

Rachel Percy

Senior Consultant

Rural Growth and Livelihood Security Portfolio

SUMMARY

Dr Percy is an agricultural innovation, extension and development specialist who has both led, and undertaken, consultancies in Africa, Asia and Latin America. Clients have included governments, UN agencies, EU, DFID, NZAID, GTZ, the Forum for Agricultural Research in Africa and international NGOs. Her inputs have included strategy development, project/programme formulation, monitoring and evaluation, training design, capacity building and livelihood rehabilitation. She has worked in agricultural research and extension, post-disaster livelihoods rehabilitation, training and education.

Dr Percy combines a scientific agricultural background with expertise in social and gender analysis, participatory and sustainable livelihoods approaches, and qualitative field research. She has over ten years of practical, long-term management and advisory experience in agricultural extension and sustainable development, and eight years as a lecturer and consultant within the International and Rural Development Department at the University of Reading, UK.

KEY STRENGTHS

- ⊗ Agricultural research and extension programme design, delivery & capacity building
- ⊗ Project formulation, management, monitoring and evaluation
- ⊗ Sustainable livelihoods analysis, planning and strategy development
- ⊗ Leadership of multi-disciplinary consultancy teams
- ⊗ Participatory rural appraisal / participatory learning and action research
- ⊗ Training needs analysis and capacity building
- ⊗ Facilitation of workshops and strategic planning events
- ⊗ Gender analysis and mainstreaming

QUALIFICATIONS

PhD *“Facilitation of participatory agricultural research and extension: An analysis of experiential learning theories and practice”* University of Reading, 2000 - 2004

MSc Agricultural Extension, University of Reading, 1983 – 1984 (distinction)

BSc Agricultural Botany, University of Reading, 1976 – 1980 (2.1)

COUNTRY EXPERIENCE

Argentina, Chile, Ecuador, Ethiopia, Europe, Georgia, Ghana, Indonesia, Italy, Jordan, Kenya, Laos, Malawi, Mexico, Nigeria, Pakistan, Peru, the Philippines, Rwanda, Senegal, Sierra Leone, Sudan, Uganda.



RECENT PROFESSIONAL EXPERIENCE

Formulation of projects & programmes

Oversight of Value for Money Assessment: Kenya

For *theIDLgroup* oversaw a value for money assessment into the EC Food Facility Programme "Using Food Aid to Stimulate Markets in Pastoral Areas". The project involves the use of vouchers in place of general food distribution and the substitution of imported beans with locally produced proteins. Peer reviewed the client presentation, which was later made to an 80 strong audience of government, NGO and donor representatives, and also reviewed the report. Lessons from the assignment are being drawn upon by ECHO and the EU in planning appropriate actions in response to the drought in Northern Kenya. (Save the Children UK Kenya, June – July 2011)

Formulation of a major vegetable oil sub-sector programme: Uganda

Agricultural Extension and Socio-economist Specialist in IFAD formulation mission for the Vegetable Oil Sub-Sector Support Programme (VOSSP), a \$30-\$50 million programme planned to start in 2010. Responsible for targeting, agricultural extension and information and knowledge management aspects of the programme formulation. The design was aligned with Government policy to reduce dependence on imported vegetable oil, and synchronised with the planned changes in policy, strategy and approach for national agricultural extension and research. (IFAD, July – Sept 2008)

Scoping of Agricultural Technology and Advisory Services Sector Support: Uganda

This large IDA-IFAD mission was concerned with identifying the concept, scope, and key components of what was proposed as the Agricultural Technology and Advisory Services operation, likely to be in the form of sector support to Uganda's Ministry of Agriculture, Animal Husbandry and Fisheries, National Agricultural Advisory Services and National Agricultural Research Organisation. As Agricultural Extension & Education Specialist on the team, considered ways in which linkages could be strengthened between key stakeholders to develop an integrated rural information and knowledge system. Reviewed past and ongoing efforts to develop ICT based systems and assessed their potential use in future IDA-IFAD support. (FAO, June 2008)

Formulation of a rural livelihoods programme: Malawi

Participated in an IFAD formulation mission for a USD 16.5 million "Rural Livelihoods Economic Enhancement Programme" in three districts in the Central Region, Malawi. The project aimed to improve the livelihoods of poor rural households and diversify their incomes through integration into the commercial sector. As Gender/ Sociologist/ Community Development Specialist, contributed to the main project document and wrote a working paper on socio-economic context taking poverty, culture, gender & HIV/AIDS issues into account. (IFAD, Feb – April 2007)

Mid-term reviews and evaluations of projects & programmes

Evaluation of DFID Research Into Use (RIU) programme

Evaluation and institutional adviser and sub-team leader of an evaluation of DFID's £37 million RIU programme being conducted by *theIDLgroup* in conjunction with SDD and Tango. Countries visited were Kenya, Rwanda, Sierra Leone and Nigeria (July 2010 to present)

