

# Bill Sterland

Hay Cottage | School Lane | Barley | HERTS | SG8 8JZ | UK |

Tel: +44 1763 848432

Mobile: + 44 7742 010705

Skype: bill.sterland

Email: bill@sterland.biz

## Areas of Expertise

- **Strategic & programme planning:** Consultancy and facilitation of organisational, network, and sector-based strategy, programmes, and policy
- **Monitoring, Evaluation and Learning:** Conducting and facilitating project and programme evaluations and strategic reviews; MEL design; training; facilitation of programme and organisational learning processes
- **Organisational Development:** Consultancy and training on organisational assessments, capacity building, organisational management and change
- **Institutional development:** Consultancy and facilitation on building partnerships and strengthening civil society and multi-stakeholder networks and coalitions

## Current position and roles

Independent consultant

Member of the Framework collective ([www.framework.org.uk](http://www.framework.org.uk))

INTRAC Associate ([www.intrac.org](http://www.intrac.org))

## Selected recent work

- Co-design and facilitation of a consultative and participative process of strategy development and market positioning for Mokoro Ltd, a values-based, non-profit consultancy firm in international development, with follow-up action-oriented workshop (July – October 2017 & Jan 2018).
- Facilitation and drafting of separate strategic plans for five national NGO partners of NCA Afghanistan working in community development and peacebuilding, strengthening of livelihoods, women's rights, youth empowerment, and drug rehabilitation (Sept & Feb 2017).
- Design and facilitation of a theory of change workshop with Oxfam and three national Afghan partners for a programme to tackle local-level conflicts arising out of competition for control and use of natural resources (April 2017).

## Examples of other work

### Strategic and programme planning

- Facilitation and drafting of strategic plans for global health programmes in Inclusive Eye Health and Neglected Tropical Diseases (CBM International, Cambridge, Aug/Sept 2016).
- Facilitation and drafting of theory of change and strategic plan 2016-2020; developing a three-year funding proposal to strategic partner, NORAD, with NCA Afghanistan (April/May – September 2015).
- Facilitation and drafting of strategic plan for Sanayee Development Organisation, a major Afghan peacebuilding NGO (March 2015)
- Design, coordination, facilitation, and drafting of strategic plan, for Swedish Committee for Afghanistan in an inclusive process covering 10 Afghan offices, over 4000 Swedish members and 6,300 staff members (2013)
- Facilitation of programme for peacebuilding activities by NCA Western Balkans and 5 regional partners (Oct 2007-Jan 2010).

- Facilitation of participatory programming in peacebuilding, local economic development and sustainable agriculture, local environmental planning and protection, and youth empowerment with a range of INGOs and national / local NGOs in Western Balkans (2002 – 2010).
- Workshop facilitation and consultancy on strategic planning with national and local development and peacebuilding NGOs in Bosnia and Herzegovina, Macedonia, Montenegro, Serbia (2002 – 2010) and Afghanistan (2013 – 2017).

### **Monitoring and evaluation**

- Team leader of ex-post, theory-based impact evaluation of education and vocational training components of a six-year empowerment programme for Roma, Ashkali and Egyptian communities in Kosovo for HEKS-EPER and local partner Voice of RAE (November 2017 - March 2018).
- Design and facilitation of a learning workshop on how best to engage with non-state armed groups, with non-state armed groups, with PAX and nine partners CSOs from the Middle East and Africa (August 2017).
- Advice, capacity building and facilitation of MEL of two projects aiming to combat the effects of girls' affiliation to, or membership of gangs, and facilitating learning across 9 Girls in Gangs projects funded by Comic Relief around the world (Jan 2017 – Dec 2019)
- Team member of Evaluation of Finland's Program-based Support through Finnish Civil Society Organisations for NIRAS Finland, with specific responsibility for peacebuilding NGO Conflict Management Initiative (CMI) (Jan – March 2016).
- Training in monitoring and evaluation and theory of change to various organisations in Afghanistan during 2015 (Danish Refugee Council, British Council / Tawanmandi Fund & 10 national NGOs).
- Core team member and Balkan team leader on an evaluation of Peace and Development in Finland's Development Cooperation (Afghanistan, Ethiopia, Palestine, W.Balkans), for ITAD, UK (Aug 2013 –Aug 2014):
  - Evaluation of Western Balkans Development Policy Programme Framework 2009-2013 – including projects in special needs education and inclusive education.

