



Tel: +44 (0) 7894 947187

contact@thepolicypractice.com
www.thepolicypractice.com

CURRICULUM VITAE

NAME: RICHARD HOLLOWAY

DATE OF BIRTH: 16 July 1945

NATIONALITY: British

LANGUAGES: English: Mother tongue
Indonesian: Fluent
French: Good comprehension
Amharic: Basic (no reading)
Setswana: Basic
German: Basic

KEY QUALIFICATIONS:

- 40 years of overseas experience in supporting and managing large-scale pro-poor equitable social development programmes, mostly with CSOs, and coordinating their work with Government.
- Extensive experience of working with non-state and state actors, including Parliaments, to strengthen processes of citizen-state engagement, empowerment and accountability.
- 20 years of implementing and managing large donor funded projects (USAID, DFID, UNDP, CIDA, World Bank) on different kinds of institution building including budgeting and project cycle management.
- Strong interpersonal and communication skills with experience of diplomacy and negotiation
- Extensive experience of developing training materials, and delivering training, plus published professional literature
- Proven experience in project management, organisational development, project monitoring and development and strategic planning.
- Brings substantial knowledge of anti-corruption mechanisms, issues of transparency, and conflict management.
- Experienced manager of diverse teams of technical expertise, with proven ability to deliver programmes to meet client requirements in complex environments in many different countries and cultures.

EMPLOYMENT HISTORY AND ACHIEVEMENTS

Jan 2013 to the present:

Short term consultancies for variety of donors in Indonesia, Kenya, Uganda, Zambia and Rwanda reviewing governance, accountability, and empowerment projects – see later

Long Term Positions

Jan 2017 – Mar 2019 Regional Social Accountability Adviser, VSO Nairobi Hub, funded by DFID, and operational in Kenya, Uganda, Tanzania.

- Designed extensive training material for staff, volunteer, and CSO partner organizations
- Produced “Social Accountability Sourcebooks for Kenya, Uganda, Tanzania”

Jan 2014 to February 2016 Project Manager, ALARM (Myanmar CSO) for EU project on FLEGT (Forest, Law, Education, Governance and Trade)

- Managed CSO portion of Civil Society, Business and Government programme to reduce illegal logging in Myanmar

Jan 2011-Jan 2013 Programme Director, PRAN (The Program for Accountability in Nepal), \$3M, World Bank, Kathmandu, Nepal

- Led the US\$3m, three year programme for introducing and training CSOs and local government officials in social accountability approaches and mechanisms, much of which was targeted at corruption and the effects of corruption on citizens.
- Responsible for all monitoring, evaluation and risk management as well as selection, recruitment and performance management of a broad range of technical specialists.
- Directly supervised the work of 4 large Nepali NGOs.
- Designed, processed and structured contracts and grant agreements, agreed results frameworks and work plans with partners, monitored implementation, and liaised with Government of Nepal at national and local levels, as well as donor organizations, and small CSOs and CBOs implementing social accountability projects at a local level.
- Designed and delivered training for the National Administrative Staff College on Gender and Social Inclusion, Accountability, Integrity.
- Produced “21 Social Accountability Tools for Nepal”, Training Videos for the 10 most used, and “Social Accountability in Action – PRAN 2011-2013”

Nov 2004-Dec 2010 Programme Director, Civil Society Programme (CSP), US\$7.5M, Aga Khan Development Network/Aga Khan Foundation (AKDN/AKF), worldwide

- Designed and directed the five-year eight-country programme, funded by DFID (US\$ 7.5M), that operated in Mali, Kenya, Uganda, Tanzania, Pakistan, Afghanistan, Kyrgyzstan, and Tajikistan.
- Designed and implemented an innovative program of “strengthening the civil society sector” (increasing knowledge of Government and Parliament about the work of the civil society sector, improving the image of CSOs, improving the enabling legal environments, increasing financial self-reliance) and ‘building a society that is civil’ (building public integrity, and corporate social responsibility) often in a context where CSOs were regarded with disfavor by Governments
- Worked through the AKF offices in each of the countries, and managed seven local staff to do this. Managed the contractual requirements of DFID.
- Produced “Beyond NGOs” with INTRAC

Nov 2002-Nov 2004 Programme Manager, Engaging Civil Society Project (ECSP), \$1.7M, Catholic Relief Services, (USAID), Dili, Timor Leste,

