

CURRICULUM VITAE

Name:	Dr Paul Ward Crawford
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Nationality:	Australia & New Zealand (born in Papua New Guinea)
Professional Qualifications:	PhD , Institute for Sustainable Futures, University of Technology Sydney (UTS), Australia, 2004 <ul style="list-style-type: none">Thesis title: <i>"Aiding Aid: A monitoring & evaluation framework to enhance international aid effectiveness"</i> MBA , University of Newcastle, Australia, 1996-97 <ul style="list-style-type: none">Major project: Organisational Systems AnalysisNSW Intersvarsity Strategic Management Competition winnerAnderson Consulting National Management Strategy Games runner-up Commercial Pilot Theory , Avondale College School of Aviation, 1998 Bachelor of Rural Science , University of New England, Australia, 1988-91 <ul style="list-style-type: none">Honours Project: Biogas production
Professional Affiliations:	<ul style="list-style-type: none">Institute for Sustainable Futures (Adjunct Research Fellow)Graduate Management Association, AustraliaRed-R UK (Registered Engineers in Disaster Response)Active Learning Network for Accountability & Performance in Humanitarian Action (ALNAP) – Observer Member
Awards:	<ul style="list-style-type: none">Decorated with Humanitarian Overseas Service Medal (HOSM) of Australia for work in the Rwanda emergency, 1994Presented with two Certificates of Gratitude by the Australian Government for contributions to sustainable development and poverty reduction
Country Work Experience:	Albania, Angola, Australia, Azerbaijan, Burundi, Cambodia, Cook Islands, Democratic Republic of Congo, East Timor, Ethiopia, Fiji, FRY (Kosovo & Serbia), Indonesia, Kenya, Laos, Liberia, Malawi, Mongolia, Mozambique, Pakistan, Philippines, PNG, Russia (Chechen region), Rwanda, Solomon Islands, Somalia, Sudan, Swaziland, Switzerland, Tanzania, Thailand, Uganda, United Kingdom, United States of America, Vanuatu, Vietnam, Yemen
Summary Of Experience:	Professional focus is on aid effectiveness through applying a 'soft systems' approach to monitoring and evaluation (M&E). Particular expertise in the design of M&E arrangements (doctoral research in this field). More than thirteen years of management and consulting experience with international relief and development agencies, government and corporate clients in over 35 countries . Experience includes monitoring & evaluation (quantitative and qualitative methods), project design, project appraisal, needs assessment, strategic planning, project & program management, emergency/humanitarian response program management.

EMPLOYMENT EXPERIENCE

2004 – presentExecutive Director - ConsultingAid-IT Solutions Pty Ltd

Aid-IT Solutions Pty Ltd (<http://www.aid-it.com>) is a specialist monitoring and evaluation (M&E) company working to improve the effectiveness of international aid. We provide an innovative M&E information system (eM&E™) and consulting services to bilateral aid donors, corporate aid contractors, international NGOs and research groups.

Responsibilities include: company directorship; product research and development; consultancy services (evaluations and reviews, M&E system design and appraisal, M&E training, project design and appraisal, needs assessment).

Current long-term engagements include: *M&E Advisor* engaged by **AusAID** for the Australia Community Development & Civil Society Strengthening Scheme (ACCESS II); *M&E Advisor* engaged by **Hassall & Associates International** for the Philippines-Australia Community Assistance Program (PACAP); *M&E Specialist* on the Program Monitoring Support Group (PMSG) engaged by **AusAID** for the Aceh Rehabilitation Program (ARP); *Team Leader* and *M&E Specialist* on the Quality Assurance Contractor (QAC) engaged by **AusAID** for the Philippines-Australia Local Sustainability (PALS) Program; *Adjunct Research Fellow* with **Institute for Sustainable Futures**, University of Technology Sydney; *member* of International Program Appraisal & Review Panel (IPARP) for **ADRA** Australia.

1996 – 2003Principal ConsultantP.W.Crawford & Associates Pty Ltd

Self-employed consultant providing management consulting services to a range of international aid agencies, government and corporate clients. **Services included:** project designs, project evaluations, project appraisals, statistical analysis, needs/situation analysis, M&E system design, staff training (planning and M&E). Responsibilities included: consulting services; client relationship management; small business administration.

