

## Keith Tuckwell: Principal Consultant

<b>Name:</b>	<b>Mr Keith Tuckwell</b>
<b>Contact Details:</b>	Based in Australia, Canberra Mobile: +61 400 719 148 Email: <a href="mailto:tuckwellkeith@gmail.com">tuckwellkeith@gmail.com</a> Skype: keith.tuckwell
<b>Nationality:</b>	British/Australian
<b>Areas of Expertise:</b>	<ul style="list-style-type: none"><li>• International Development Practitioner (20 years)</li><li>• International Development Program &amp; Contract Management (8 years)</li><li>• Country Director International Organisations (8 years)</li><li>• Performance Management for Development Results</li><li>• Independent Review Mechanisms</li><li>• Technical Advisory Groups</li><li>• Monitoring and Evaluation</li><li>• Program Review and Design</li><li>• Organisational Development</li><li>• Grant Mechanisms (managed &gt;\$150million through grant programs)</li></ul>
<b>Professional Qualifications:</b>	<ul style="list-style-type: none"><li>• BA Accounting &amp; Finance, Middlesex University, 1991</li><li>• Graduate Certificate in Marine Resource Management, 2009</li><li>• Australian Institute of Project Management – BSB41504level IV, 2007</li><li>• Red Cross Advanced First Aid, 1996 and 2002</li><li>• BSAC Advanced and PADI Open Water Diving Instructor, 1989</li></ul>
<b>Relevant Training:</b>	<ul style="list-style-type: none"><li>• Professional training in the effective use of media, 1992</li><li>• Do No Harm: How AID can support peace, 2001</li><li>• Sphere: Minimum Standards in Disaster Response (CARE), 2002</li></ul>
<b>Professional Associations</b>	Australian Institute of Project Management Professional Member, American Evaluation Association Professional Member, Australasian Evaluation Society
<b>Language Proficiency:</b>	English – Native Spanish – Conversational Pidgin – Intermediate
<b>In-Country Experience, extended:</b>	<u>Australia</u> , <u>Belize</u> , <u>Cambodia</u> , <u>Chile</u> , <u>China</u> , <u>Indonesia</u> , <u>Kenya</u> , <u>Malawi</u> , <u>Mexico</u> , <u>Montenegro</u> , <u>Oman</u> , <u>Papua New Guinea</u> , <u>Serbia</u> , <u>the Solomon Islands</u> , <u>South Africa</u> , <u>Tonga</u> , <u>United Kingdom</u> , <u>Vietnam</u> , <u>Zimbabwe</u> .

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### Employment Record:

2014 – present	Principal Consultant – John Fargher & Associates
2006 – 2014	Principal-in-Charge and Consultant, URS International Development
2004 – 2006	Deputy Team Leader (AusAID funded) Community Development Scheme
2003 – 2004	Country Manager PNG & Consultant for SMEC International
2002 – 2003	Country Director PNG, Child Fund Australia
2000 – 2002	Senior Project Officer, CARE Australia
1994 – 2000	Country Director Zimbabwe, Chile and Oman, Raleigh International
1994	Project Manager Belize, Raleigh International
1992 – 1994	Team Leader, (Katz) International Media Group - London

### Professional Development Experience:

Dec 2006 – Feb 2014 Australia	<b>URS Principal-In-Charge.</b> Responsible for the award, delivery and performance management of specific URS project management contracts. These include the DFAT funded SPSN and DGTP contracts and the USAID Pacific American Climate Fund contract. Performance management responsibilities included: setting strategic directions, theory of change, program logic and annual planning with the client; performance and quality management systems and process; budget and financial management controls, and specifically anti-corruption devices, forecasting and variance analysis; risk management; identification of the project team structure - recruitment, training, mentoring, human resource management, capacity development, tasking and performance; appropriate monitoring, evaluation and performance management systems - compliant with DFAT M&E standards, 2013; and ensuring effective relationships and reporting between the project, client and all stakeholders.
Jun – Sep 2013 Australia	<b>Team Leader, Review of Uniform Standards, AusAID.</b> Led an assessment of AusAID's implementation of eight Uniform Standards. This assignment involved reviewing the DFAT strategic programming architecture policy, process, guidelines, instructions and key reports that deliver the Aid Management Cycle and, ultimately, inform the Annual Review of AID Effectiveness. Recommendations included how to improve benchmarking against quality management and reporting systems, including Country Situation Analysis, Quality at Implementation and Annual Program Performance Reports from country and regional programs.
Jul 2010 – Jun	<b>URS Contractors Representative, Strongim Pipol</b>

