief Executive, International Organisation Development, UK (IOD UK Ltd) 1993 - 2006**

Established IOD UK Ltd in 1993, and grew the practice’s portfolio to over 50 countries with a client base of the major multilateral development agencies, development cooperation ministries of European governments, and international NGOs. The company was appointed as DFID’s Performance Assessment Resource Centre (PARC) in 2002, providing performance management, M&E and evaluation services. Sold the practice as an established niche-consulting firm in 2007.

**Founder & Chairman, IOD - South Africa 1998 – 2005** Established IOD South Africa as a Johannesburg based firm, growing it into a consultancy practice with a broad portfolio of commissions from Southern African governments, SA national and provincial government departments and the major international development agencies operating in the SADC region.

**Previous Salaried Employment**

**Managing Consultant, Chief Executive's Department, Birmingham City Council** (1989- 1993)**.** Lead role in establishing Birmingham City Council’s self-financing consultancy division and Principal Adviser for international projects.

**Director, Health Unlimited, London, UK** (1988-1989)**.** The first Director of Health Unlimited, establishing the organisation as a radical British humanitarian aid, medical relief and development charity operating in war zones and post-conflict territories in Asia, Africa and S. America.

**Country Director, Swaziland, Skillshare International** (1980-1984). Design and management of British NGO aid programme with over 30 technical and professional staff in diverse development and humanitarian relief projects.

**National Coordinator of Swaziland Disaster Relief Fund** (1984 -85)**.** Post Cyclone-Domoina.

**Director of Emanti Esive (“Water for the People”), Swaziland.** (1985-86) Founder &first Chief Executive of national water supply and integrated rural development agency.

**Mathematics Teacher, Voluntary Service Overseas** (1977-79)**,** Upper Region, Ghana.

**Countries worked in**

**Africa** Botswana, Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Rwanda, Senegal, Sierra Leone, South Africa, South Sudan, Sudan, Swaziland, Tanzania, Tunisia, Uganda, Zambia, Zimbabwe.

**Americas & Caribbean** Barbados, Guyana, Montserrat, USA.

**Asia & the Pacific**: Bangladesh, Cambodia, Fiji, India, Kiribati, Malaysia, Nepal, Sri Lanka, Thailand.

**Europe**: Belgium, Denmark, France, Germany, Holland, Hungary, Ireland, Italy, Russia, UK.

**Languages**

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|  | **Spoken** | **Written** | **Reading** |

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| **English**  **Hindi / Urdu**  **Punjabi**  **Swahili** | Excellent  Good  Good  Good | Excellent  No  No  No | Excellent  No  No  Basic |

**Selective Examples of Consultancy Assignments**

Apr 2016 to May 2018 **Nigeria: Mobilising for Development in Northern Nigeria**. Technical Director for programme focusing on improving inclusive local government service delivery in three states: Jigawa, Kaduna and Kano. Monthly inputs in country through project cycle. DFID funded project, contracted by Palladium.

Nov 2016 – Oct 2018 **Kenya: Kenya Extractives Programme** Strategy & Results Advisor. Regular inputs (at least once a quarter) through the project cycle to support project implementation, political economy analyses (PEA), M&E and production of quarterly reports. DFID funded, contracted through OPM Ltd.

July 2015 – June 2019 **Ghana: Ghana Oil and Gas for Inclusive Growth (GOGIG)** Strategy & Results Advisor. Schedule of quarterly inputs to support project implementation, M&E and production of quarterly reports informed by political economy analyses. DFID funded, contracted through OPM Ltd.

July 2016 – June 2020 **Nigeria: Facility for Oil Sector Transformation (FOSTER 2):** Strategy & Results Advisor. Regular inputs through the entire project cycle to support project implementation, political economy analyses (PEA), internal organisational development, M&E and production of reports. DFID funded, contracted through OPM Ltd.

May-June 2017 **Italy,** **Turin, UN ILO International Training Centre.** *“Enhancing Performance Management and Labour Relations in the Public Sector”*. Course tutor on programme for senior public servants & trade unionists from Nigeria, South Africa and Panama. Contracted by UN ILO.

Nov 2015 to Dec 2016 **Tanzania**: **Financial Sector Deepening Trust (FSDT)** Team leader of two concurrent reviews: Impact Assessment of FSDT (2005 to 2013) and Mid-Term Review of FSDT (2013-2016). Contracted through ITAD.

2011 – June 2016 **Nigeria: Facility for Oil Sector Transparency (FOSTER 1).** Strategy & Results Advisor. Schedule of regular inputs (circa. 6 per year) through the entire project cycle to support project implementation, PEA, internal organisational development, M&E and production of quarterly reports. DFID funded, contracted through OPM Ltd.

September 2015 **Tanzania: President’s Delivery Bureau (PDB): Big Results Now:** Strategic review, quality assurance and editing of annual review to ensure clear strategic analysis and practical recommendations. Engaged by PwC.