1994 – 1996Country Director/Program Director/Project ManagerADRA International

Progressed from **Project Manager** to **Program Director** to **Country Director** over 3 years in 3 countries in the Great Lakes region of East Africa (Uganda, Rwanda, DRC). Projects administered covered 8 technical sectors (agriculture, water & sanitation, community services, health, education, shelter, food aid, infrastructure rehabilitation) in partnership with a range of bilateral and multilateral donors (UNHCR, WFP, UNICEF, USAID/OFDA, AusAID, CIDA, DANIDA, EU/ECHO, DFID etc.). **Responsibilities included:** strategic planning, policy development, financial administration of multi-project/multi-million dollar portfolios, reporting to donors/stakeholders, host-country government liaison, project management, staff administration (up to 500 project staff & volunteers (including up to 30 expatriate management and technical staff), training of local counterparts, media liaison.

SELECTED CONSULTING EXPERIENCE

Sep 08	AusAID	Indonesia	Appraisal of Performance Assessment Framework (PAF) for the Australian Community Development & Civil Society Strengthening Scheme (ACCESS II)
Aug 08	World Vision	Australia	Review of draft evaluation instruments to assess agency alignment with international protection standards
May – Aug 08	AusAID	Solomon Islands	Final evaluation of NGO Cooperation Agreement (7 NGO partnerships), and design of concept for second five-year phase
Jun 08	Hassall & Associates	Philippines	Annual quality audit of internal processes for the Philippines-Australia Community Assistance Program
Mar – Apr 08	AusAID	Philippines	Team leader for cluster evaluation of 4 Australian NGOs (ABM, CBM, Salvation Army, Reledev) operating within the AusAID NGO Cooperation Program (ANCP)
Mar 08	Hassall & Associates	Philippines	Preliminary analysis of impact data and drafting of Annual Plan for the Philippine Australia Community Assistance Program (PACAP)
Feb 08	ADRA	Thailand	Final evaluation of a tsunami emergency response and rehabilitation project in southern coastal Thailand

Jan 08	Hassall & Associates	Philippines	Facilitation of Logframe workshop with government, AusAID and local stakeholders of the Philippines Australia Community Assistance Program
Dec 07	Cardno-Acil	East Timor	Preparation and presentation of bid to AusAID for East Timor Justice Sector Support Facility
Sep – Oct 07	AusAID	Vanuatu & Fiji	Team leader for cluster evaluation of 4 AusAID funded NGOs within the ANCP (Oxfam, Save the Children, Sexual Health & Family Planning, International Women's Development Agency)
Sep 07	Hassall & Associates	Philippines	Revision of M&E framework and presentation to AusAID mid-term review team
Aug 07	BDTNRM	Australia	M&E workshop for two natural resource management projects supported by Burdekin Dry Tropics NRM
Jul – Aug 07	AusAID	Mozambique	Mid-term review of the Australian Partnerships with African Communities (APAC) program involving 7 NGOs in 7 countries
July 07	ACFID	Australia	Advanced M&E training for members of the Australian Council for International Development (ACFID) in Melbourne and Sydney
Jul 07	AusAID	Australia	Appraisal of Annual Plan (07-08) for Philippines Australia Local Sustainability Program
June 07	Hassall & Associates	Philippines	Annual quality audit of internal processes for the Philippines-Australia Community Assistance Program
June 07	Hassall & Associates	Australia	One of four presenters at an open M&E seminar convened by HAI Development Impact Group (DIG)
June 07	Oxfam GB	Tanzania	Facilitation of M&E planning workshops and eM&E user training for an EU funded education project, and a pastoralists' livelihoods project
May 07	ChildFund	Kenya, Uganda, Zambia	Analysis of household midterm survey data to establish significant changes in psychosocial wellbeing for HIV-affected children compared with baseline data
Mar-Apr 07	AusAID	Philippines	Team leader for mid-term review of the Philippines – Australia Local Sustainability Program
Mar 07	Hassall & Associates	Philippines	Drafting of mid-term review plan and terms of reference for the Philippines – Australia Community Assistance Program
Jan 07	AusAID	Australia	Development of a standard cluster evaluation framework to assess the performance of AusAID's NGO Cooperation Agreements
Jan 07	Hassall & Associates	Australia	Development of a standard project completion survey for implementation by the Philippines-Australia Community Assistance Program across all funded community development projects
Dev 06	AusAID	Australia	Synthesis of M&E good practice from AusAID-supported UNICEF and World Bank projects
Nov 06	AusAID	Indonesia	M&E specialist on a three-person mid-term review team for the Indonesia-Australia Legal Development Facility
Oct 06	Hassall & Associates	Philippines	Review of implementation of M&E framework for the Philippines-Australia Community Assistance Program; analysis of risk data
Oct 06	AusAID	Philippines	Review of M&E arrangements for 3 multilateral agency programs (UNICEF, IFC & World Bank) supported by AusAID; facilitation of peer review process by AusAID staff and counterparts; documentation of relative strengths and weaknesses
Sep 06	World Vision	Swaziland, Malawi	Design of a multi-site, multi-country program to address food insecurity and HIV/AIDS in southern Africa
Jul-Aug 06	AusAID	Pakistan	Cluster evaluation of 4 NGOs (Oxfam, Care, World Vision, Red Cross) funded under AusAID's Cooperation Agreement for Emergency Response (CAER) to the South Asia earthquake