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- 2014  
Australia and  
Papua New  
Guinea** **Strongim Nesen (SPSN), DFAT.** Responsible for all program and contract deliverables and performance management of this four year \$100million service delivery support project. SPSN provides a wide range of health, education, disability, gender equality and social inclusion support and services across PNG. SPSN is a complex program with five distinct components managing joint service delivery activities working with government counterparts across 86 of the 89 districts. These activities are supported by six regional offices and a team of 76 managers and staff, 92% national and 44% women. Specifically SPSN is directly supporting and working with relevant government officers, strategic key partners and over 40 international, national and local organisations – each of which have undertaken a joint organisational assessment process that determines organisational risk, strengths, support needs and potential to expand service delivery.
- Mar 2012  
Papua New  
Guinea** **Team Leader, Tingim Laip Phase 2 Independent Review Mechanism, AusAID.** Led a review of this HIV and AIDS support program targeting most at risk populations. Managed a wide range of stakeholder consultations assessing against DAC indicators and including program objectives and performance analysis and assessment of service delivery organisations, financial management and value for money ratings. Made improvement recommendations for the continuation of the program.
- Apr 2010  
Chile** **Team Leader, Scoping Mission to earthquake affected Regions of Chile with Price Waterhouse Coopers.** Led a team into earthquake affected regions to identify support needs and the potential for international organisations to mobilise corporate responses to assist with relief and reconstruction efforts. The scoping mission confirmed local needs, safety, support and logistical network requirements and availability.
- Dec 2009  
Papua New  
Guinea** **Team Leader, Review of the National AIDS Council National Grants Unit, PNG-Australia HIV and AIDS Program, AusAID.** Led the review and analysis of the National Grants Unit and Provincial, National and Research grants making recommendations to improve the efficiency and effectiveness of grant management and the delivery of National Strategic Plan priorities. This included a comprehensive financial management systems review and recommendations for improving process, due diligence and financial management performance.
- Dec 2007 –  
Mar 2010  
Solomon** **Monitoring and Evaluation Specialist, Technical Advisory Group (TAG), Community Sector Program (CSP), AusAID.** Provided performance assessment and

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Islands	strategic and operational recommendations on the directions and implementation of the program to completion in 2010. Stakeholder expectations and needs, financial management, governance and responsible activity closure were major considerations.
May - Nov 2008 Papua New Guinea	<b>Organisational Development Consultant, HELP Resources, Oxfam</b> Facilitated a comprehensive organisational review, development plan and strategic plan for HELP Resources which was funded by Oxfam and central to their country program. The objective was to establish improvement in organisational performance, sustainability and financial management.
Jun 2008 Tonga	<b>Design Consultant, Community Development Scheme, AusAID.</b> Led the design concept mission for the Tonga Community Development Scheme including rapid assessments of potential key partners and service delivery providers likely to be involved in program delivery.
May 2008 Indonesia	<b>Monitoring and Evaluation Specialist, ACCESS Independent Completion Report, AusAID.</b> Assessed the Australian Community Development and Civil Society Strengthening Scheme (ACCESS) Phase 1, against DAC indicators. The objective was to confirm the performance of ACCESS Phase 1 and identify lessons learnt and assessing value for money concepts in service delivery to inform Phase 2.
Oct 2007 Papua New Guinea	<b>Monitoring and Evaluation Specialist, Design Mission for the Australian-PNG Incentive Fund Phase III, AusAID.</b> Led on the establishment of the main governance, performance and financial management mechanisms for this \$75million demand driven, competitive funding mechanism. The fund provides incentive and reward to build the capability of performing development partners, working with and through government systems and improving sustainable service delivery.
Apr 2007 Solomon Islands	<b>Evaluation Specialist, Solomon Islands Institutional Strengthening of Land Administration Project, AusAID.</b> Evaluation for the AusAID Activity Completion Report. Assessed against DAC indicators with a focus on the governance systems, leadership, human capital development and likely sustainable performance of the national team.
Jul 2007 – Jun 2010 Australia and Papua New Guinea	<b>URS Contractors Representative, Democratic Governance Program – Transition Phase (DGTP), AusAID.</b> Performance management of this three year \$14million program which transferred the Australia aid program support modality from direct community

