

# Clear Horizon

## CURRICULUM VITAE

### Sarah Leslie, Principal Consultant



#### Overview of Expertise

Sarah is a development and evaluation professional who has provided design, monitoring and evaluation (M&E) support to a range of clients, including the Australian Department of Foreign Affairs and Trade (DFAT), an international NGO and other Australian Government departments. She has nine years of experience in international development and is familiar with a range of quantitative and qualitative data collection and analysis methods. This experience and her Masters of Evaluation have allowed Sarah to build evaluation knowledge that can be applied effectively to evaluate programs while maximising the value and use of the findings. Sarah has a strong understanding of systems-level M&E and evaluation capacity building as part of a broader organisational knowledge management system. She is particularly experienced in translating technical monitoring and evaluation concepts into meaningful advice for program managers.

#### Qualifications & Training

2014 Master of Evaluation (The University of Melbourne)

2006 Bachelor of Arts – Hons (The University of Melbourne)

#### Project Experience

##### International Aid Programming



- Senior Program Manager, Social Protection, DFAT Indonesia, 2015.
- Senior Program Manager Education team, DFAT Indonesia, 2012-2015.

##### Monitoring, Evaluation and Learning (MEL) Systems



- Coauthored a Practice Note for DFAT on Remote Monitoring and Evaluation. The development of the note involved a literature review and interviews with key stakeholders as to experiences and lessons learnt about remote MEL, with a particular focus on the experience of Indonesian programs.
- MEL Advisor for the ACCESS Program in Cambodia. Led the updating of the MEL plan and provide ongoing support to implementation, including through data collection, analysis, synthesis and reporting.
- Led the development and supporting implementation of the Monitoring, Evaluation and Learning plan for the ADB management Sustainable Infrastructure Assistance Program Phase II
- Supported the drafting and quality assuring of Annual Quality Checks (AQC) for DFAT programs in the ASEAN/Mekong region

- Provided on demand monitoring and evaluation support as an M&E Advisor at the Fred Hollows Foundation across the Foundation's 25 programs including advising on M&E plan development, data collection tools, program design, and evaluation commissioning and management.
- Facilitated a workshop to develop a theory of change for the Foundation's work around Diabetic Retinopathy, Fred Hollows Foundation.
- Delivered training on M&E basic theory and implementation throughout the project cycle to senior program managers. Wrote guidance on developing M&E plans as part of the design of new projects. Contributed to developing the Foundation's evaluation guidance, including quality standards and templates. Fred Hollows Foundation.
- Developed the Foundation's guidance on M&E of advocacy projects and supported the partnerships management team to develop a monitoring system for collecting data and reporting on KPIs. Fred Hollows Foundation.
- Led peer reviews of the country Annual Results Reports and coded the reports in NVivo to support analysis and synthesis of the findings. Used results to co-write the Foundation's first Annual Effectiveness Report. Fred Hollows Foundation.
- Provided M&E support to the Timor-Leste aid program, supporting the design of an overarching performance contractor and the development of performance frameworks. Senior Policy Officer, DFAT-Canberra.
- Provided critical program performance information through writing three annual 'Quality at Implementation' internal performance reports on the effectiveness of the education program, which were noted to be of high quality. Won an award for her work as part of a team peer reviewing these reports across the Indonesia program. Senior Program Manager, DFAT Jakarta.
- Provided Monitoring and Evaluation support to other DFAT staff and participated in ongoing professional development as a Monitoring and Evaluation Focal Point, AusAID/DFAT, Canberra and Jakarta.
- Managed the 2010 Philippines Annual Program Performance Report drafting process, and developed ongoing performance and quality processes and supporting evaluations, AusAID, Canberra.

## Design, Evaluations, Reviews and Strategies



- Wrote the MEL framework and contributed to the overall Design of DFAT's Education Investment in Nauru, 2020
- Team Leader for the remote Mid-term Review of DFAT's Support to the Economic Research Institute for ASEAN and East Asia (ERIA), 2021, working with another Technical Advisor. The review assessed the effectiveness of DFAT's support and the extent to which the support was GEDSI inclusive and provided recommendations for the next phase of support.
- Team Leader for a remote review of Australia's support to the Network of Callan Services education support for children with disabilities. Led a team of three people through a review including a document review, a remote survey and interviews to provide a report summarising the achievements and challenges of the support and recommendations for Australia's education engagements in the future.
- Co-reviewer of the Australia Awards program in PNG, assessing in particular the GEDSI inclusiveness of the programming approach and making recommendations as to how this could be strengthened.
- Facilitated a workshop to scope a Sector Investment Plan for DFAT's work in Education in Myanmar

- Helped design and conduct an evaluation of a gender and health education program in Cambodia, including conducting interviews and focus group discussions, analysing and interpreting the data and writing the evaluation report, Fred Hollows Foundation, Australia.
- Wrote a strategy for building an evaluation culture informed by a literature review on developing evaluation capacity. Developed the workplan for its implementation, including a baseline survey of evaluation capability across the organisation. This was part of a broader program of work supporting the Department to become a learning organisation and facilitate better evaluation of its programs. Senior Evaluation Officer, Department of Education and Training, Victoria, Australia.
- Rewrote the Department's evaluation policy, reflecting the new evaluation culture strategy and re-wrote the evaluation guidance to support staff to contract and manage evaluations. Senior Evaluation Officer, Department of Education and Training, Victoria, Australia.
- Scoped a meta-analysis of the Department's Evaluation Reports to identify common themes and findings and managed the procurement of a supplier to conduct the meta-analysis. Senior Evaluation Officer, Department of Education and Training, Victoria, Australia.
- Co-wrote the evaluation evidence framework for a youth employment program, mapping existing Departmental data collection tools to the key evaluation questions and mapping out data collection processes to fill information gaps. Senior Research and Evaluation Officer, Department of Employment.
- Supported a qualitative data management working group responsible for developing a whole of Department qualitative data set, including developing and testing frameworks and protocols for coding interview data in NVivo. Senior Research and Evaluation Officer, Department of Employment, Canberra, Australia.
- Managed the independent evaluation of a \$70 million health program under the Papua New Guinea Program Quality and Review Section. Participated in a 17-day evaluation mission to Port Moresby, facilitating discussions with the evaluation team and managing contractors. AusAID, Canberra.
- Researched and authored a Baseline Income Generation Report which was used to report on program achievements to donors. Developed and implemented a survey to track critical indicators of poverty and trained local staff on survey implementation. Further, supported a local NGO to conduct research and manage programs at a field office and from their central office. Australian Youth Ambassador for Development, Mlup Baitong, Cambodia

## Positions held

2017–2019	Monitoring and Evaluation Advisor, The Fred Hollows Foundation.
2016–2017	Senior Evaluation Officer, Department of Education and Training.
2016	Senior Research and Evaluation Officer, Department of Employment.
2015–2016	Senior Policy Officer, DFAT, Canberra.

## Memberships

Australasian Evaluation Society.