May 06	Hassall & Associates	Philippines	Annual quality audit of internal processes for the Philippines-Australia Community Assistance Program
Apr-Jun 06	AusAID	Australia, East Timor, Philippines	Review of 10 M&E frameworks managed by AusAID's Dili and Manila posts; facilitation of peer review process by AusAID staff and counterparts; documentation of relative strengths and weaknesses; preparation of M&E training resources for deployment in any AusAID post
Feb-Mar 06	AusAID	Australia	Review of 3 contractor M&E frameworks and documentation of relative strengths and weaknesses
Feb 06	AusAID	United Kingdom	Review of current practice in M&E of emergency and humanitarian response
Feb 06	World Vision	Azerbaijan	Facilitation of negotiations between World Vision, the Government of Azerbaijan and World Food Program concerning food aid transition arrangements; and drafting of alternative program design concept
Jan 06	Oxfam GB	Tanzania	Facilitation of M&E training for EU funded project staff and deployment of M&E information system
Oct-Dec 05	AusAID	Australia	Review of 15 M&E frameworks submitted to AusAID by contractors and UN agencies; preparation of good practice guide; facilitation of Quality Assurance Group (QAG)
Oct 05	Hassall & Associates International	Philippines	Review of implementation of M&E framework for the Philippines-Australia Community Assistance Program (PACAP)
Sep 05	World Vision	Azerbaijan	Impact assessment and feasibility study of WFP-supported protracted emergency food program
Aug 05	ADRA	Yemen	Project design for a USAID/MEPI civil society empowerment intervention
Jul 05	World Vision	Vietnam	Mid-term Evaluation of Tra My Area Development Program
Jul 05	AusAID	Palestine	Development of high-level common key performance indicators for AusAID's AMENCA Cooperation Agreement
Jun 05	Hassall & Associates International	Philippines	Internal quality audit of systems and processes for the Philippines-Australia Community Assistance Program (PACAP)
May-Jun 05	AusAID	Cambodia	Cluster evaluation of 6 NGOs (World Vision, Caritas, Red Cross, Lutheran World Service, National Council of Churches and Credit Union Foundation Australia) operating within the AusAID NGO Cooperation Program (ANCP)
May 05	Allaburton Associates	Indonesia	Appraisal of M&E Frameworks and designs for AusAID's Technical Advisory Group (TAG) for the Indonesian education program
Mar-Apr 05	Hassall & Associates International	Philippines	Design of M&E framework for the Philippines-Australia Community Assistance Program (PACAP)
Feb 05	AusAID	Indonesia	Appraisal of the SAGRIC-managed NTTPEP M&E framework
Feb 05	Allaburton Associates	Indonesia	Appraisal of Indonesia-Australia Partnership in Basic Education (IPBE) M&E plan for AusAID
Jan 05	ADRA Australia	Mozambique, Malawi, Zambia	Facilitation of a detailed implementation planning (DIP) workshop for AusAID's Australian Partnerships with African Communities (APAC) partners in Southern Africa
Dec 04	ChildFund	Kenya, Uganda, Zambia	Development of knowledge/attitude/practice (KAP) M&E tools for AusAID's Australian Partnerships with African Communities (APAC) partners
Nov-	IFRC	Asia-Pacific	Drafting of a competency-based curriculum framework for building

