

Curriculum Vitae: Dr Shirley Randell AM, FACE, FAIM, FAICD

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Date of Birth 8 March 1940

Nationality Australian

Education, Academic and Professional Qualifications **ACEA Accreditation** as an Educational Administrator with professional status in the fields of *Systems Administration and Tertiary Administration*

PhD (University of New England, Armidale) [Policy implementation in a federal political system] 1987

AIE (Institute of Education, University of London) [Comparative intervention education programs for disadvantaged groups, United Kingdom and Australia], 1983

MEd (CCAIE, now University of Canberra) [Social attitudes of PNG teenagers] 1979

BEd (University of Papua New Guinea) [Education, Social Work, Anthropology, Comparative Religion] 1973

DipREd, DipDiv (Melbourne College of Divinity) 1972, 1979

Other Training:

MBA (University of Action Learning, Colorado, USA), in progress

Language courses in French (short courses in Rwanda, 2006-9, Paris, 2006 and 1989, and Vanuatu, 2003), Bangla (2004), Bislama (University of the South Pacific, 1999-2000)

Executive Management Program (The Australian Management College, Mt Eliza) 1990

Senior Women in Management Program (Australian Public Service [APS]) 1988-89

Senior Executive Management and Development Programs (APS) 1985-87

Participated in various administration and management-oriented training programs conducted by the Australian Public Service, Institute of Public Administration in Australia, Australian Institute of Management, Australian Management College, Mt Eliza and the Australian Institute of Company Directors (for example, total quality management, benchmarking, best practice, financial skills, company reports, government decision making and the policy process, industrial relations, ADP, time management, managing meetings, information technology, managing change).

Professional Associations:

International Federation of University Women, International Vice President (current)

Virginia Gildersleeve International Fund, Director (current)

Australian Institute of Company Directors (FAICD) (Fellow)

Australian College of Education (FACE) (Fellow and Past President)

Australian Institute of Management (FAIM) (Fellow and Past Director)

Commonwealth Adult Education and Training Association (Life member)

Asian South Pacific Association of Adult Education (Life member)

Australian Council of Educational Administration (Past Director)

Institute of Public Administration Australia (Past Director)

Australian Federation of University Women (Past President and Director)

Cooperation for Development, YWCA of Australia (Past Convener, National Vice President)

Australian Council of Churches' Commission on International Affairs (Past Chairperson)

Australian Institute for International Affairs (Past Director)

Transparency International Vanuatu (Foundation Director)

Film Bangladesh-Theatre Asia (Past member Advisory Board)

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|---|--------------------------|-----------------------------|----------------|
| Languages And Degree Of Proficiency: | English | Mother tongue | |
| | Bislama/Tok Pisin | Reading and speaking: good | Writing: good |
| | French | Reading and speaking: fair | Writing: fair |
| | Bangla | Reading and speaking: basic | Writing: basic |

Countries Of Work *Long term:* Australia, Vanuatu. Papua New Guinea, Bangladesh, Rwanda, Fiji, United Kingdom, Sri Lanka, Solomon Islands

Experience: *Short term:* The Gambia, Niue, Samoa, Tonga, Philippines, Singapore, Thailand, China, Switzerland, Uganda, Zimbabwe, Kenya, Tanzania, South Africa, Namibia

Employment Record **Managing Director, SR International and Associates (Vanuatu)**

Managing Director, SRI Public Sector Reform Pty Ltd (Australia)

1997-2009 Responsible for appointments and consultancies in capacity development projects in Africa, Asia and the Pacific. Worked with government ministries, international development partners, international non-government organisations (INGOs), consultancy firms and academic institutions towards a society where all people can pursue their own sustainable development. Major projects are detailed below.