June –Sept. 2015 **Tanzania: Foundation for Civil Society (FCS):** Led two sequential missions for DFID Tanzania: Team leader, Project Completion Report and Strategic Review; and subsequently, production of Business Case for DFID for continued support from DFID for next 5 years.

Mar – May 2015 **Ghana: Strengthening Transparency, Accountability and Responsiveness (STAR-Ghana).** Team leader, Project Completion Report. DFID funded.

Jan-Oct 2014 **Pan-Africa: Food & Retail Industry Challenge Fund (FRICH):** Team leader. Strategic review of DFID’s pan-African £7.5m private-sector development programme to inform future DFID policy on private sector challenge funds, involving critique of 25 projects in 14 African countries with field research in 8 countries: DRC, Ghana, Kenya, Mozambique, Rwanda, Senegal, South Africa and Zimbabwe. DFID funded.

July–Sept 2014 **Ghana: Strengthening Transparency, Accountability and Responsiveness (STAR-Ghana).** Team Leader**,** annual review and design of successor programme to a multi-donor funded USD ~$45m civil society support programme, with a particular focus on developing a self sustaining Ghanaian Foundation after donor aid ceases. DFID funded.

June 2014 **Italy,** **Turin, UN ILO International Training Centre.** “Performance Management in the Public Sector”; course tutor on programme for senior public servants from Africa, Asia-Pacific & Caribbean countries, covering change management and institutional development interventions to improve the performance of government institutions. Contracted by UN ILO.

Nov 2013 **Zambia: Ministry of Community Development, Mother & Child Health (MCDMCH).** Political Economy Analysis to inform formulation of Change Management Action Plan for MCDMCH, following the transfer of responsibility for decentralised health service delivery from the Min. of Health. Contracted by DFID.

July – Sept 2013 **Ghana: Strengthening Transparency, Accountability and Responsiveness (STAR).** Team Leader of Mid Term Review of the multi-donor funded USD $35m STAR civil society support programme, with a particular focus on identifying options for the next design of the project. Contracted by DFID on behalf of pooled fund members: DFID, EU, DANIDA and USAID.

July 2013 **Zambia: Ministry of Community Development, Mother & Child Health (MCDMCH).** Team Leader, formulation of Change Management and Restructuring Plan for MCDMCH, following the transfer of responsibility for decentralised health service delivery from the Ministry of Health. Contracted by DFID.

June 2013 **Zambia: Public Service Reform (PSR) in Education & Health Sectors.** Team Leader of scoping mission to design new PSR programme to improve performance management and delivery of results. Contracted by DFID.

April-May 2013 **Nigeria: World Bank Nigeria Portfolio Review**. Review of the WB’s current Country Partnership Strategy (CPS) and its portfolio since 1999, to inform the governance and political economy dimensions of the WB’s next CPS (2014–2019). Contracted by the World Bank.

Jan-Feb 2013 **Nigeria: State Partnership for Accountability, Responsiveness & Capability (SPARC).** Team leader of ARIES-based Annual Review of DFID’s >£60m governance reform programme. DFID funded.

June- Sept 2012 **South Sudan: Team Leader, Review of CIDA & UNDP’s Rapid Capacity Placement Initiative (RCPI) for Post-Conflict State-Building** involving 110+ UNDP technical specialists in national and sub-national government. Recommendations to inform design of next phase of the programme, and similar global post-conflict initiatives. Contracted by UNDP.

Apr – July 2012 **South Sudan: Annual Review of Capacity Building Trust Fund (CBTF).** Lead consultant forexternal review and refinement of CBTF, a multi-donor funded programme of USD 10+ million p.a. building the human resource and institutional capacity of South Sudan’s Public Administration system. Contracted by the multi-donor Joint Donor Team.

Feb – March 2012 **Sudan: Global Partnership for Education (GPE) support to the Interim Basic Education Strategy.** Institutional specialist on a multi-disciplinary team, assessing implementation-readiness of the national strategy for education, identification of risks and formulation of risk-mitigation measures. Contracted by the World Bank.

Nov 2010 – Dec 2011 **Nigeria: Growth and Employment in States (GEMS 3).** Lead consultant for Political Economy and Policy Analysis for DFID’s flagship Private Sector Development programme in Nigeria to improve the business environment in Land, Tax and Investment in 4 States: Lagos, Kano, Kaduna and Cross Rivers through a ‘Markets for the Poor’ (M4P) approach, focusing on inclusive growth benefitting poor women and unemployed youth. DFID funded.

April – June 2011 **South Sudan: Joint Donor Capacity Building Trust Fund (CBTF)** Responsible for mid-term evaluation of US $28m fund, covering structural arrangements; evaluation of projects-portfolio and recommendations for future scope, focus and size of CBTF. Contracted by the CBTF (Contributing donors to the CBTF: Canada, Denmark, Netherlands, Norway, Spain, Sweden, and the UK).

May 2011 **Italy, Turin, UN ILO International Training Centre.** Lead tutor / consultant for Advanced Programme on Public Service Reform for senior public servants and Trade Union leaders from Africa and Asia. UN ILO funded.

