

Sam Gibson

Development Consultant

SUMMARY

Sam Gibson is a social development professional with both policy fluency and field experience. She has worked in a range of sectors, including health, education, and agriculture. Cross-cutting experience includes civil society, gender, social inclusion, social protection, HIV/ AIDS, poverty analysis, livelihoods, and fragility and conflict. Since 2009, Sam has served on DFID's call-down panel of evaluation experts. Other skills include monitoring and evaluation, logical frameworks, facilitation, project/ programme design, strategy development, training, and writing to a high standard. Before joining *theIDLgroup* in 2003, Sam spent three years as a DFID Social Development Advisor in Zambia.

KEY STRENGTHS

- ⊙ Analysis of the social impacts of development initiatives;
- ⊙ Equally comfortable with policy work, research, project reviews and field work;
- ⊙ Experience of programme design, implementation and M&E;
- ⊙ Hands-on experience of poverty reduction strategies and sector-wide approaches;
- ⊙ Facilitator and trainer, effective in multicultural and international working environments;
- ⊙ Strong analytical, log frame, writing and editing skills.

QUALIFICATIONS

MPhil Sociology and Politics of Development, University of Cambridge, distinction (1994). Thesis: *Political Conditionality in Kenya and Malawi*

BA Political Economy, University of California, Berkeley, high honours (1992) Thesis: *The Determinants of US Foreign Assistance*

CLIENTS

DFID, Danida, Irish Aid, World Bank, UNICEF, University of Geneva, Options, Oxford Policy Management, CARE, Oxfam, Action on Disability and Development, Ghana Research and Advocacy Programme, Manusher Jonno, Plan International, World Vision

COUNTRY EXPERIENCE

Albania, Bangladesh, Ethiopia, Georgia, Ghana, Malawi, Nepal, Nigeria, UK, Zambia



RECENT PROFESSIONAL EXPERIENCE

Civil Society

STAR–Ghana

STAR (Strengthening Transparency, Accountability and Responsiveness in Ghana) is a multi-donor pooled fund for civil society in Ghana. STAR's goal is to increase the influence of civil society and Parliament in the governance of public goods and service delivery. Over the course of the five-year programme, Sam is the technical lead on gender equality and social inclusion. Substantive inputs include: drafting STAR-Ghana's gender and inclusion strategy; gender/inclusion and M&E, grant-making, internal policies, capacity building. (2011 – 2014)

Mid-term review of the Zambia Governance Foundation

Team Leader. The Zambia Governance Foundation is a facility providing multi-year core funding and project funding for Zambian civil society organisations engaged in policy work. Review covered: assessment of achievements, relationship between ZGF and its stakeholders (including an all-Zambian board, five donors, and multiple grant recipients). Review also included a 'forward look' to a second phase. Commissioned by Danida, Swedish Embassy, Ireland Aid, DFID, GIZ. March-April 2011.

Review of the Ghana Research and Advocacy Programme

'G-RAP' provides grants to Ghana-based institutions engaged in pro-poor public policy research and advocacy. G-RAP offers multi-year core grant support - as opposed to project support - to strengthen the capacity and funding base of these institutions. The review focused on: measuring G-RAP's impact, refining the logical framework, preparing for an independent evaluation in early 2010. Intense focus on the detail of the logical framework, including quantitative milestones and targets. December 2009 (DFID).

Monitoring and Evaluation External Adviser - Bangladesh

Provided ongoing M&E support for Manusher Jonno (MJ), a Bangladeshi foundation working through local NGOs. MJ aims to enhance the capacity of poor women, men and children to demand improved governance and realisation of their rights. Support focused on monitoring and evaluation, including refining MJ's log frame, ensuring M&E coherence for partner projects and MJ overall programme, supporting proposal writing process. For CARE-Bangladesh. Summer – autumn 2005.

Proposal Preparation – Action on Disability and Development - Global

Supported ADD in the preparation of a major funding application – including some strategic planning and log framework. October 2010.

Social Protection

Ethiopia's Productive Safety Net Programme (PSNP 1)

Part of a team commissioned to produce a short 'glossy' document, to disseminate lessons learned in the PSNP. Work included: analysis of the PSNP's impact; consultation with target audiences; drafting and final edit. DFID, early 2007.

Ethiopia's Food Security Programme (PSNP 2)

Social appraisal for the second phase of Ethiopia's Productive Safety Net. Issues covered included: extremely ambitious graduation targets, gaps in targeting, mainstreaming gender, extra efforts to include particularly vulnerable groups, benefit incidence of public works project. DFID, October 2009.

Food for Work Programme - Georgia

Evaluation of Food for Work Programme, Georgia. Part of a global evaluation

of World Vision's food for work programming. Lines of inquiry included sustainability, targeting, and impact. July 2008.