Assessment of the process of graduation of Productive Safety Net Programme clients: Ethiopia

Technical Adviser to team assessing the process of graduation of Productive Safety Net Programme (PSNP) clients out of the programme, so as to make recommendations on how the process can be improved. Provided guidance to Team Leader and team particularly in relation to methodology including data collection, analysis report structure. The assessment was strongly commended by the joint donor group. (April – August 2010)

Evaluation of NZAID's Latin America Development Programme: Ecuador, Peru, Chile and Argentina

As Rural Livelihoods Adviser, evaluated NZAID's NZ\$5.5 p.a. programme of support to the Latin America Region, which focuses on sustainable rural livelihoods and governance. The programme supports multi-country FAO and CIP (Centro Internacional de Papa) agricultural livelihood projects as well as smaller NGO and civil society initiatives. Undertook field research with indigenous communities in the Andes and interviewed Government, UN, NGO, private sector and NZAID Embassy stakeholders (Nov 09– April 2010)

Mid-term review of DFID Research Into Use (RIU) Programme: Rwanda, Malawi, Uganda & UK

Team member for the Mid Term Review of the DFID Research Into Use programme. Responsibilities included planning and conducting the review methodology, key informant interviews and field visits in Rwanda, Malawi and Uganda as well as contributions to the draft final report. The review identified fundamental weaknesses in the design and implementation of the RIU programme, and lead to a significant restructuring of the programme during 2009. (Sep-Oct 2008)

Performance evaluation of NAADS: Uganda

Agricultural Extension Specialist in a team conducting a performance evaluation of Phase 1 of Uganda's National Agricultural Advisory Services (NAADS). Reviewed the performance of NAADS components including the use of private sector service providers to supply agricultural advisory services, enterprise selection, input provision, partnerships and harmonisation. The evaluation involved document review, key stakeholder interviews, design & implementation of field work, analysis of findings and report writing. (Oct – Dec 2007)

Mid-term review of NGO Livelihoods project: Pakistan

Led a three person team in the mid-term review of Concern Worldwide Pakistan's "Rural Balochistan Livelihoods Security Programme". The programme was delivered through a local implementing partner, the Water, Environment and Sanitation Society. (April 2005)

Monitoring and capacity building, DFID Joint Wetlands and Livelihood project: Nigeria

Assessed the impacts of DFIDs "Joint Wetlands and Livelihood" project interventions on rural wetlands livelihoods. The review used participatory approaches combined with capacity building of civil servants and members of civil society from across Jigawa, Bauchi and Yobe states in choice and use of a range of participatory rural appraisal tools including resource mapping, network diagrams, mobility mapping, well being categories and pie-charts (January – February 2005)

**Agricultural
Research and
Extension**

Development of the Forum for Agricultural Research in Africa (FARA)s Capacity Strengthening Strategy and Operational Plan for African Agricultural Innovation.

Designed strategy development process, conducted key informant interviews in Kenya, Malawi and Uganda, then prepared draft Strategy with colleague who had conducted interviews in West Africa, in preparation for a validation workshop and subsequent presentation to FARAs Board (March 2010). Subsequently developed more detailed Operational Plan

CORAF/WECARD¹ Participatory Stakeholder Change Management Workshop

Assisted in the facilitation of the last in a series of change management workshops with CORAF/WECARD, drawing out lessons from change and considering future plans (June 2010)

Strategic Review of International Agricultural Research and Rural Development Support.

Researched and co-authored a discussion paper on maximising the contribution of agricultural research to rural development, for a joint initiative between the **Global Donor Platform for Rural Development** (GDPRD) and the European Initiative for Agricultural Research for Development (EIARD). An institutional mapping approach helped to identify both barriers to greater harmonisation of international assistance to agricultural research and rural development, as well as opportunities to improve the effectiveness of investments. The paper was published by the GDPRD (see publications below), and its conclusions presented at an international workshop (GTZ, November 2009)

Reviews and analyses of agricultural research, advisory services, innovation and communication systems:

Agricultural research and advisory and communication services were key components of many consultancies listed in this CV, including:

- Mid-term review of DFID Research Into Use project
- Scoping of Agricultural Technology and Advisory Services sector support
- Evaluation of NZAID's Latin America Development Programme
- Performance evaluation of NAADS
- Formulation of vegetable oil sub-sector programme

Management, delivery and oversight of extension services:

Managed, delivered and oversaw extension services in the following long term positions:

- FAO, Ethiopia, Extension Education Adviser, 1994-1996
- ULG Consultants Ltd, Sudan, Extension Adviser, 1988-1990
- VSO, Malawi, Assistant Project Officer, 1982-1983
- Taught agricultural research and extension at Reading University and directed Masters in Agricultural Extension for Sustainable Rural Livelihoods