2009 **Consultant, Gender and Governance for Empowerment, Rwanda**

2008 **Senior Advisor, Education/Governance for Empowerment, East and South Africa Region, SNV Organisation Neerlandaise de Developpement, Rwanda.** Provided technical advice for a UNDP/SNV Rwanda project on *Reinforcing Capacities of Local Governments to integrate Gender in Decentralized EDPRS Planning in line with the National Economic Development and Poverty Reduction Strategy (EDPRS)*: Executive Officer for project steering committee and worked closely with lead consultant from the National University of Rwanda, developing surveys, providing gender training and generating relevant performance indicators for district governments. Developed Ministry of Education/SNV Rwanda Memorandum of Understanding (MoU) and MoU for Forum for African Women Educationalists/SNV Rwanda. These involved NGO coordination, strengthening Parent Teacher Associations, Girls Education policy and implementation strategy, and creation of Joint Action Forum Education Sub Commissions at district level. Maintained Dgroup and provided leadership as Governance for Empowerment knowledge leader for the ESA region. (January – December)

Technical Adviser, United Nations Fund for Women (UNIFEM Pacific), City of Port Moresby, Papua New Guinea. Conducted a capacity/training needs assessment for the National Capital District gender office (the city's women's machinery) and women councillors, and drafted a design for comprehensive confidence/competence building. Produced a technical report for project planning and design on *Gender Equality and Democratic Governance in the City of Port Moresby* (21 July - 8 August).

2006-2007 **Senior Adviser, Governance/Gender/Water, Sanitation and Hygiene (WASH), SNV Rwanda.** Member of task force which reviewed Rwanda's first Poverty Reduction Strategy Paper and ensured that gender was mainstreamed in EDPRS 2008-12. Jointly developed with UK Department for International Development and other agencies, guidelines for gender auditing in Rwanda and conducted gender audit of SNV Rwanda. Wrote and trialled *Gender and WASH Manual for WASH Practitioners*. Supported MINALOC in developing guidelines on national Joint Action Forum policy and engendering the Decentralisation Implementation Plan guidelines. Jointly developed with the Rwanda Institute of Administration and Management, the Rwanda Association of University Women (RAUW) and the Canadian International Development Agency a *Career Development and Management for Senior Women Program*: wrote Mentors Manual and participated in training both mentees and mentors. Re-established the SNV ESA Gender Advisers Dgroup, ensured gender integrated in other regional networks, and provided leadership as Gender knowledge leader for the ESA region.

Established RAUW and provided oversight as first Secretary General (Feb 2006-December 2007)

- 2004-5** **Project Implementation Specialist, United Nations Development Program/ Government of Bangladesh Ministry of Women and Children Affairs.** Chief Technical Adviser for the Capacity Building for Gender Mainstreaming Project, which promoted Gender Responsive Governance through its two main components - engendering major civil service training courses in the four peak public sector training institutions in Bangladesh and assisting MoWCA to formulate a program approach to gender mainstreaming Supervised eight national professional consultants to develop a Gender and Development Training Manual, provide training of trainers courses to 100 core trainers and training for over 1000 civil servants and engender curriculum in the institutions (Feb 2004-December 2005).
Public Sector Reform Expert, World Bank/Capacity Building and Economic Management Project/ Glocoms Inc. One of three-person team designing a Strategy for Improvement of Recruitment and Reducing Attrition in the Gambian Civil Service (Sept 2004, January 2005)
- 2003-4** **Interviewer, ACP-European Union (EU) Technical Centre for Agricultural and Rural Co-operation (CTA)/SRIA.** One of a team of international experts contributing to a book on Impact Assessment - the issues involved in assessing the impact of information projects, products and services, specifically carrying out the interviews of eight stakeholders - consultants, planners, implementers and participants relating to the OXFAM-NZ-funded Famili Blong Sarah (Radio Programme), Wan Smolbag Theatre, Vanuatu (one of the four studies in the New Zealand Agency for International Development (NZAID) Pacific Impact Assessment (PIA) Pilot Programme in the Pacific) (November 2003-January 2004)
- 2003** *Vanuatu (SR International and Associates)*
Principal Consultant, European Union/ Vanuatu Association of Women Graduates Non State Actors Project, Interviewing, writing, publishing and evaluating secondary school curriculum text and educational poster: *“I Stret Nomo: Girls in Vanuatu Can Do Anything”* celebrating women in non-traditional technical and vocational trades and professions for Vanuatu Institute of Education (July-December)
Adviser, EUVED Junior Secondary School Expansion Project, European Union. Provided Technical Assistance to assist in the development of a Strategy for the Regrading of Teachers for the Vanuatu Teaching Service Commission and the Ministry of Education. Consulted broadly with all stakeholders. Developed funding scenarios for implementation. Reviewed and updated the Teaching Service Staff Manual (March-June)
Executive Officer, United Nations Commission for Human Rights “Assisting Communities Together” Project, UNDP/VAWG. Developed an educational poster addressing the issue of racial diversity and human unity in Vanuatu. Delivered awareness raising seminars in the Provinces around the launch of the poster, which shows photographs of families of people from various races living in Vanuatu (January-June).
Projects Adviser, Vanuatu Immigration Department. Coached A/Director on the preparation of project reports and project applications for funding to Donors (January).
Author, Editor and Publisher, Blackstone Publishing. Edited and Published *‘I Stret Nomo: Women in Vanuatu can do anything’*, *‘Pacific Women on the Move: Establishment of PGWNet’*, *‘Awareness Raising on Court Rules relating to Domestic Violence in Vanuatu’* (January –December)
- 2002** *Vanuatu (SR International and Associates)*
Team Leader, Vanuatu Human Rights Project, AusAID/VAWG, Developed educational materials, conducted workshops & trained ni-Vanuatu trained in all Provinces to familiarize chiefs, NGO leaders and women and men in the community about the new Magistrates rules on domestic violence, in collaboration with NGOs (P/T May 2002-February 2003).