Health

Review of DFID Support to the Health Sector - Ghana

Provided DFID Ghana with advice and analysis on future investment in the health sector. Specific tasks included: assessment of the current programme's performance; identification of lessons learned; analysis and prioritisation of options for future investment. Consultation with Government, donors, civil society. Field visits in the North of Ghana. Particular emphasis on value for money, inclusion of marginal and vulnerable people, equitable access to reproductive health services. June-July 2010.

Social Inclusion Strategy and Work Plans - Nigeria

Team leader, supporting the development of a strategy and action plans for promoting gender equity and social inclusion. The client was 'Partnerships for Transforming Health Systems', a 10-year programme of support to the Nigerian health system. Consultation, facilitation, team management, analysis, report writing. Nigeria. Federal level, and four states (Jigawa, Kano, Kaduna, Enugu). For Options/ DFID. June-July 2009.

Health Equity Training - Nigeria

Researched, designed and delivered a course for 70 technical staff of 'Partnerships for Transforming Health Systems', DFID's 10-year programme of support to the Nigerian health system. Topics included: interrogating and understanding disaggregated data; analysing barriers to access; assessing international experience in promoting health equity. For Options/DFID. Nigeria, September 2009.

Health sector case study - Zambia

See 'Evaluation of the Joint Assistance Strategy for Zambia', below. Mini case study on donors' coordination, harmonisation and alignment in the health sector. With OPM, for Irish Aid/ Danida/ SIDA headquarters. February-March 2010.

Safe Motherhood Programme - Malawi

Social development inputs to the Malawi Safe Motherhood Programme annual review. Focus on utilisation of high quality ante-partum, intro-partum and post-partum care at health centre and district hospital levels. Issues of particular concern included gender, quality of care, situating the project in the context of national health reforms. December 2003, with Options.

Sexual and Reproductive Health Review - Malawi

Review of DFID support to Banja la Mtsogolo Integrated Sexual and Reproductive Health Programme, examining availability of the service to poor people, collaboration between the NGO and government, capacity building component, impact on HIV awareness and behaviour change. Malawi, December 2003, with Options.

Medicines Transparency Alliance - Global

Quality assurer for terms of reference for the review of MeTA's pilot phase, and QA for the first draft of the evaluation report. November 2009 and April 2010, DFID.

Education

Preparation of the Business Case for Girls' Education - Ghana

Research, writing, facilitation and other forms of support on DFID Ghana's £24m business case for girls' education. June-July-Sept 2011.

Education Sector Review - Ghana

Team Leader of the 2010 review of DFID Ghana's investment in the education sector. Reviews of DFID's SwAp investment in the Ghana Ministry of

Education (nationwide), and of the School for Life Programme (informal education, in the North of Ghana). The review also included analysis of future investments in the sector, including a focus on school quality, gender and public financial management. Log frames, field work, research, analysis, briefings. November-December 2010

Education Sector Support Programme - Nigeria

ESSPIN is a six-year Nigerian Government programme. It uses DFID funds to support Federal and State Governments to deliver improved basic education. The consultancy assignment was to support the strategic planning and logical framework development process in 3 states: Kwara, Kaduna and Lagos. Particular effort invested in facilitating consensus among the state teams, and on developing realistic and powerful impact indicators. April 2009.

Girls' Education Programme - Nigeria

Review of the programme's progress in three Nigerian states. Issues addressed included: impact, replicability and opportunities for scale-up, and the social determinants of girls' access, risk analysis and institutional analysis. For the Federal Government of Nigeria, UNICEF and DFID. Feb-March 2006. Also undertook the Feb-March 2007 review.

Girls' Access to Education (Africa)

Researched and wrote "Assessing the impact of strategies to improved access rates and quality of girls' education in Africa." Provided ongoing support to the Education Team in drafting and editing DFID's Girls' Education Strategy. DFID Education Team. July-September 2004.

Girls' Education: Africa, Conflict and Post-Conflict Countries

Researched and wrote a briefing note for Oxfam and DFID. March 2005.

Evaluation of the Joint Assistance Strategy for Zambia

The JASZ is a consortium of 16 development partners in Zambia, formed in 2007 in accordance with the Paris Declaration principles. Sam wrote case studies on the education and health sectors. Focus was on the extent to which donors coordinated/ harmonised/ aligned to reduce transaction costs for themselves and government; analysis of the extent to which the Joint Assessment Strategy contributed to improved development results in the education sector. With OPM, for Irish Aid/ Danida/ SIDA headquarters. February-March 2010.

Gender

Gender Equity and Social Inclusion Adviser – STAR Ghana

STAR-Ghana is a multi-donor pooled fund for civil society in Ghana. Providing periodic inputs on gender equity and social inclusion (2011 – 2014). For detail, see 'civil society' section above.