- Led a two year, \$1.7M project to build organisational competence in 18 national CSOs in East Timor shortly after independence, followed by building their technical capacity in advocacy.
- Managed the process to lead CSOs from post-disaster relief work into longer term development, including helping them fulfil their organisational remits, their role in civil society and their role in engaging government bodies (national and local) through advocacy.
- Produced 12 manuals to help CSOs with this process and introduced Organisational Capacity Assessment tools to CSOs in Timor Leste and as well as a variety of advocacy training tools in 3 languages.
- Produced “Sourcebook on NGOs as Corruption Fighters”

Nov 2000-Nov 2002 Civil Society and Anti-Corruption Adviser, Partnership for Governance Reform in Indonesia, Jakarta, Indonesia, (my position funded by UNDP)

- Provided technical assistance on anti-corruption issues and consensus building, clarified the structural and systemic nature of corruption in Indonesia.
- Worked as part of an integrated team on annual good governance reports, which were submitted to the Govt. of Indonesia
- Managed country wide workshops on limiting corruption in Indonesia and improving government’s responses to demands for better governance

- Edited 4 Volumes of “Stealing from the Poor” and “Participatory Corruption Appraisal”

Dec 1999-Nov 2000 Grants Manager and Civil Society Specialist, Civil Society Support and Strengthening Project (CSSP) of USAID, \$50M, Jakarta, Indonesia

- Supported the initial stages of the project, set up the proposal processing and grant making systems for a 4 year, \$50m project.
- Adviser to the project on issues of CSO financial self-reliance, and advocacy.
- Managed a team of 5 program officers whose job was to interface with potential grantees, support them develop good proposals, and monitored their implementation.
- Produced “From a Good Idea to a Funded Project”

Jul 1998-Nov 1999 Country Representative, Pact Zambia and Team Leader for CABUNGOZ (Capacity Building of NGOs in Zambia), Lusaka, Zambia (funding from USAID)

- Trained NGOs in advocacy skills, created an enabling government environment for NGO advocacy, and researched the impact of democratic governance concepts on the basic needs of poor Zambians. [Keywords]
- Advised on grant-making procedures and practices, mapped, initiated and worked with Zambian CSOs to build capacity of advocacy and social accountability.
- This frequently involved collaboration with GRZ and negotiating compromises between the objectives of NGOs and Government

Jun 1995-Nov 1999 Senior Associate, Pact Inc. and Representative of Pact in Zambia, Lusaka, Zambia

- Responsible for assisting the development of Pact’s organizational development both at HQ and in the country programmes.
- Managed the documenting of Pact’s competencies and comparative advantages, strengthening Pact’s sectoral expertise, developing new programs, identifying resources, and advising on specific programs.
- Produced Handbooks on “Establishing and Running an Advocacy NGO” and “Towards Financial Self-Reliance for NGOs”

Nov 1989-July 1995 Chief of Party for Pact’s program in Bangladesh, called PRIP (later indigenized into The PRIP Trust which continues to the present)

- Capacity Building for CSO Support Organisations, and for CSO Networks
- Managing a 6 year USAID funded programme for institutional development
- Developing material with CSOs for disaster response and transition to development programmes

Pre-1989:

1985-1989 Asia Director for CUSO (Canadian development agency), managing programmes in Indonesia, Philippines, Thailand, Malaysia, Sri Lanka, India with CIDA funding

1978-79: Travelling Consultant for Appropriate Technology International, USA to identify appropriate technology collaborating institutions in South Pacific (Fiji, Tonga, Samoa, Vanuatu, PNG, Solomons) and Southern Africa (Botswana, Lesotho, Swaziland) with US Congress funding.

1979-85 Director of OXFAM in Indonesia working in Central Java, and NTT

1977-79: Social development Adviser for ODA (now DFID) in Eastern Caribbean

Short term consultancies - Jan 2013 to Present

May 2014: Consultant to DFID to research/write Annual Review of Norwegian People’s Aid PPIMA project in Rwanda (Public Policy Information, Monitoring and Advocacy) working on local level Community Score Cards, and national level advocacy.

Nov-Dec 2013: Consultant to Integrity Action to write modules for training university students, government employees, and CSOs in anti-corruption and integrity building

Oct 2013: Consultant to British Council to design their proposal to DFID for a political reform and social accountability project in Zambia

Aug-Sep 2013 Consultant to the Democratic Governance Facility (DGF) in Uganda – Eight donor co-funded project: provided options for DGF to add a capacity building component to the existing funding program for CSOs and state institutions for the remainder of the project term.