Jan – Feb 2011 **Cambodia: Public Administration Reform.** Public Sector Reform specialist on international team to appraise a US $500m multi-donor funded Decentralisation & Democratic Governance programme. Contracted by the World Bank.

July – Dec 2010 **Uganda: Public Sector Management Investment Plan.** Responsible for producing two components of the Investment Plan: Public Sector Reform; and the National Monitoring & Evaluation System, aimed at improving the effectiveness of the Public Sector. For the Office of the Prime Minister (OPM), Govt. of Uganda. Funded by DFID & Danida, contracted by Office of the Prime Minister, Govt. of Uganda.

May – Nov 2010 **Uganda: National Initiative for Performance Enhancement** Team Leader of 18-person multi-disciplinary team responsible for developing and installing a national performance assessment and M&E system to cover all Ministries, Departments and Agencies in Uganda, to report on government performance to Cabinet and Parliament and coordinate government business. Funded by DFID, contracted by Office of the Prime Minister, Govt. of Uganda.

May 2010 **Italy, Turin, UN ILO International Training Centre** International programme on Public Service Reform. Public Sector Management Specialist / Course Tutor on training programme for senior public servants from Africa, Asia, and the Pacific. UN ILO funded.

Feb – April 2010 **UK DFID HQ: Governance Portfolio Review for DFID’s Investment Committee.** Lead consultant for the thematic study on Political Systems and Elections (PS & E): assessment of value for money and impact of DFID’s work in this area, and lessons to inform future programmes and spending priorities in PS & E. And, Governance expert on study reviewing the integration of governance dimensions in DFID’s Education, Health and Water & Sanitation programmes

Nov 2009 – Jan 2010 **Nigeria: Democratic Governance for Development.** Team Leader of multidisciplinary 10-person team of international and national experts. Formulation of final Project Document for an Elections Cycle Support and Deepening Democracy programme. Programme budget of USD $80-120 million. Contracted by UNDP on behalf of CIDA, DFID, EU and UNDP.

June – Aug 2009 **Nigeria: Review of DFID State Level Programmes: Support for the achievement of MDGs and Growth.** Team Leader of multi-disciplinary, 20+ consultants evaluation team assessing and refining DFID’s portfolio of programmes in selected focal states. ODA commitment of UK £250+ million covering Governance Reform; Education; Health; Voice &Accountability. Contracted by DFID.

Dec 2008 –May 2009 **Nigeria: Deepening Democracy in Nigeria.** Team Leader of multi-disciplinary, 11 person design team of international and national experts preparing a Project Memorandum with a budget of £30m>, to be implemented bilaterally or through a multi-donor pooled fund instrument.  Contracted by DFID.

Feb 2007 –Aug 2009 **Mozambique: Sector Wide Approach to Programming (SWAP) for Water and Sanitation.** Team leader for the design and establishment of Water & Sanitation SWAP involving 19 donors with US $ 350+ million; including: drafting of Code of Conduct; MoU for Pooled Fund; and institutional arrangements for implementation. Accountable to National Directorate of Water, Govt. of Mozambique. DFID funded.

Oct – Nov 2008 **Nigeria: Federal Public Sector Reform Programme.** Lead Adviser on the design of a comprehensive Change Management strategy for the Federal Public Sector Reform Programme. DFID funded.

Aug - Sept 2008 **Ethiopia: Public Sector Capacity Building Programme (PSCAP).** Team Leader, Strategic Review and Future Options for the next phase of the multi donor US $ 400 million PSR programme. Reporting directly to the Ethiopian Minister for Capacity Building. Contracted by the World Bank.

June 2008 **Southern Sudan: Decentralisation in Southern Sudan.** Lead Facilitator and Technical resource & for multi stakeholder workshop involving Vice President, Cabinet Ministers, Senior Civil Servants, Civil Society & Academic Institutions, Traditional Authorities and donor partners. Contracted by the World Bank.

May - June 2008 **UN ILO International Training Centre, Turin, Italy: Public Sector Reform (PSR)** Principal Consultant /Course Tutor for the design and delivery of a PSR training course for senior govt. officers from East Europe, Asia and Africa. Curriculum developed in consultation with World Bank, DFID, SIDA and Dutch Govt. Contracted by UN ILO.

May 2008 **Bangladesh: DFID Country Assistance Programme.** Facilitation of strategic planning process to define key Issues and Options for DFID’s £160 million CAP for Bangladesh.

Apr – May 2008 **Tunisia & South Africa: African Development Bank (AfDB): Evaluation and Public Private Partnerships (PPPs).** Team leader, Formation and Evaluation of Effective PPPs for the delivery of national and regional development goals; including field research, design & facilitation of workshop involving the major multilateral development banks and regional banks involved in PPPs. Contracted by the AfDB.