And full project evaluations:

- Evaluation of FOPER (Forest Policy and Economics Education and Research), European Forest Institute, 6 countries
- Evaluation of Education for Sustainable Development, REC, in Bosnia, Serbia, and Montenegro.
- Outcome evaluation with participatory design and data collection of YMCA Europe's Roots for Reconciliation project, a pan-European (24 countries) intervention in peacebuilding and cross-border dialogue funded by Bread for the World (Jan – June 2015).
- Design, management, and advice on 11 project evaluations and studies for Swedish Committee for Afghanistan (SCA), including: rural development, inclusive education, teacher training, model schools, civil society capacity building, strategic plan outcomes, gender-based violence, conflict analysis, environmental situation analysis.
- Team member of final evaluations of major institutional capacity building projects for local governance and regional development, led by UNDP in South Serbia and South West Serbia (2008 & 2009).

- Lead evaluator on 10 NGO development and peacebuilding projects in Bosnia and Herzegovina, Kosovo, and Montenegro (2003-2010). Includes: IDP capacity building, youth empowerment, peace education in schools, sexual and reproductive health and education for teenagers, community development, Roma capacity building and policy dialogue.
- Lead evaluator for UNDP and UNV on 3 national development programmes for youth capacity building in Kyrgyzstan (2007) and Bosnia and Herzegovina (2005), and civil society capacity strengthening in Montenegro (2004).

### **Organisational development**

- Capacity building support to Step By Step early childhood development organisations in Bosnia and Croatia for organisation development and self-sustainability. Includes leading initial participatory organisation assessments, advising local capacity builders on strategic planning for operations, business, and resource mobilisation, and training. Funded by Open Society Institute (Aug 2016 – April 2018).
- Review of organisational capacity and international development programme of diaspora organisation WOI. Work included participatory organisation assessment, detailed consultation with key UK and Kenyan stakeholders, and development of a capacity building plan. (Oct-December 2016).
- Capacity development of NCA Afghanistan and national NGO partners: Training in Rights-based Approaches to development: NCA and 10 partners; Facilitation of partners' advocacy strategy: NCA and 6 partners; Facilitation of strategic planning of 3 partners (December 2016 – February 2017).
- Facilitated a participatory capacity assessment of Swedish Committee for Afghanistan and led an ongoing process of organisational change from a needs-based to rights-based development organisation (2012-2013)
- Long-term consultancy to Montenegrin NGO support organisation, FONDAS, including organisation assessment, skills training, facilitation of strategic planning, stakeholder analysis (June 2004 – Dec. 2005).
- Since 2002 I have conducted 10 full workshop-based organisational assessments (10 in total) of local and national development organisations in Albania, Bosnia and Herzegovina, Kosovo, and Montenegro, which have been used by respective managements as the basis for a process of planned organisational change and capacity development.
- Since 2000 I have carried out a range of workshop trainings with many local, national and international NGOs in rights-based approaches to development, theory of change, M&E, communication, community mapping and development, project planning and results-based management. This includes co-management and design of a capacity building programme for 11 Bosnian peacebuilding NGOs, QPSW (2001-2003).

### **Institutional development**

- Capacity development of NCA Afghanistan and partners: Five-day training on rights-based approaches to development to NCA staff and 11 partner organisations; Training and facilitation of an advocacy strategy with 6 national Afghan partners (Dec 2016 – Jan 2017).
- Study of NCA Afghanistan's partnership approach to peace and development, working with thirteen national NGO partners (Oct-Dec 2014).

- Conducted a network and programme evaluation of the Geneva Peacebuilding Platform, with consultancy for network strengthening, improved financial and institutional sustainability (July 2014).
- Organisation assessment and capacity building plan for BKTF – United For Child Care and Protection – an Albanian NGO advocacy coalition comprising 30 national and international organisations, including Terre des Hommes (Dec 2014).
- Mid-term strategic review and assessment of network effectiveness of the International Campaign to Ban Landmines and Cluster Munitions Coalition (ICBL-CMC). Facilitated a revision of the strategic plan and provided consultancy for consequent organisational change (Jan, April, Aug, 2014).
- 8 country civil society mappings and needs assessments for TACSO (Technical Assistance to Civil Society Organisations), SIPU International, researching and writing a regional assessment of the institutional environment for civil society in the Turkey and the Western Balkans (Dec 2009-July 2010).
- Capacity assessment and strategic review of leading Afghan NGO network, ACBAR (110 INGOs and national NGOs) for strategic funding partner the EU delegation to Afghanistan (June/July 2008).