Dec 04		Region	M&E capacity within National Societies throughout Asia-pacific
Nov 04	ADRA	Mozambique, Malawi, Zambia	Development of a baseline survey instrument for to assess the impact of AusAID's APAC program on household vulnerability.
Nov 04	Allaburton Associates	Indonesia	M&E system appraisal for CLCC (UNICEF) project on behalf of AusAID's Indonesia post
Nov 04	Pacific Peace Building Initiative	Australia	Guest lecturer on poverty reduction and project design
Oct 04	ChildFund	Kenya, Uganda, Zambia	Statistical analysis and reporting of baseline survey data for AusAID's Australian Partnerships with African Communities (APAC) partners
Oct 04	ADRA	Laos	M&E training and system customisation for AusAID-funded (ANCP) water & sanitation project
Sep 04	Allaburton & Associates	Indonesia	Appraisal of M&E framework for the NTT Primary Education Partnership implemented by SAGRIC International
Sep 04	ADRA	Papua New Guinea	M&E training and system customisation for project staff in 5 sectors: SED, literacy, health, education and HIV/AIDS awareness
Jul 04	ChildFund	Kenya, Uganda, Zambia	Preparation of a baseline survey tool to assess changes in the psychosocial wellbeing of HIV/AIDS affected children
Jun 04	ADRA	Mozambique, Malawi, Zambia	Development of M&E Framework for the Southern Africa Food Security & AIDS Response Initiative (SAFARI)
May 04	Allaburton Associates	Indonesia	Appraisal of logframe for Kang Guru Radio English (KGRE) project
Apr 04	Allaburton Associates	Indonesia	Appraisal of logframe and M&E plan for a SAGRIC-implemented education sector capacity development project
Mar 04	ADRA	Australia	Development of a project appraisal conceptual framework to introduce greater rigor in funding decisions and to promote organisational learning
Feb 04	ADRA	Mozambique, Malawi, Zambia	Facilitation of a program design workshop for AusAID's Australian Partnerships with African Communities (APAC)
Jan 04	Allaburton Associates	Indonesia	Review of project design and M&E documentation for an AusAID funded bilateral education project
Nov-Dec 03	ADRA	USA	Development and pilot of competency-based training curriculum for global project design staff (piloted in Miami, USA)
Oct 03	ADRA	Thailand	Facilitation of one week intensive training for Country Directors and senior program staff (approx 60 participants) on monitoring and evaluation for ADRA offices throughout Asia, Africa and the South Pacific
Sep 03	ADRA	Solomon Islands	Training for senior NGO program management staff to project design
Sep 03	Avondale College	Australia	Guest lecturer, "Aid project cycle management", International Development Studies degree
Sep 03	ADRA	Mozambique, Malawi, Zambia	Development of an AusAID-funded program concept bid to tackle food insecurity and HIV/AIDS in Southern Africa
Aug 03	ADRA	Cambodia	Mid-term evaluation of an AusAID-funded institutional-strengthening/food security project