Mar – Apr 2008 **Ethiopia: Consultative Group on International Agricultural Research (CGIAR).** Design and facilitation of research prioritisation workshop for top agricultural scientists from CGIAR’s international centres. For the International Livestock Research Institute (ILRI).

January 2007 **UK Advantage West Midlands, Innovation Park.** Concept paper and facilitation of visioning workshop to clarify rationale and parameters for a niche pre-manufacturing, knowledge-based Business Park for global technology corporations.

Sept - Oct 2007 **Thailand and Nepal: Pro-Poor Livestock Research for Sustainable Development in South and S.E. Asia.** Co-preparation of Issues Paper and facilitation of strategic planning workshops in Bangkok and Kathmandu involving heads of national agricultural research institutes. For ILRI.

Oct – Nov 2006 **India: Agricultural Research and Development in South Asia**. Scoping report, design and facilitation of strategic planning workshop involving national and regional institutional partners for a UK £5m p.a. S Asia programme. For DFID’s Central Research Department.

June - Nov 2006 **Kenya: National HIV and AIDS Programme.** Institutional expert on programme design team for a multi-donor, sector-wide national HIV and AIDS programme. For DFID.

*June 05 – May 06 Sabbatical*: *field research in India, Kenya and UK for a book.*

May 2005 **South Africa: Multi-sectoral Framework Programme for HIV & Aids.** Design and facilitation of strategic planning & team building workshop for three year £5.5m DFID funded HIV & Aids programme.

Jan - Feb 2005 **Lesotho: Evaluation of DFID’s Lesotho Country Programme.** Initial interviews and conceptualisation framework for substantive review.

2002 – 2005 **Nigeria: Safety Security and Access to Justice**. Lead Institutional Change adviser on inter-disciplinary team of national and international reform specialists. Periodic inputs over project cycle. DFID funded.

2001 -2004 **Nigeria: State & Local Government Reform.** Lead Organisation Development adviser to implementation team for a £20+m decentralisation programme. Periodic inputs over programme cycle. DFID funded.

Nov 2004 **Lesotho: Justice Sector Reform.** Evaluation of Sector Wide programme to guide investment and sector reforms for next four years. DFID funded

2004-2005 **South Africa: Kwa-Zulu-Natal (KZN) Provincial Government.** Organisational Development training of departmental heads to improve direct service delivery, and decentralisation to local councils. Periodic inputs. Contracted by KZN Govt.

Nov - Dec 2003 **South Africa: Deciduous Fruit Producers Trust (DFPT).** Principal Adviser, Transformation Strategy for the Deciduous Fruit Sector in SA, to enhance Black Economic Empowerment (increased black ownership and enhanced rights for black workers) alongside sustained economic growth. Contracted directly by the DFPT.

June 2003 **South Africa: Royal Dutch Embassy**. Strategic Planning process to define programme aid to HIV Aids sector in Southern Africa.

Oct 02 – Jan 03 **Uganda: Education Sector Investment Programme (ESIP).** Lead Institutional expert in interdisciplinary team evaluating the effectiveness of ESIP 1, a sector wide multi donor funded programme, and recommending investment options & institutional arrangements for ESIP 2: 2002 to 2007. For GTZ.

Apr – May 02 **India: Establishment of the Andhra Pradesh Poverty Eradication Mission.** Team Leader, Institutional mechanisms & M&E system to track effectiveness of government programmes to deliver pro-poor services and eradication of poverty. For Chief Minister’s Office. DFID funded.

Oct 01 – Apr 02 **South Africa: Department for Trade and Industry.** Team Leader & Process Consultant leading the design of multi donor US $100 million, Sector Wide Enterprise, Employment and Equity Programme (SWEEEP). DFID funded.

Aug – Sept 2001 **India: National HIV Aids Control Programme**. Team Leader, Evaluation of institutional mechanisms for effective delivery of national HIV AIDS programme. Six weeks fieldwork across 5 sample states. DFID funded.

Jan - Oct 2001 **DFID Southern Africa.** Strategy and Process Adviser. Review and redefinition of DFIDSA’s programme on the basis of regional trade and development links, and regional and national poverty analyses frameworks. For DFID.

May-June 2001 **India: Decentralisation in West Bengal.** International consultant on Indian team responsible for scoping & initial design of £40 million Decentralisation Programme. For DFID.

Feb – July 2001 **Lesotho: Sector-wide Safety, Security & Access to Justice Programme.** Project Director of inter-disciplinary team designing new UK £ 5.5 million Justice Sector reform programme. DFID funded.

January 2001 **Nigeria: Sector Wide Safety, Security & Access to Justice Programme.** Lead Facilitator for multi-stakeholder (government and civil society) workshop involving over 300 participants to design Nigerian sector-wide Safety, Security &Access to Justice Reform Programme. DFID funded.

