

Rachel Norman

Accomplishments

Research: trained and experienced in qualitative and quantitative research of multi-country and large data sets – risk, ethical and bias management, data collection, analysis, interpretation and synthesis.

Monitoring and Evaluation: over 10-years of experience of M&E in the areas of rural development, post conflict development, water and sanitation, community sensitization, capacity building and institutional strengthening.

Technical Assistance: short, medium and long-term technical assistance assignments in Liberia (Interim Team Leader and TA-WATSAN/Information Officer), Sierra Leone (Operations Manager and M&E Specialist), Solomon Islands (M&E Specialist), and Uganda (Interim Regional Coordinator).

Operations Management: over five years leading teams of project coordinators responsible for the delivery of technical back-up services, team mobilization, administrative and logistical support, technical and financial monitoring and evaluation of service contracts against log-frame targets.

Project Management: experienced project manager with approximately 15-years of experience in the delivery of DFID, EU, WB, USAID, AfDB, ADB, JICA and UN funded projects: familiar with “best practice” monitoring procedures for the start-up, implementation and close-down of contracted services.

Systems Re-engineering: review, harmonization and alignment of corporate procedures - IT, Finance, Business Development; Project Management; Governance; Database Management; Human Resource; Conditions of Service.

Business Development: 10-years of experience in the preparation of tenders and proposals for private clients, multi-lateral and bi-lateral donors in Africa, Middle East, Asia, Pacific and Caribbean regions.

Report writing and editing: extensive experience in writing and editing proposals, technical reports, briefing papers, situation reports, academic writing, proof reading.

Geographical Experience

Afghanistan, Australia, Belgium, Botswana, China, Gambia, Georgia, Kenya, Liberia, Papua New Guinea, Sierra Leone, Solomon Islands, Swaziland, Tanzania, Uganda, USA.

Professional Experience

- **Research, Contract Management and Project Advisory Support Services, UK** ▪ October, 2010 – Present

Full-time PhD student (Oct 2010 – Dec 2013) and independent consultant with assignments including: Document Review and synthesis; Drafting a five-year business plan; Research and reporting on - dissemination of M&E findings, improving access to water and sanitation in urban areas, water and sanitation technologies in Africa; Contract management and documentation review, audit queries, project management advisory support; Guideline peer review and editing activities.

- **Happold Consulting Limited, London, UK** ▪ November, 2009 – September, 2010

Senior Bid Manager responsible for full bid cycle management including the development of Group marketing strategies, identification of contract opportunities in the built environment, management of technical resources, preparation of commercial bids and quality assurance of both technical and financial submissions.

- **Cardno Emerging Markets (UK) Ltd.**, Thame, Oxfordshire, UK ▪ October 2001 – September, 2009

Deputy Regional Business Development and Operations Coordinator (Sept-Nov 2009) - part of the Regional Team tasked with looking at harmonisation, synergies, opportunities for leverage and improved systems and procedures to develop regional strategies resulting in enabled growth.

Quality Assurance & Corporate Services Manager (Jan-Sept 2009) - responsible for ensuring that the Company adopts, implements and monitors quality management systems and procedures that result in the effective and efficient management of the Company's business.

Interim Regional Coordinator (Technical Assistant) for Karamoja & Teso, Uganda – EC funded Northern Uganda Rehabilitation Programme responsible for technical monitoring of NUREP interventions by implementing partners to ensure timely and quality delivery of agreed outputs and outcomes according to the (grant) contracts and in-line with agreed procedures; provide constructive feedback to implementing partners in consultation with the District Local Governments.

Operations Manager (Apr 2005-Jan 2009) - responsible for the management of the delivery of the company's projects portfolio with an annual revenue in the region of GBP2million increasing to GBP4million with the co-location and subsequent integration of former Emerging Markets Group London team.

Monitoring and Evaluation Specialist, Community Development Initiative Pujehun, Sierra Leone (May-November 2004). Regular inputs over the course of the implementation period with tasks including engagement with stakeholders, review and approval of staff structures, review and recommendations on systems and procedures (financial, technical and operational), review proposed and final intervention portfolio, monitor project implementation through desk review and field based verification.