Team Leader, Elections Observer Group, AusAID, NZODA, DIFD, EU, TIV. Initiated, directed and supported a 12-person national/ international monitoring group observing the 2002 National Elections for Vanuatu on behalf of Transparency International Vanuatu for the Electoral Commission. Prepared and analysed surveys and edited report (April-June).

Projects Adviser, Transparency International Vanuatu, TI International Secretariat. Established the newly formed Transparency International Vanuatu Branch, set up national office and developed project applications to recruit volunteers for media and project administration and provide an ongoing sustainable financial base (March-April).

Team Leader, HRD Adviser, Niue Human Resource Development Framework Project, NZODA/Solomon Leonard. Developed a three year HRD framework for Niue for the financial years 2001-4 to effectively match training to the workforce and community needs of Niue, and build capacity and capability within Niue to replicate the process and implement the framework (January-February)

Author, Editor and Publisher, Blackstone Publishing. Edited and published ‘*Pacific Creative Writing in Memory of Grace Mera Molisa*’ and ‘*Women and Good Governance*’ by Grace Molisa (January-December)

Australia (SRI Public Sector Reform Pty Ltd)

Trainer, Research Institute for Asia and the Pacific, University of Sydney East Timor Study Tour Program. Developed and presented course on ‘Project Management’ as a module for a short-term study tour program for senior officials from the Government of East Timor (Nov)

Trainer, RIAP-USyd, AusAID/UNICEF. Developed and presented course on ‘Community Participation in Aid Development and Delivery’ as module in aid coordination and management program for delegates from Democratic People’s Republic Korea. (June)

Trainer, RIAP-USyd, WTO. Presented lecture on ‘Change Management through HRD Planning in the Public Sector: Experiences from a Developing Country’ in WTO and China Transitional Issues in HRM, Public Sector Strategic Management and Market Development Program, for delegates from the People’s Republic of China (February)

2001

Vanuatu (SR International and Associates)

Author, Editor and Publisher, Blackstone Publishing/Asian Development Bank, ‘Ni-Vanuatu Role Models’. Interviewed and wrote biographies of 20 ni-Vanuatu women for ADB-funded secondary school curriculum project (January – November)

Trainer, Vanuatu Department of Agriculture. Presented training program in quality and performance management, leadership, team building, planning, customer service (August)