June 99 to Nov 2000 **South Africa: Development Co-operation Report.** International Team Leader of multi-disciplinary team of 55 consultants in 14 sectoral teams evaluating the impact of all Post-Apartheid ODA received by SA 1994-99. This definitive study covered all sectors and crosscutting areas where ODA was targeted. Responsible for directing 12 evaluation studies and writing the final synthesis report, a seminal and abiding reference work on ODA to RSA. Also responsible for institutional arrangements for aid management and donor coordination by the SA Government, proposals which anticipated the principles of the 2005 Paris Declaration on Aid Effectiveness by years. For the Govt. of South Africa, based in the National Treasury (MoF).

1996 – 2001 **Zimbabwe: Rural District Councils Capacity Building Programme.** Lead Organisation Development specialist responsible for supporting a decentralisation and capacity building programme in over 60 rural district councils across Zimbabwe. Regular, quarterly visits to Zimbabwe over the five year programme advising a team of over 70 in-country technical consultants. DFID Funded.

May 2000 **South Africa: The Impact of HIV & AIDS on DFID programming.** Design and facilitation of workshop for DFID advisers & managers to factor in the impact of HIV & AIDS pandemic into sector programming.

Jan 2000 **Ghana: Evaluation of the Civil Service Performance Improvement Programme (CSPIP)** Institutional Development expert on a joint Govt. of Ghana & external evaluation team. For DFID.

May 1999 **Swaziland: Support to Water Sector.** Lead Institutional expert on design team developing new DFID Rural Water and Sanitation programme for Swaziland. DFID funded.

Feb-April 1999 **Malawi: Nankumba Peninsula Strategic Plan**. Lead Institutional Change expert on multi-disciplinary team producing Strategic Development Investment Plan for an area by Lake Malawi. For the World Bank.

Jan – Feb 1999 **India: Karnataka Western Ghats Forestry Programme Phase II**. Institutional expert on design team for one of DFID’s largest Natural Resource Management programme.

Dec 1998 **DFID Central Africa: Institutional Development Training Course for Professional Advisers and Project Managers**. Design and delivery of in-service course for DFID staff from Zimbabwe, Zambia, Malawi and Mozambique.

Oct – Dec 1998 **Italy: UN ILO International Training Centre (Turin). Civil Service Reform in Africa.** Course director & lead tutor of three-week course for senior civil servants from Ethiopia, Eritrea, Ghana, SA and Mauritius; followed by production of course packages to be used internationally by UNDP & ILO.

July – Oct 1998 **Malawi: Sector-wide Safety, Security and Access to Justice Programme.** Project Director of multi-disciplinary team designing a rights-based, HR-focused access to justice programme. For Govt. of Malawi. DFID funded.

July 1998 **Malawi: Judicial and Legal Reform.** Evaluation of existing reform proposals and facilitating consensus among key stakeholders (Judiciary, Police, Prisons, Ministries) on transformation plan. For Govt. of Malawi. DFID funded.

June 1998 **South Africa: Local Government Transformation.** Decentralisation & Institutional expert on team converting the Local Government White Paper into a comprehensive LG Decentralisation and Transformation programme. For SA Dept. for Constitutional Development. DFID funded.

May 98- July 98 **UK: DFID HQ, European Union Division, London**. Series of facilitation inputs leading to production of Institutional Strategy Paper on influencing EU aid. DFID funded.

May 1998 **Lesotho: International Observer Team for General Election**. Institutional & Local Government expert, responsible for recommending measures to improve the Independent Electoral Commission and framework for local government elections. Engaged by the Foreign and Commonwealth Office, UK Govt.

March 1998 **Belgium: EU HQ Brussels. EU Aid Ministers Workshop.** UK Presidency of the EU, instigated by UK Secretary of State Clare Short to improve the effectiveness of EU aid by explicitly focusing on poverty reduction. Workshop for Aid Ministers, EU Commissioners and high-level officers from member states. Design & facilitator for workshop. DFID funded.

June 97 – Apr 98 **Lesotho: Decentralisation & the Establishment of Democratic Local Government**. Chief Technical Adviser & Project Director of a multi-faceted decentralisation programme covering legal reform; functions, finance, infrastructure, boundaries delineation and human resources. Monthly project management visits to direct the work of six project teams involving 30+ local & international consultants. Reporting to Principal Secretary and Minister of Local Government. For Govt. of Lesotho. DFID & UNCDF funded.

January 1998 **India: Western Ghats Forestry Project, Karnataka State.** Scoping visit and definition of design process for Western Ghats Phase II Project with an indicative budget of £5m of further DFID assistance.

August 1997 **India: National Gender Centre.** Organisation Development consultant responsible for producing Business Plan for the establishment of a commercially viable National Gender Centre at the Indian Administrative Service’s Academy in Mussorie to orientate senior public servants, policy makers and leaders from national, state, local and regional institutions. For the Govt. of India. DFID funded.

April 1997 **Lesotho: Drafting of Local Government Elections Act.** Team Leader and Institutional and Local Govt. Expert responsible for drafting legislation for the new democratic local government system, in collaboration CFTC sponsored with legal draughtsman. For Govt. of Lesotho. DFID funded.