Jun 03	Assai	Papua New Guinea	Program design and submission preparation for a study of innovative approaches to rural electrification by the World Bank
May 03	ADRA	Rwanda	Design of a DFID Civil Society Challenge Fund project involving capacity building of Farmers Associations
Jan 03	ADRA	Switzerland	Advisor to a curriculum development team responsible for developing a global training initiative on project planning and strategic planning
Sep 02	Avondale College	Australia	Guest lecturer, "Aid project cycle management", International Development Studies degree
Jun 02	ADRA	Australia	Proposal Appraisal Committee member
Jun 02	World Vision	Ethiopia	Project design of an HIV/AIDS intervention
May 02	University of Western Sydney	Australia	Guest Lecturer on "Issues in Third World Development", Social Ecology Department
Apr 02	World Vision	Uganda, Mozambique, Zambia, Lesotho	Appraisal of project designs for food security interventions by World Vision submitted to AusAID
Mar 02	ADRA	Malawi	Project design for an AusAID Food Security Bilateral funding window
Nov 02	Oxfam GB	Angola	Staff training workshop (25 participants) on project M&E and drafting of M&E manual
Nov 01	ADRA	Australia	Strategic planning and management information system requirements analysis for the International Programs department
Jul - Aug 01	ADRA	Rwanda	M&E information requirements analysis and facilitation of staff M&E training. Project design of rural CBO strengthening submission to EU
Jun - Jul 01	ADRA	Kenya	Member of a team of five consultants engaged to evaluate a USAID Title II household food security project in semi-arid district. Led implementation of 30 cluster household survey and conducted quantitative analysis
Feb 95- Apr 01	Various assignments	international NGO in: Australia, Serbia, Mongolia, Ethiopia, Kenya, Liberia, Russia (Chechen region), Kosovo, Albania, Sudan, Cambodia, Somalia, Burundi	Project appraisals, humanitarian needs assessments, project designs, humanitarian aid program management, evaluations (mid-term and end-of-project), program monitoring system design; involving a range of bilateral and multilateral donor partners (AusAID, USAID, OFDA, BPRM, UNHCR, UNICEF, WFP, DANIDA)

SELECTED PUBLICATIONS

Crawford, P., Swete Kelly, D., Mitchell, C. & Bryce, P. (2007 submitted) SSM4M&E: Using soft systems methodology to define monitoring and evaluation requirements for international aid programs, *Evaluation*

Willetts, J., Cheney, H. and Crawford, P. (2007, in press) 'Defining and refining effectiveness: applying narrative and dialogue methods in aid evaluation' in Renzaho, A. (Ed.) *Measuring Effectiveness in Humanitarian and Development Aid*, Nova Science Publishers, Inc. (New York)

Willetts, J. & Crawford, P. (2007) The most significant lessons about the Most Significant Change technique, *Development in Practice*, 17(3), June 2007

Crawford, P. and Swete Kelly, D. (2005) *Using Soft Systems Methodology to support monitoring and evaluation for community based engagement*, UN Engaging Communities Conference, August 14 – 17 2005, Brisbane

Crawford, P., Swete Kelly, D., Mitchell, C. & Bryce, P. (2005 submitted) Aristotle and Plato at it again? Philosophical divergence within international aid project planning and monitoring & evaluation, *Project Appraisal* (submitted July 2005)

Crawford, P. (2004) *Aiding Aid: A monitoring and evaluation framework to enhance international aid*

effectiveness, PhD thesis, Institute for Sustainable Futures, University of Technology, Sydney

Crawford, P., Perryman, J. & Petocz, P. (2004) Synthetic Indices: a method for evaluating aid project impact, *Evaluation*, 10 (2): 29-46

Crawford, P. & Bryce, P. (2003) Project monitoring & evaluation: a method for enhancing the efficiency & effectiveness of aid, *International Journal of Project Management*, 21 (5): 363-373

Crawford, P. (2002) The 'aid project cycle': an effective means towards Ecologically Sustainable Development? Conference of Australian & New Zealand Society for Ecological Economists, Sydney, December 2002

REFEREES

Mr Graham Rady, Asia Program Quality Advisor, AusAID. Email: graham.rady@ausaid.gov.au; Tel (02) 6206 4826

Mr Rob Allaburton, Principal Consultant, Allaburton & Associates. Email: allaburt@ozemail.com.au; Tel: (02) 9974 5277; Mob: 0414 745 277

Mr David Swete Kelly, Programme Director, Philippines-Australia Community Assistance Program (PACAP). Email: swetekelly@rds.com.au; Mob: 0407 732 577

Dr Cynthia Mitchell, Associate Professor, Institute for Sustainable Futures. Email: Cynthia.Mitchell@uts.edu.au; Tel: (02) 9209 4696; Fax (02) 9209 4351