Adviser, Decentralisation Review Commission. Provided research and writing support for the Government of the Republic of Vanuatu/ADB-funded review of provincial and municipal government (February to June)

Trainer, Vanuatu Department of Forestry. Presented training program on change management/stakeholder management, performance management, holistic approach to planning, (December)

Australia (SRI Public Sector Reform Pty Ltd)

Trainer, RIAP-USyd, APEC. Presented module on ‘Human Resource and Change Management Policies for Enterprise Development’ in Indonesia APEC Effective Governance for Enterprise Development Program, (May)

Trainer, RIAP-USyd. Developed and presented module on ‘Managing Development in an International Context, Royal Thai Government Short Course’, (February)

1999 - 2000

Vanuatu (Uniquet International Pty Ltd/Australian Agency for International Development)

Public Service Commission/Performance Improvement Adviser on Comprehensive Reform Program for the Government of the Republic of Vanuatu. Worked with Ni Vanuatu counterparts (Chairman Public Service Commission, Secretary PSC, Directors General and Directors of government ministries and departments and heads of agencies).

- Assisted the PSC to refocus, refine and restructure to fit changing priorities

- Reviewed guidelines for corporate and business planning and annual reporting
- Assisted Directors General to develop corporate plans, business plans and annual reports
- Identified requirements for additional support to ministries to enhance planning and performance improvement activities
- Worked with Ni Vanuatu women to establish a public service senior women's network
- Mentored senior male and female public servants (August 1999-September 2000)

1999

Solomon Islands (SRI Public Sector Reform Pty Ltd/ADB)

Local Government Consultant on Solomon Islands Provincial Government Review for the Department of Provincial Government and Rural Development with the aim of recommending legislative reforms as the basis for a new or modified provincial government system.

- Addressed previous government provincial government and constitutional review committee reports, legislation, and government policy and made recommendations for further study in relation to proposed legislative reforms.
- Validated the identified issues of involvement of chiefs, mandate, role, responsibilities and functions, structure, finance, systems and procedures, and staffing and administrative support, and identified key areas of concerns for each issue.
- Advised on review process, budget and work plan of the Provincial Government Review Committee (PGRC).
- Prepared papers for consideration of PGRC. Consulted NGO, church and women's organisation stakeholders on review participation (April-May).

Sri Lanka: (Philippines Centre for Development Management and Productivity/ADB)

Quality Assurance and Gender and Development Specialist on Skills Development Project for the Ministry of Vocational Training and Rural Industries as the lead agency, with the Ministries of Science and Technology and Samurdhi, Youth Affairs and Sport. Skills development bodies involved were the Tertiary and Vocational Education Commission, the Dept of Technical Education and Training, the Vocational Training Authority, the National Apprenticeship and Industrial Training Authority, the National Youth Services Council and the National Institute for Technical Education in Sri Lanka. Providers included technical colleges, national, district and rural vocational training centres, private sector institutions and NGO training centres.

- Interviewed key stakeholders in all agencies and institutions and made site visits in four provinces to discuss issues with trainees, trainers, managers and community.
- Prepared Technical Reports with policy and program recommendations on the Participation of Female Youth and Women in SD and Quality Assurance in SD
- Conducted workshops on both issues for approximately 80 people from the government, private and NGO sectors, including trainees, trainers, instructors, administrators, managers, employers and unions, to discuss reports and recommendations
- Developed Manual for Quality Assurance in Institutions
- Developed staff training programs for Quality Management and a Quality Management Framework in conjunction with the Sri Lanka Standards Institute
- Assisted in the preparation of Interim and Final Project Reports (January-March)

1997 - 1998

Fiji: (Overseas Projects Corporation of Victoria/International Development Program/AusAID) Performance Management Systems and Gender and Development Specialist on Fiji Department of Customs and Excise Institutional Strengthening Project

- Worked with Comptroller on restructuring Department, promotions and terminations
- Developed Human Resources Management Effectiveness Policy
- Developed staff training programs in Performance Management Systems, Gender Sensitivity, Occupational Health and Safety, and Quality Management in conjunction with Public Service Commission and relevant government departments and training institutions
- Established Fiji Customs Women's Network and developed Equity and Ethics policies
- Prepared Quarterly Reports