Mar-May 1997 **Sri Lanka: Forestry Sector Five-Year Investment Plan (FYIP).** Lead Institutional Adviser for the design of a multi donor National Investment and Implementation Plan for Forestry, and integrating the FYIP into the broader macro public sector reform programme. For the Govt. of Sri Lanka. DFID funded.

March 1997 **Zimbabwe: Training for Enterprise, Ministry of National Affairs.** Facilitation of process to redesign the £3.6m DFID Skills and Enterprise Development Project. For Government of Zimbabwe; DFID funded.

February 1997 **South Africa: Evaluation of Provincial Support Programme.** Team leader of national & international team evaluating provincial capacity building programme, and design of successor programme to strengthen governance and development planning systems at national, provincial and local levels. For the Government of South Africa. DFID funded.

1993-1997 **UK: Birmingham - Johannesburg Civic and Technical Twinning**. Lead Adviser & author of the civic twinning proposal to link Birmingham and Johannesburg. Conceptualisation, negotiation and management of all aspects of the civic and institutional development relationship between Birmingham and Johannesburg. Funded by Birmingham City Council.

December 1996 **South Africa: South African Revenue Service (SARS).**  Change Management expert responsible for project revision of UK assistance to SARS, working with SARS top management team. For Govt. of South Africa. DFID funded.

October 1996 **Lesotho: Drafting Local Government Bill.** Institutional and Local Government expert responsible for drafting the new Local Government Bill, (in collaboration with the Ministry of Law), drawing on the White Paper and public consultation process. For Govt. of Lesotho. DFID funded.

August 1996 **Bangladesh: DFID's Aid Management Office Dhaka.** Facilitation of workshop to draw up the business plan for DFID's Bangladesh programme.

August 1996 **Sierra Leone: Governance Framework for New Democratic Government**

Facilitation of visioning and strategic planning workshop, involving all government Ministers, Principal Secretaries and heads of departments. For the Govt. of Sierra Leone & the Commonwealth Secretariat. DFID funded

July 1996 **Guyana: Bureau of Statistics.** Lead Institutional Adviser, **f**easibility study and design mission for reform of the national Bureau of Statistics. For the Govt. of Guyana. DFID funded

June 1996 **Lesotho: Cabinet Office & Ministry of Local Government.** Refining and presentation of the White Paper on the Establishment of Local Government in Lesotho to Cabinet, Parliament and Principal Secretaries.

June 1996 **UK: DFID International Social Development Advisers Annual Retreat**

**Oxford.** Design and facilitation of the business planning and organisational transformation retreat for DFID Social Development Division. DFID funded.

May 1996 **Malawi: Ministry of Agriculture.** Team leader, institutional assessment and performance review of the Department of Agricultural Research. DFID funded.

October 1995 **UK: Social Action Programme for Pakistan (SAPP) funded by World Bank and DFID.** UK-based research and facilitation of review exercise with DFID project team looking at DFID involvement in SAPP I and planning for SAPP II.

May 1996 **South Africa: Institutional Support to South African Revenue Service (SARS)**. Facilitation of stakeholder workshop involving South African Inland Revenue, Customs and Excise and DFID project team to define the project logical framework for the institutional strengthening of SARS.

April 1996 **Botswana: DFID Renewable Natural Resources (RNR) Strategy for Botswana**, Strategic Planning Workshop. Report and facilitation of stakeholder workshop to define 5 year DFID’s RNR strategic plan for Botswana.

April 1996 **Zambia: DFID Local Government Support Project.** Institutional development &decentralisation expert on multi-disciplinary DFID review team assessing £3.5m local government strengthening project.

March 1996 **Lesotho: Decentralisation & Establishment of Local Government.** Institutional and Local Government expert responsible for drafting new White Paper for the Establishment of Democratic Local Government, and framework for decentralisation. For Govt. of Lesotho. DFID funded.

March 1996 **South Africa: Office of the President.** Organisation and production of briefing papers for UK study tour by senior South African government officials, Provincial Ministers, Directors General and planners. DFID funded

Jan-Feb 1996 **Zambia: Central Statistics Office (CSO).** Team Leader, production of Strategic plan and facilitation of change-process to transform the CSO into an autonomous agency. For the Govt. of Zambia, as the first such exercise in the Public Sector Reform Programme. Report and methodology subsequently used as the basis for restructuring 22 public bodies into 'next step' agencies. DFID funded.

December 1995 **South Africa: Office of the President, Reconstruction & Development Programme (RDP).** 'Institutional Arrangements for Development Planning', report author / resource person for the strategic planning workshop for key officers from Strategic and Development Planning Units from S. African provincial administrations. DFID funded.

November 1995 **South Africa: Police Service.** Transformation of S. African Police Service and Effective Community Policing for the Eastern Cape Province. Institutional Development Specialist on multi-disciplinary consultancy team. DFID and EU funded for the Government of South Africa.

October 1995 **South Africa: Office of the President.**  Arranging and leading a one-week UK study tour for top management from the National RDP Office concerned with the development planning process in South Africa. For Govt. of SA. DFID funded.