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- development support to joint service delivery between government, civil society and the private sector.
- Nov 2006  
Papua New  
Guinea** **Team Leader, Review of the Australian-Papua New Guinea Incentive Fund Phase 1, AusAID.** Reviewed all relevant documentation and consulted key stakeholders across all support sectors to rationalise the re-alignment of the fund with development priorities, including writing a concept paper to advise the Phase 2 design terms of reference.
- Oct 2006  
Solomon  
Islands** **Organisational Development Specialist, Forestry Management Project Phase II, AusAID.** Established a Government management consultation forum to initiate organisational development discussions, identify capacity gaps and introduce capacity development strategies.
- Jun 2006  
Papua New  
Guinea** **Team Leader, PNG Grant Management Review, AusAID.** Led a review of all CSO funding mechanisms for AusAID in PNG. Specific focus was upon the service provider operating environment, organisational capabilities, risk assessment, identifying the potential to improve and expand service delivery and presenting lessons learnt and recommendations which feed into future program designs.
- 2004 – 2006  
Papua New  
Guinea** **Deputy Team Leader, Community Development Scheme Phase II (CDS), AusAID.** Managed the development and implement of the program, and specifically led a team that developed and institutionalised the CSO Support Program. This team developed the joint organisational assessment process to expand programmatic and capacity development support to civil society organisations and service providers that could improve their service delivery capability. CDS supported over 75 organisations and delivered a CSO toolkit still used across the aid program.
- 2003 – 2006  
Papua New  
Guinea** **Monitoring and Evaluation Specialist, AusAID.** Community Development Scheme (CDS) Phase II, responsible for developing and maintaining the CDS monitoring and evaluation framework and plan, and developing the CDS staff skills to transfer good process into communities and partner organisations to ensure financial management and reporting.
- Jan 2005  
Solomon  
Islands** **Organisational Development Specialist, Forum Fisheries Agency.** Reviewed the role, priorities and performance of the multi-lateral treaties administration area and identified opportunities to improve the governance, fiscal management and performance of this multi-lateral agency. All recommendations were approved.
- 2003 – 2004** **Country Manager, SMEC International Limited.**

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- Papua New Guinea** Responsible for all country operations and managing all SMEC international business and financial interests. This including introducing a new quality management and financial management system and the creation of an effective national management and staff team to maintain and develop the organisation.
- Jun 2004 Papua New Guinea** **Monitoring and Evaluation Specialist, Annual Performance Review, AusAID.** Led this review of the National Roads and Bridges Maintenance Project. Assessed service delivery performance and financial management, as implemented by the PNG Department of Works.
- Feb-Oct 2004 Papua New Guinea** **Organisational Development Specialist, HIV and AIDs support.** Facilitated the establishment of an HIV and AIDS management group within the National Roads and Bridges Maintenance Project funded by AusAID and the PNG Department of Works.
- 2002 – 2003 Papua New Guinea** **Country Director PNG, Child Fund Australia.** Responsible for the country office and programs: strategic direction; funding and financial management; management and team structures; human resource management; program planning and delivery; relationships; and all reporting. Central to this was ensuring alignment with government and donor development priorities by maintaining strong relationships with all levels of the Australian and PNG Government, other donors and key business stakeholders. Developed a five year strategic plan, managed a national management and staff team of 26 and delivered a country program with an annual budget of AUD\$4-5million focused upon health and education service delivery support. The strategic plan was fully implemented and delivered organisational growth. Child Fund today is a sustainable and effective development partner in PNG.
- 2000 – 2002 Australia, Cambodia, China, Ethiopia, Indonesia, Kenya, Malawi, Myanmar, Montenegro, Rwanda, Serbia, South Africa, Sudan, Vietnam, Yemen and Zimbabwe.** **Senior Project Officer, CARE Australia.** Responsible for the oversight of CARE Country Office quality management systems and reporting for programs receiving funding from the Australia Government. This included: ensuring quality management and reporting systems capability; maintaining and developing key operational relationships; reviewing country office and program risk management strategies; ensuring robust financial management systems; ensuring due diligence for service providers; and verifying reporting through extensive country program field visits and community consultations.
- 1999-2000 Oman** **Country Director Oman, Raleigh International.** Established the country office and first international NGO program in partnership with the Government of Oman. Responsible for establishing the relationships, country

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program strategy and all aspects of operational planning, mobilisation, project implementation, financial management, safety and reporting.

**1996-1999  
Chile**

**Country Director Chile, Raleigh International.** Responsible for maintaining relationships with the Chilean Government, country program strategy and funding and all aspects of operational planning, mobilisation, project implementation, financial management, safety and reporting.

**1995-1996  
Zimbabwe**

**Country Director Zimbabwe, Raleigh International.** Responsible for maintaining relationships with the Zimbabwean Government, country program strategy and funding and all aspects of operational planning, mobilisation, project implementation, financial management, safety and reporting.

**1994  
Belize**

**Project Manager and Diving Officer, Raleigh International.** Responsible for safety and management of teams of up to 40 volunteers in remote offshore locations to participate in a European Union funded sedimentology survey of the reef interface with commercial farming land.

**Referees:** Upon request