South Asia Regional Gender Retreat

Supported the conceptualisation, detailed programme planning, and finalisation of a regional gender meeting attended by DFID staff from Afghanistan, Bangladesh, India, Nepal and Pakistan. Analytic support included a rapid appraisal of the 5 countries' Gender Equality Action Plans. For DFID's South Asia Division. Feb-March 2009.

See also Health section above, for **gender and social inclusion strategy** work in Nigeria.

See also Education section above, for **gender and poverty analysis** on the Girls' Education Programme in Nigeria.

See also Livelihoods section below, for **gender scoping** work in Bangladesh.

Livelihoods

Livelihoods and Change in Bangladesh

Lead researcher for "Breaking New Ground: Livelihood Choices, Opportunities and Tradeoffs for Women and Girls in Rural Bangladesh." The work helped to shape DFID Bangladesh's understanding of the impact of change on women and girls in rural areas – both positive and negative – and proposed ways in which programming might be affected. Extensive village field work. With Simeen Mahmud, Kazi Ali Tofique and Cate Turton. (March – April 2004)

Gender and Livelihoods - Bangladesh

Synthesis of three papers on livelihoods and gender, for DFID Bangladesh. February 2005.

Facilitation, Planning and Training

Governance Advisers' Professional Development Retreats

Facilitator of DFID Governance Advisers' retreats in UK, Ethiopia (Africa region), and Thailand (Asia region). Key issues included updating DFID's governance strategy, drivers of pro-poor change, governance and growth, climate change, gender. Worked closely with retreat planning teams during preparation, the actual events, and follow up to the retreats. Designed the programme, commissioned academic research, undertook detailed planning of each retreat session, assembled expert panels, designed participant learning activities.

May, September, and October 2005 (regional retreats of 40-60 people).

November 2006 event included more than 160 participants, and 30+ presenters (preceded by seven months' preparation).

October 2008, for a global retreat of 180 people, including governance, humanitarian and conflict advisers (seven months' preparation, with SDD).

Climate Change 'Strategic Programme Review'

Designing of the 'strategic programme review' climate change workshop for DFID Tanzania. With Acclimatise. December 2010.

Conflict Advisers' Retreat

Facilitated and supported the planning of DFID's annual global conflict advisers' retreat. Topics included climate change and conflict, cross-Whitehall working, peace building, and corruption in conflict-affected environments. April 2007, UK.

Joint Learning Event: DFID and the Defence Academy

Planning and facilitation of a workshop with cross-Whitehall stakeholders including Ministry of Defence, Foreign and Commonwealth Office and DFID. Focus was on using training and education to improve analysis in conflict contexts. October 2008.

The Political Economy of Growth: A DFID and World Bank Workshop

Supported the planning and execution of a workshop for 30 DFID and World Bank staff. Key questions included the theoretical role of politics in growth diagnostics, and the challenges of operationalising political economy analysis in the context of economic tools. November 2008.

Stabilisation Unit: Professional Development Event

Planned and facilitated the 'away days' for Foreign Office/ Ministry of Defence/ DFID's Stabilisation Unit, which provides specialist, targeted assistance in countries emerging from violent conflict. Oct-November 2008.

DFID Afghanistan Country Office Retreat

Planned and facilitated DFID Afghanistan's retreat. Emphasis on team working, cross-cultural understanding, and improving programme impact. Delhi, April 2006.

Development in Fragile States: Lesson learning

Designed and facilitated a series of lesson-learning events on 'doing development' in Fragile States. Topics included state building, aid instruments, developing 'next generation' policy and establishing best practice. DFID, early 2006.

Work Planning – Fragile States Team

Facilitated team work planning sessions for DFID's Fragile States Team. Oct-Nov 2006.

Visiting Lecturer, MBA in International Organisations, University of Geneva

Designed and delivered lectures on Project Management. Topics include participatory monitoring and evaluation, 'Does Aid Work?' and aid instruments. Spring 2005.

Strategic Planning and Logical Framework Training - Nepal

Training and facilitation for the Nepal Agricultural Research Council. Worked with NARC senior staff to apply logical frameworks as a tool for ensuring coherence between project, programme and institutional level planning. Major components of the assignment were enhancing the poverty impact of the NARC's work, and developing a monitoring and evaluation framework. Two week-long workshops. November 2003 – February 2004.

Training on Aid Instruments - UK

Researched, designed and delivered module on "Aid Instruments and Approaches", part of a residential course on New Developments in Development for mid-career professionals. July 2004.

Social Development Consultants Training - Malawi

Tailored and delivered a short course on the foundations of social development. Part of a wider DFID-funded programme to improve the professional social development skills of local consultants in Malawi. Co-facilitated with Kadale Consulting. June 2004.

Social Development Advisers Induction Training - UK

Designed and delivered a five-day induction course for 15 incoming DFID social development advisers. Co-facilitated with Lina Payne. July - September 2006.