Jun 94-Oct 95 **UK: Birmingham Museum and Art Gallery:** “Siyewela - the Art of Liberation”. Feasibility study and negotiation with SA partners to define concept and logistical arrangements for major post-apartheid art exhibition shown in Birmingham in October 1995.Consultant to Birmingham Museum & Art Gallery.

September 1995 **Zambia & Zimbabwe: DFID Review of Local Government Support Project for Zambia.** Institutional & local government expert on DFID evaluation team assessing £3m DFID project.

Aug-Sept 1995 **South Africa: Office of the President.** Principal PSR Adviser, assigned to the Office of the Premier, NW Province to restructure provincial government and improve the effectiveness of the post-Apartheid Reconstruction and Development Programme (RDP), development planning processes and provincial governance. DFID funded.

July -Aug 1995 **UK: Hereford and Worcester County Council.** Feasibility study for Hereford & Worcester County Council to facilitate economic development, business and civic links with the South African cities of Rustenburg, Nelspruit, Uppington and Worcester. UK and SA based field research. Funded by H & W County Council.

July 1995 **Zambia &Zimbabwe: Local Government Support Projects.** Assessment visits on behalf of University of Birmingham to recommend ways of improving the effectiveness of externally funded local government support projects.

June 1995 **UK: DFID Social Development Department Annual Retreat.** Facilitation of Annual Retreat on the theme of ‘Social Integration’ involving all of DFID's Social Development Advisers.

May-June 1995 **Italy: UN International Labour Organisation Training Centre, Turin.** Human Resources Management and Public Sector Reform. Course tutor for four week training course for 15 senior civil servants from Lesotho, Malawi, Swaziland, Zambia and Zimbabwe. ILO funded.

April 1995 **UK: DFID Fundamental Expenditure Review**. Facilitation of series of internal stakeholder workshops to conduct fundamental expenditure review of DFID operations; draw up business plan; and define logical framework for the restructuring of the organisation. External change-management expert working with internal DFID review team

Feb- Mar 1995 **Lesotho: Decentralisation &the Establishment of Democratic Local Government.** Team Leader, Programme Design of Decentralisation plan based on study and facilitated workshop involving >300 stakeholders including: Cabinet Ministers, MPs and Senators; Chiefs &traditional authorities; senior civil servants; academics and civil society representatives. For the Govt. of Lesotho. DFID funded.

January 1995 **Swaziland: Public Sector Management Programme.** Preparation of comprehensive tender £2m EU HRD and Institutional Support Project for the Swaziland Public Service, focusing on the strengthening of Central Government Ministries and the Swaziland Institute of Management and Public Administration. For the British Council, UK.

Oct - Dec 1994 **Hungary: EU Financed PHARE Project.** Lead Adviser on Human Resources Strategy to drive Public Sector Reform and Civil Service Restructuring in Hungary. Course design, training of trainers, and production of teaching manual on HRD for 18-month in-service training course for senior Hungarian public servants. EU funded.

Jul - Nov 1994 **UK: Commonwealth Secretariat, Human Resources Development Strategies for Commonwealth States.** Team Leader for the design of pan-Commonwealth HRD programme of projects based on 'Foundations for the Future', including facilitation of a structured workshop involving senior professionals from governments, academic and management institutions, from across the Commonwealth. Report submitted to 12th Conference of Commonwealth Education Ministers (Islamabad Nov. 1994).

October 1994 **South Africa: Office of the President, Reconstruction and Development Programme.** Team Leader, design of capacity building programme to strengthen management and institutional capacity at national, provincial and sub-provincial levels of government for effective implementation of the post-Apartheid RDP. DFID funded.

Mar –Sept 1994 **Namibia: Local Government Reform and Further Decentralisation.** Lead Institutional Change Adviser on Strategic Analysis and Programme Design on decentralisation and the reform of Local Government. For Government of Namibia; DFID funded.

July 1994 **South Africa: Eastern Cape Province, Reconstruction and Development Programme (RDP).** Facilitation of workshop for the Office of the Eastern Cape Premier to define programming criteria and draft list of small-scale capital RDP projects for urgent implementation. DFID funded.

Apr-May 1994 **South Africa: First Democratic South African Elections.** Team leader of nine-person team of International Election Observers from UK local government covering Mpumalanga and Northern KwaZulu-Natal.

March 1994 **Botswana: Institutional Support to University of Botswana, to the Strengthen Masters Degree in Public Administration.** Scoping visit on behalf of the University of Birmingham’s International Development Department.

February 1994 **UK: Birmingham City Council's North-South Strategy.** Lead Advisor, International Strategy for Birmingham City Council for relations with the countries and cities of the 'South', covering economic development and social benefits.

January 1994 **UK: DFID Asia Division Retreat.** Strategies for improving the design and management of institutional development projects. Workshop facilitation and presentation of models and case studies on 'process approaches to Institutional Development'. For DFID advisers and programme managers.