- 1997 PNG: (WDSScott International/ADB)**
Women, Youth and NGO Specialist for Labour, Employment and Skills Development Policy Development project for the National Planning Office (became Department of Planning and Implementation)
- Visited 13 provinces to conduct situation analysis and meet with provincial government officers, technical and vocational education centre staff, women, youth and NGO groups and interviewed leaders and participants
 - Developed, administered and evaluated questionnaires to assess participation of WYNGOs in employment opportunities and skills development and develop policy recommendations
 - Contributed with TAFE specialists and economists to writing joint report on five year sustainable strategic plan for employment and skills development
- 1995 - 1996 City of Whitehorse, Victoria, Australia**
Chief Executive Officer
 Led and directed the amalgamation of two large cities, Box Hill and Nunawading, requiring quality improvement of human, financial and physical resource management, business process reengineering, policy development, strategic planning, team building, representation, public relations, regional, state, national and international liaison. Promoted Whitehorse as the first City of Learning in Australia, both nationally and internationally.
- 1991 – 1994 Council of Adult Education, Melbourne, Australia**
Director/ CEO
 Led and directed a large independent body requiring strategic planning for a major change process including quality improvement in human, financial and physical resource management. Policy development with a newly built team, public relations for community, local, national and international liaison, professional development of teachers and general staff.
- 1989 - 1990 Ballarat University College now University of Ballarat, Victoria, Australia**
Dean of Academic Affairs, and A/Dean of Arts, Education and Humanities
 Leadership provided to two large, expanding teams in management and policy development; quality improvement in academic planning, research, equity planning, public relations, information technology, curriculum reform and improving teaching expertise of academic staff.
- 1988 - 1989 Australian Public Service, Canberra, Australia**
Senior Women in Management Rotations
 Initiated alternative approaches to equal employment opportunity, project management, strategic and corporate planning, program evaluation, policy advice, public health issues.
- 1984 - 1988 ACT Schools Authority, Canberra, Australia**
Director of Programs
 Leadership provided in strategic planning, curriculum consultancy, professional development, research, public relations, evaluation, accreditation, equity planning.
- 1982 - 1984 Senior Adviser, Community Development, Department of Prime Minister and Cabinet, Canberra, Australia**
 Gave strategic policy advice on Aboriginal & Torres Strait Islander affairs, land rights, environment, gender issues, and immigration and ethnic affairs, including refugee status.
- 1974 - 1982 Director, Disadvantaged Schools & Country Areas Programs, and Professional Development Program, Commonwealth Schools Commission, Australia**
- Led program development, implementation and evaluation, policy advice, publications for disadvantaged students in government and non-government schools in all States and

Territories, including ethnic, girls, economically disadvantaged and rural students.

- Initiated professional development program for Australian principals of primary and secondary schools: oversight of national inservice program for primary and secondary teachers
- Senior Policy Adviser education of girls, school based decision making, community involvement

1972 - 1974 **Supervisor and Chairperson, Teaching Methods and Materials Centre, University of PNG, PNG**

- Taught the use of educational media
- Trained and developed staff and external users of the Centre
- Provided Information technology support and extension
- Developed curriculum modules in comparative religion

1969 - 1971 **Matron and Lecturer, Ruatoka Teachers College Central District & Teacher Education Student UPNG**

Provided teaching and institutional support in schools and teachers' college.

1966 To 1968 **Lecturer Gaulim (Primary) Teachers College East New Britain**

Provided teaching, student welfare & institutional support in schools & teachers' college.

Previous **Australian Primary Education and Early Childhood Teacher** – Aboriginal children at Nullagine in the Pilbara Region of Western Australia

Other short consultancies/conferences/speeches in Samoa, Tonga, Indonesia, Philippines, Thailand, The Gambia, Uganda, Zimbabwe, Kenya, Tanzania, South Africa, Namibia, Egypt, China, Finland, Austria, UK, USA