### International Clients

Amica e.V • Austrian Development Cooperation • BKTF (United for Child Care and Protection) • British Council • CISP • CBM International • Danish Refugee Council • Geneva Peacebuilding Platform • Handicap International • HealthNet International • HTSPE • INTRAC • ICBL-CMC • IKV-Pax Christi • International University Institute for European Studies • IRC • ITAD • NIRAS • OneWorld Italy • OSCE Bosnia and Herzegovina • HEKS-EPER • The American ORT • UNDP (Serbia, Kosovo, Montenegro) • UNESCO • UNV (Bosnia, Kyrgyzstan) • CARE Austria • CARE Egypt • CARE Kosovo • CARE Netherlands • CARE Northwest Balkans • Norwegian Church Aid (Afghanistan, Balkans) • Oxfam Int. • SIPU International • Rescate • Save the Children Kosovo • Schüler Helfen Leben (Bosnia, Kosovo) • Swedish Committee for Afghanistan • Swiss Red Cross • Trentino con il Kossovo • Widows and Orphans International • World Vision Bosnia and Herzegovina • World Vision Kosovo

### Education, Qualifications and Professional Training

**2000** MA (Econ) in Environment and Development, Institute for Policy Management and Development, Manchester University, UK

**1990** BSc in Anthropology, University College London, UK

### Languages

English (mother tongue), Bosnian/Croatian/Serbian (fluent), Italian (fair), French (fair)

### Employment and Roles

<b>2013 to date</b>	Independent Consultant
<b>2012 – 2013</b>	Swedish Committee for Afghanistan – Sr. Adviser for Strategy and Policy
<b>2011 – 2012</b>	Swedish Committee for Afghanistan – Coordinator of Planning, Monitoring, and Evaluation
<b>2004 - 2011</b>	Independent Consultant (based in Bosnia, Kosovo, Italy)
<b>2003 – 2004</b>	Rescate – Technical Adviser, Bosnia and Herzegovina

<b>2002 – 2003</b>	Dadalos Association for Peace – Civil Society Manager, Bosnia and Herzegovina
<b>2001 - 2002</b>	Quaker Peace and Social Witness – Representative in Former Yugoslavia
<b>2001</b>	Dadalos Association for Peace - Project coordinator, Bosnia and Herzegovina
<b>2000-2001</b>	IDIS – Youth Coordinator, Bosnia and Herzegovina
<b>1993 – 1999</b>	Self-employed garden designer and horticultural consultant, UK
<b>1988 - 1993</b>	Theatrebox (touring theatre co.) - Artistic director

## International Experience

Consultancies, reviews, evaluation visits, and training undertaken in:

<b>Africa</b>	Egypt (distance)
<b>Asia/ME</b>	Afghanistan, Kyrgyzstan, Turkey (distance), Jordan (distance)
<b>Europe</b>	Albania, Bosnia and Herzegovina, Croatia, France, Finland, Italy, Kosovo, Macedonia, Moldova, Montenegro, Poland, Serbia, Switzerland, UK

## Publications

- Sterland B, Kačapor-Džihic Z & Hajdari, R (2014) *Peace and Development in Finland's Development Cooperation. Annex 1: A Case Study on Peace and Development in Finland's Regional Programme in the Western Balkans*; Evaluation report 2014, Ministry for Foreign Affairs. ISBN 978-952-281-204-9. Available at <<http://formin.finland.fi/public/default.aspx?contentid=314271&nodeid=15454&contentlan=2&culture=en-US>>
- Sterland B. & Rizova G (2010) *The Civil Society Environment in the Western Balkans and Turkey Report*; Sarajevo: TACSO <[http://www.tacso.org/publications/other\\_doc/?id=1754](http://www.tacso.org/publications/other_doc/?id=1754)>
- Sterland B. & Beauclerk J.(2008) *Faith Communities as Potential Agents for Peace Building in the Balkans*; Oslo: Norwegian Church Aid. Available at <<http://www.kirkensnodhjelp.no/Documents/Kirkens%20Nødhjelp/Publikasjoner/Temahefter/Faith%20Communities%20Balkans.pdf>>
- Sterland B (2006) *Civil Society Capacity Building in Post-conflict Societies: The Experience of Bosnia and Herzegovina and Kosovo*; Praxis Paper no. 9; Oxford: INTRAC. Available at < [www.intrac.org](http://www.intrac.org) >
- Sterland B. (2005) 'Dissolving barriers through confidence building: Parent Teacher Associations and Police Community Initiatives in Bosnia and Herzegovina', in *Grassroots Efforts to Prevent and Resolve Violence*, World Vision International Policy and Advocacy, available at <[www.justice-and-peace.org/PolicyAdvocacy/pahome2.5.nsf/cractionnews/FB527B18CF9B4705702000124AA4](http://www.justice-and-peace.org/PolicyAdvocacy/pahome2.5.nsf/cractionnews/FB527B18CF9B4705702000124AA4)>