**Training -
Social
Development**

Other

Review of the Chronic Poverty Research Centre

The Chronic Poverty Research Centre is a ten-year programme of research produced by a consortium of research institutes including ODI, PLAAS, BIDS, the University of Manchester, and several research institutes in India. This review of the CPRC focussed on policy impact in the years 2005-2010, assessing the extent to which CPRC research and related activities had an affect on policy in the North and the South. The review encompassed measurable changes in Poverty Reduction Strategies, and in donor policy and practice. Feb-May 2011.

Quality Assurance: DFID Evaluation Department

DFID have identified a small panel of evaluation expertise to quality assure large evaluations (design, TOR, and draft reports). Sam is one of nine panellists with a call-down contract to provide this quality assurance support to DFID's Evaluation Department. QA assignments have included the Medicines Transparency Alliance TOR, Education for All Initiative TOR, the Evaluation of Irish Aid-DFID Assistance to Tanzania, Country Programme Evaluation for DFID Southern Africa, Review of the Zimbabwe HIV/AIDS Extended Programme of Support, Evaluation of the Latin America Programme Partnership Agreement, Health Results Innovation Trust Fund, and TOR and final reports for several HIV/AIDS studies.

Social Development Advisory Support - Albania

Provided social development advice to DFID's Albania team during the staff advisor's maternity leave. Main input was during January 2006 programme scoping mission. Key challenges included balancing poverty-specific programming with strengthening central government systems; promoting social inclusion; gender and ethnicity. Intermittent throughout 2006.

Social Development Review - Bangladesh

Technical review of DFID Bangladesh Project Concept Note. Proposed project was the establishment of a foundation-based competitive research fund to stimulate the provision of agricultural technology for poor people in Bangladesh, particularly women and girls. Social development advice focused on improving the proposed project's poverty impact and improving the logical framework. January 2004.

CAREER HISTORY

2003 to date — **Principal Consultant**, theIDLgroup

PREVIOUS

1999 –2003: Social Development Adviser – British Department for International Development, Zambia

- Provided social and poverty analysis at design, implementation and evaluation stages of major DFID country programmes in education, health and HIV/AIDS.
- Enhanced the poverty impact of development projects across the DFID Zambia portfolio, including anti-corruption, microfinance, and livelihoods.
- Contributed to Zambia's poverty reduction strategy (PRSP) process: member of working group on governance and democratisation; provided relevant regional models for poverty monitoring frameworks; helped ensure that DFID investments were consistent with PRSP objectives; supported civil society participation in the PRSP process.
- Managed DFID support to UNICEF's Orphans and Vulnerable Children programme (education, health and advocacy). Extensive inputs around programme design, monitoring, and PRSP linkages.
- Advised DFID-funded nationwide civil society project on women's human rights (including campaigning strategies, legislative reform and annual review of village- and district-level

advocacy training). Appraised innovative civil society – parliamentary capacity building programme in Malawi.

- Drafted terms of reference, recruited and managed consultants and contracts.
- Performed high-quality staff appraisals and initiated mentoring programmes.

**1997 – 1998: Human Rights Consultant
 DFID, London**

Drafted Human Rights Assessment Framework and policy background paper for a Human Rights Approach to Development for DFID's Government and Institutions Department. Emphasis on civil and political rights. Highlighted key conceptual issues, outlined practical implications for field staff, emphasised mainstreaming techniques, and noted risks and benefits of a human rights approach.

**1993: Electoral Consultant
 International Foundation for Electoral Systems,
 Washington DC and Malawi**

- Observed the Malawi National Referendum throughout registration, campaign, and election periods (three months in the field). Organised and supervised monitoring in the Southern Region during referendum day.
- Investigated electoral procedure irregularities and reported on alleged human rights violations in villages and towns in Northern and Southern regions.

**1992 – 1993 Congressional Fellow
 Senate Subcommittee on Africa, Washington DC**

- Drafted legislation on US-Africa policy, foreign aid, and human rights.
- Briefed the Senator and the Committee on political and economic developments throughout the continent.
- Worked with NGOs, the State Department, and House and Senate staff from both parties to develop Congressional policy positions on Africa.

ADDITIONAL DETAILS

Year of birth 1968

Nationality Dual: American and British

Languages English (mother tongue)

Kiswahili (basic)

Spanish (very basic)

Professional Development The art and skill of facilitation (3 day course), IDL, 2006

Training of trainers, IDL, 2004 (1 week)

Mainstreaming HIV/ADS, JSIUK, 2004 (1 day)

Social protection training week, Institute of Development Studies, 2002

Influencing skills, 2001 (3 days)

Management training (1 week), DFID/Coverdale, 2002

Programme and project cycle management, DFID/ University of Wolverhampton, 1999 (1 week)