December 1993 **Lesotho: Decentralisation of Government Activities and the Strengthening of Local Government.** Institutional assessment and workshop design for decentralisation strategy and workshop for Cabinet Ministers and Principal Secretaries. DFID funded.

Oct-Dec 1993 **Italy: UN International Labour Organisation Training Centre, Turin.** Decentralised Management of Local Government. Design and delivery of six-week course for 20 Chief Executives, Town Clerks and senior civil servants from nine African countries. ILO funded.

Sept-Oct 1993 **UK: Nelson Mandela's Visit to Birmingham.** Principal Advisor, Conceptualisation and project management of all aspects of Mr Mandela's visit to Birmingham, including: briefing and accompanying Mr Mandela for all engagements; business conference; community visits and pop concert; security, hospitality and media management. For Birmingham City Council.

August 1993 **UK: Crown Agents Management Training Centre.** Consultancy skills training of international group of HRD managers from Asia, Africa and Europe.

May 1993 **UK: DFID HQ London, Government and Institutions Division.** Strategy workshop for DFID advisers, to look at international aid management issues pertaining to institutional development, and help define objectives and development plan for the Governance Division.

April 1993 **Zambia: Ministry of Local Government and Housing.** Team Leader, Design of performance appraisal system for Zambian local government, through OD workshops involving key Council Chief Executives, Senior Government Officers and Union Leaders. DFID funded.

March 1993 **Italy: Third International Conference on Municipal and Regional Cooperation, 'Citizen Participation in Local Governments'**. Conference address at international event held in Florence.

February 1993 **Malaysia: Malaysian Institute of Organisation Development**. 'The Place of OD in International Management Consultancy'. Keynote address at launch of OD institute in Kuala Lumpur.

February. 1993 **Malaysia: Change Management & OD Training Workshop.** For the front-line staff and middle management of the Arab-Malaysian Eagle Assurance Berhad.

January 1993 **Kiribati (Central Pacific): National Human Resources Development Strategy.** Team Leader, Training needs analysis and management development strategy for public and private sectors. For the Government of Kiribati. DFID funded.

December 1992 **Zambia: Ministry of Local Government & Housing.** Team Leader, Strengthening local government. Organisation development plan and revenue raising strategies. For Govt. of Zambia. DFID funded.

October 1992 **Zambia: Training Programme for Councillors and Officers.** Ministry of Local Government and Housing. Themes and structure for the training programme. For Govt. of Zambia. DFID funded.

Feb - Aug 1992 **Zambia: Integrating Public Sector Reform and Decentralisation.** Principal Technical Adviser & Lead Facilitator on several missions to define national strategy for decentralisation and lead workshops with Permanent Secretaries, and equivalent events at provincial and district levels. For Govt. of Zambia. DFID funded.

December 1991 **Zimbabwe: Provincial and Local Government Strengthening.** Team leader of project design mission to strengthen provincial and local government institutions in Mashonaland East. For the Govt. of Zimbabwe. DFID funded.

October 1991 **Netherlands: Amsterdam and Rotterdam City Councils.** Establishment of European Public Sector Consultancy Network. EU funded.

October 1991 **Russia: Training of Organisation Development Consultants.** Training of Russian OD consultants and market research to assess public sector reform / collaboration opportunities in Russia. Moscow and neighbouring districts, and St. Petersburg. Birmingham City Council funded.

Apr-June 1991 **International Convention Centre (ICC), Birmingham.** Team Leader, Design and implementation of corporate ‘excellence’, customer care and staff training programme for front line staff of new £160m international convention centre. ICC subsequently voted 'Best Convention Centre in UK' by clients.

May 1991 **Zambia: The Case for Decentralisation**. Policy and issues paper for Government of Zambia, Cabinet Office, based on national, provincial and district level structural analysis and fieldwork. DFID funded.

Apr 90 to Feb 91 **Kirklees Metropolitan Council, UK: Organisational Culture Change Programme.** Team Leader**,** Design and implementation of comprehensive organisational restructuring of corporate culture change programme, using OD workshops, training and action learning projects.

Feb - March 1990 **Montserrat (post Hurricane Hugo): Island Reconstruction & the Reorganisation of the Public Sector.** Lead OD consultant in broad team producing a national recovery plan. Responsible for producing the institutional development component of the restructured public sector. DFID funded.

October 1989 **Sudan: Southern Sudan**, **SPLA controlled territories.** Team Leader Programme Design Mission. Negotiation with General Garang and senior SPLA military leadership for access into Southern Sudan followed by feasibility study for Primary Health Care project to be implemented in rebel held areas. Comic Relief funded.

August 1989 **India: Primary Health Care Project for Chakma refugees.** Team Leader, feasibility study & inception mission to establish programme for refugee communities living in the border areas with Bangladesh. Health Unlimited funded.

1. Available on Amazon <http://www.amazon.co.uk/Looking-Lakshmi-Flame-Rajan-Soni/dp/1868887944> [↑](#footnote-ref-1)