June 2013 Mid Term Assessment of the Drivers of Accountability Program (DAP) in Kenya

A three donor co-funded programme to reduce impunity, increase citizens participation in decision making, and enact constitutional and electoral reforms, particularly in light of Kenya's devolution.

May 2013 Partnership for Transparency Fund (PTF), Kenya

Identified and institutionalised a local counterpart organisation, and researched donor interest in funding anti-corruption work in Kenya.

Mar 2013 "Program Representasi", USAID-funded project in Indonesia.

As part of a three person team, completed a mid-term assessment for USAID of this program which works with CSOs to make Parliament represent their constituencies better and develop better policies, in the context of the upcoming elections - on behalf of Chemonics Ltd.

Jan 2013 DAI Inc.: Designed a manual on the important elements needed for Voice and Accountability programmes.

Selected Pre-2005 consultancies:

Aug 2004 Consultant to OSI to produce book "NGOs as Corruption Fighters through monitoring and advocacy"

Oct 1999 Resource Person on NGOs and Corruption for the 9th International Anti-Corruption Conference, Durban

Aug 1999 Consultancy for TI Berlin over 18 months to write a manual on Advocacy NGOs for local chapters and training chapters in its use in East and West Africa.

Nov 1997-Jan 1998 USAID and the World Bank researching the principles and practice of Northern donors in respect of capacity building of Southern NGOs

Jan 1998 Pact Ethiopia evaluating a training and mentoring program for Ethiopian NGOs

Mar 1998 Action Aid Kenya, documenting their capacity building activities with small Kenyan NGOs

May 1998 Aga Khan Foundation in Uganda designing a NGO capacity building programme

May/Jun 1997 GTZ Zambia researching the possible contribution of NGOs in Zambia to development

Jan/Feb 1996 Team Leader for Evaluation of the Public Welfare Assistance Scheme of the Ministry of Community Development and Social Services of the Government of Zambia

COUNTRIES WHERE WORKED

Europe: Bulgaria, Portugal

MENA: Syria, Egypt

South Asia: India, Pakistan, Sri Lanka, Nepal

South East Asia: Malaysia, Thailand, Indonesia, Philippines, East Timor

Pacific: PNG, Solomons, Vanuatu, Tonga, Samoa

Caribbean: Eastern Caribbean Islands, esp Dominica

Sub-saharan Africa: Ethiopia, South Sudan, Botswana, Zambia, Kenya, Uganda, Tanzania, Rwanda

EDUCATION:

1969-1970 & 1973 Post Graduate Diploma in Social Administration (Overseas) with distinction, London School of Economics and Political Science (in two parts with a release to work in Botswana),

1963-1966 BA (Hons) English Language and Literature, St. Edmund Hall, Oxford University,

SELECTED PUBLICATIONS:

- 2018. Author. *Social Accountability Sourcebooks for Kenya, Uganda, Tanzania*. VSO
- 2015. Author. *Managing Developmental and Civil Society Organisations*. Practical Action
- **2015** Part-author. *Live and Work with Integrity – you know you can do it*. Integrity Action
- 2011, Co-author *The Future of Participatory Civil Society Assessment: a conceptual analysis*. UNDP
- 2009, Co-author (Chapter 4): *From Political Won't to Political Will – Studies in Participatory Governance*. CIVICUS
- 2004, Author: *NGO Corruption Fighters Resource Book – How NGOs can use Monitoring and Advocacy to Fight Corruption*. IMPACT
- 2002, Co-author (with Stefanie Teggeman): *Participatory Corruption Appraisal*. The Partnership for Governance Reform in Indonesia.
- 2002, Editor: English Edition of *Stealing from the Poor – 16 Studies of Corruption in Indonesia*. Aksara Foundation

- 2001, Author: *Handbook for the use of the Civil Society Index – a Tool for Self-assessment of CSOs*. CIVICUS
- 2001, Author: *Towards Financial Self-Reliance – Strategies for Citizens' Organizations*. Earthscan, UK
- 1998, Author: *Grant Making and Grant Managing*. Christian Medical Association of Zambia
- 1997, Author: *NGOs - Losing the Moral High Ground: corruption and misrepresentation*. Paper for the 8th International Anti-Corruption Conference, Lima, Peru August

PROFESSIONAL ASSOCIATIONS

Member of Expert Roster for the Global Partnership of Social Accountability, World Bank.

Associate, The Policy Practice

Associate, INTRAC

Last updated: April 2019