¹ Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles/ West and Central African Council for Agricultural Research and Development

**Post-disaster
needs
assessment
and livelihood
rehabilitation**

Joint UN Food Security, Nutrition and Rural Livelihoods Needs Assessment: Georgia

For the Emergency Coordination Unit of FAO, contributed to a joint (WFP, UNICEF, FAO) Food Security, Nutrition and Rural Livelihoods Needs Assessment following the August 2008 conflict between Georgia and the Russian Federation over the territory of South Ossetia. As Agricultural Livelihoods Consultant had responsibility for setting findings, analysis and recommendations within a livelihoods context and tying food security, agricultural livelihoods and nutrition aspects of the assessment together. (FAO, Feb – March 2009)

Agriculture Cluster Work and Proposal Preparation: Ethiopia

For the Emergency Coordination Unit of FAO, reviewed the Government Agricultural Task Force and FAO support to the Task Force (in its role as UN Agriculture Cluster lead), taking account of new Government policies regarding disaster risk management in humanitarian aid. Also drafted a proposal for submission to an Annual Program Statement from USAID/OFDA on the Horn Food Price Crisis Response for Ethiopia. (FAO, Oct-Dec 2008)

Livelihood rehabilitation support post-earthquake: Pakistan

As International Livelihoods Specialist made several inputs for FAO to the design and delivery of the Government of Pakistan Earthquake Reconstruction and Rehabilitation Authority (ERRA)'s Livelihood Rehabilitation Strategy. The strategy aimed to assist the several hundred thousand displaced and vulnerable households, in the remote mountainous North West Frontier Province and Azad and Jammu Kashmir State.

Over a period of 6 months in **2006** assisted in the development of the strategy, designed and ran a series of livelihood workshops to enable different agencies to share perspectives on livelihood rehabilitation and develop inter-agency synergies and managed information and reporting regarding the livelihood projects within the UN-ERRA Early Recovery Plan.

In **2007** provided strategic guidance to the start up of FAO project support to ERRA in strategy implementation, including assisting in planning and implementation of the orientation and training of 23 new staff, project launch at district and provincial (NWFP)/ state (AJK) levels, supporting district level workshops in all earthquake affected districts, field mentoring and work planning.

Contributed to the mid term review of the project and revision of key operational elements of ERRA's livelihood rehabilitation strategy in **2008**, including the community livelihood rehabilitation process, capacity building and the identification of potential macro-interventions (FAO, 2006-2008)

Support to farming-related livelihood rehabilitation strategy development: Indonesia:

As International Livelihoods Consultant, with the FAO national team in Yogyakarta, assisted relevant Government Ministries in Central Java and Yogyakarta provinces in drawing up a joint (post-earthquake) farming-related livelihood rehabilitation strategy. Organised a series of consultative workshops on the strategy; trained FAO, Government and NGO staff in the sustainable livelihoods approach; and prepared concept notes seeking funding for FAO to assist the Government in

implementation. (FAO, Nov 2006 – Jan 2007)

Development of policy brief on using the livelihoods approach in post-disaster rehabilitation responses:

Lead Author in joint preparation of a paper and policy brief contrasting the ways in which FAO's post-disaster emergency and rehabilitation response drew on the livelihoods approach in developing FAO and Government Livelihood Rehabilitation Strategies in Pakistan, Indonesia and the Philippines. (FAO, July-September 2007)

**Training,
Education and
Facilitation
design/delivery
and evaluation**

Trainer of International Organisation MBA Designing Development Projects course

Taught M&E, stakeholder analysis, risk analysis and concept note and proposal preparation on the University of Geneva's International Organisation MBA program (<http://www.iomba.ch/>) (December 2010-January 2011)

Design and delivery of training in how the livelihoods approach can inform World Vision's food programming

Designed and delivered a three day workshop on the Livelihood Programming Approach for World Vision's global Food Programming Management Group to enhance the design, implementation, monitoring and evaluation of their provision of food aid as a means to contribute to sustainable livelihoods, linking relief to development efforts (April 2010)

Livelihood training development and delivery: Rome

Led a team of consultants in planning and running a 2.5 day training on "Livelihoods-based facilitation – A tool to help joint programming," and prepared a training manual and accompanying "Guide to Facilitating Collaborative Planning" (FAO, July-September 2007)

Design of social development capacity building programme: Nigeria

Part of three-person team, developed a comprehensive social development capacity building programme for a range of stakeholders at all levels across the Niger Delta for Shell Nigeria. (Feb 2006)

Livelihood workshop facilitation: Laos

Provided external facilitation for, led some sessions in, and acted as a resource person on, a livelihoods workshop involving senior Concern Worldwide staff from S. & S. East Asia. (Sept 2005)