Operations Manager, (Technical Assistant) (Apr 2003-May 2004) - Community Reintegration Programme, based in Freetown, Sierra Leone. Tasks included ensuring appropriate logistical support was provided across the programme areas (spanning approximately 80% of the country).

Project Management / Operations Coordinator (Oct 2001 – Mar 2005).

- **NR International Ltd**, Chatham, Kent, UK ▪ May – September 2001

Framework Manager of the EC agricultural and rural development (Lot1) framework contract: involving consortium coordination, CV evaluation and scoring, tender preparation, team mobilization, quality assurance and financial monitoring.

Business Development Manager assigned responsibility for the portfolio of West African opportunities including strategic planning, targeting of business opportunities, preparation of expressions of interest and pre-qualification documents, identification of project partners and team members, assisting with bidding strategy, proposal writing, client negotiation, team mobilization and contract management.

- **Geoscience / European Commission**, based in Monrovia, Liberia ▪ May 1998 – October 1999

Technical Assistant: Component management of Monrovia and Rural Areas Water Supply Project, including the provision of technical assistance in the area of utility management and commercial development, providing on-site monitoring and evaluation of rural micro-projects (latrines and hand-dug wells), reviewing water supply operations (including trucking, meter installation, stock control, accounting and sales), supervising institutional reform and capacity building of the Liberia Water and Sewage Corporation.

Information Officer for the EC Aid Co-ordination Office in Monrovia, including organization of project review missions, preparing concise descriptions of Commission-financed projects for distribution to Member States (and for inclusion in a periodic newsletter and local press releases); organizing the preparation of a newsletter, compiling of reports and financial statements for distribution both as hard copy and eventually on the Internet and the editing of the Monrovia Briefing Pack for visitors and new staff engaged by the Commission.

Liaison Officer responsible for organizing and attending security and information meetings of the United Nations, international and local NGO's, line ministries, government institutions and other bodies.

- **European Commission**, based in Brussels, Belgium ▪ September 1997 – February 1998

Stagiaire: Assisting the Head of Unit in project identification, analytical work and the monitoring of on-going projects.

Supervision of consultants engaged on the cartographical presentation of Western and Central African transport sector projects financed since 1990 and new projects being considered for financing from 1998 to 2003.

Data research and statistical interpretation work.

Reviewed progress of water supply and sanitation projects in Cape Verde, Ghana, and Liberia and undertaking a study of the Commission's policies for this sector and commented on associated evaluation reports.

- **South West Water**, Exeter, Devon, UK ▪ June 1996 – September 1997

Project coordinator: Revenue Protection Programme and six month trial survey with the Royal Mail

Training, monitoring and evaluation of new staff in company procedure, policy and computer skills

Relief work with the Emergency Control Centre ensuring quick and an effective response time to any concern or requirement of the public.

Education

PhD Cranfield University, Bedfordshire, United Kingdom ▪ 2010-2014. Thesis Title: "Monitoring Global Water and Sanitation".

Bachelor of Science in Geography with Mathematics – University of Plymouth, Plymouth, Devon ▪ 1996

Presentations

Norman, R., and Franceys, R. (2013) Monitoring – Fit for purpose? IRC Symposium – Monitoring WASH Service Delivery, Addis Ababa, Ethiopia.

Norman, R., and Franceys, R., (2011) Fifty years of monitoring and evaluation: from before Drawers of Water to beyond the MDGs. 35th WEDC International Conference, Loughborough, UK.

Norman, R., and Franceys, R., (2011) Fifty years of M&E from before New Delhi to beyond the MDGs. STEPS Liquid Dynamics II Symposium, IDS, Brighton, UK.

Publications

Norman, R., and Franceys, R., (2011) Fifty years of monitoring and evaluation: from before Drawers of Water to beyond the MDGs. 35th WEDC International Conference, Loughborough, UK.