Design and delivery of participatory monitoring and evaluation training: Nigeria

For the DFID "Joint Wetlands and Livelihood" (JWL) project in Northern Nigeria, led a team in planning and conducting training of community/wetlands stakeholder action groups in participatory monitoring and evaluation, so that the action groups could monitor the impact of their work in terms of livelihoods, poverty and the environment. (Aug 2005)

Lecturer and Course Director in International and Rural Development Department, University of Reading: UK

Selected responsibilities: Design and teaching of new modules on participatory approaches (including PRA, monitoring and evaluation, agricultural research and extension); natural resource policy, livelihoods and the environment; gender; development of innovative reflective learning and assessment measures; direction of MSc in Extension for Natural Resource Based Livelihoods; design and running of short

courses; external training of rural development services staff (Philippines and Uganda); Consultancies e.g. end-evaluation of two action research projects, Ethiopia (SNV), and regular support to the "Kulika Charitable Trust sustainable agriculture programme", Uganda. (1997-2004)

CAREER HISTORY:

- Senior Consultant, *theIDLgroup*, June 2009 - date
- Independent Consultant in Collaborative Rural Development, 2005-2009
- University of Reading, Lecturer and Course Director, 1997-2004
- FAO, Ethiopia, Extension Education Adviser, 1994-1996
- WWF, Nigeria, Project Development Officer, 1990-1994
- ULG Consultants Ltd, Sudan, Extension Adviser, 1988-1990
- University of Reading, UK, Tutor & Research Assistant, 1984-1986
- Independent Consultant UK, 1984-1986
- VSO, Malawi, Assistant Project Officer, 1982-1983
- VSO, Malawi, Teacher, 1980-1982

SELECTED PUBLICATIONS, REPORTS AND PRESENTATIONS

- Ashley, S., Percy, R. and Tsui, J. (2009) Maximising the contribution of agricultural research to development Global Donor Platform for Rural Development Discussion Paper 1, November 2009 (<http://www.donorplatform.org/content/view/347/210/>)
- Percy, Rachel (2005) "The contribution of transformative learning theory to the practice of participatory research and extension: Theoretical reflections" *Agriculture and Human Values*. Vol. 22(2):127-136.
- Percy, Rachel (2004) "Facilitation of participatory agricultural research and extension: An analysis of experiential learning theories and practice". Unpublished PhD.
- Percy, Rachel (2003) "Experiential learning as a means of learning participation in Higher Education: examples from teaching Masters students at the University of Reading". Paper prepared for the International Workshop on Teaching and Learning Participation in Higher Education, 2nd to 4th April 2003, IDS, Brighton, UK, pages 13-32
- Percy, R.B. (2000) "Capacity building for gender-sensitive agricultural extension planning in Ethiopia" *Journal of Agricultural Education and Extension*, Vol. 7(1): 21-30.
- Percy, R. B. (1999) The experiential learning cycle and its application towards the transformation of Governmental extension services in sub-saharan Africa *International Journal of Lifelong Education*, Vol. 18(5):370-384.
- Percy, R. B.(1999) Gender analysis and participatory rural appraisal: assessing the current debate through an Ethiopian case study involving agricultural extension work *International Journal of Educational Development* Vol.19: 395-408.
- Percy, R.B. (1998) How gender analysis can facilitate client-oriented extension planning: A case from Ethiopia *Training for agriculture and rural development 1997-98* Rome, FAO (pp 84-95).
- Percy, R.B. (1997) "Gender and participation in agricultural development planning. Lessons from Ethiopia". Working Document, Women in Development Service, FAO, Rome 1997 (36 pp).
- Post-earthquake livelihood rehabilitation strategies for Pakistan and Indonesia can be viewed through http://www.fao.org/emergencies/home0/hazard_and_emergency_types/earthquake/en/
- Presentation to the UN Permanent Representatives to FAO HQs in Rome on the Livelihood Rehabilitation Strategy of the Government of Pakistan's Earthquake Reconstruction and Rehabilitation Authority, 2007

PROFESSIONAL DEVELOPMENT

- The Art and Skill of Facilitation, *theIDLgroup*, 2010 (3 days)
- Impact Assessment, INTRAC, 2009 (3 days)
- Group Facilitation Methods, ICA-UK, 2001 (2 days)
- Management Skills for Rural Development/Dermot Shields, University of Reading, 1999 (4 weeks)
- Growth, development and the environment: from opportunities to action, Centre for Applied Studies in International Negotiations, Geneva, 1993 (1 week)
- Action Centred Leadership for Managers, The Industrial Society, UK, 19990 (1 week)

MEMBERSHIP OF PROFESSIONAL BODIES

- Development Studies Association
- Tropical Agriculture Association
- Higher Education Academy

ADDITIONAL DETAILS

YEAR OF BIRTH: 1958

NATIONALITY: British

LANGUAGES: English (native); French (conversational); Arabic (basic); Chichewa (basic)