

Dr. Adi J. Walker

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Nationality:	British	Date of Birth:	20.11.66
Languages:	English – native; French – fluent; German – basic	LinkedIn:	www.linkedin.com/in/adiwalker
ICT:	MS Office Suite, SPSS, EndNote, NVIVO, VISIO, MENTI, MIRO, Canva, Prezi, E-event platforms		

Education

PhD 'Success factors for the leadership of international humanitarian and development organisations in South Asia' Oxford Brookes University, Oxford, UK (2018)

MSc 'Management and Rural Development' (Distinction) Imperial College, and School of Oriental and African Studies (SOAS), London University, UK (2010)

B-Tech Eng. Electronic Engineering, Hertfordshire University, UK (1987)

Core competence areas

- **Team Leader Roles:** 26 years providing senior-level leadership and management, consulting and advisory services, at international to local-levels, for international development organisations, international and national NGOs, and consulting firms, as a Director, Senior Project Manager, Key Expert, Specialist and Generalist.
- **Capacity Development:** 26 years providing institutional, organisational and human capacity development, needs assessment and diagnostics in the international humanitarian and development, and public and private sectors.
- **Experience Areas:** state-society relations and civic engagement; community-driven development; grant, contract and tender management and coordination; urban and rural service delivery; knowledge management; monitoring, evaluation and learning; development cooperation; public policy and partnership; public finance management; governance; federalization and local government; post-disaster and conflict recovery and reconstruction; cross-border trade; internally displaced persons; transitional shelter; medium and large-scale infrastructure projects.
- **Event Management:** 26 years experience in the conceptual design, development, organisation and facilitation of events: training and TOT programmes, strategic planning workshops, seminars, study tours, conferences, symposiums; concept, design, planning, management, facilitation, moderation, presenter, panellist, reporter; leadership performance planning and appraisal, and coach; team building and development.
- **Research and Analysis:** extensive knowledge in and experience of the application of quantitative and qualitative research, monitoring and evaluation methods: explanatory sequential design; mixed methods; RCTs; quasi-experimentation; CAPI and PAPI methodology; MEAL system design and implementation; result-based monitoring; logframes; surveying architecture (base- mid and end-line); questionnaire design; data analysis and reporting; KII and FGD design and implementation/facilitation.
- **Products and Documents:** extensive experience in the development and compilation of knowledge management and learning material: Design and elaboration of guidebooks and handbooks; training modules and handouts; training and publicity kits; conceptual design, production and oversight of international conference; workshop and event proceedings reports and publications, reports, analytical and evaluation documents.
- **Cultural Competence:** well-founded inter-cultural competence developed travelling, living in and working across 6 continents and in over 50 countries. Worked for 20+ years in South Asia: India, Pakistan, Nepal, Bangladesh and Sri Lanka
- **Finance Management:** oversight of circa EUR. 300 Million (total accumulated budgets)

Development sector employment history: short-term assignments

Date	Client	Location	Service or Product
11.23–01.24	GIZ	Homebased (Pakistan)	Team Leader assignment: GIZ Support for Vulnerable Afghan Refugees and Host Communities. Design of institutional capacity analysis, survey and reporting, in preparation for innovative programme and Positioning Paper for KP Province
06.22–01.24	World Bank	Sint Maarten	Advised government on sustainability and resilience related to natural disasters; led technical and social team on multisector reconstruction measures, including management and oversight of \$96 million for grants, tenders & contracts
11.21–05.22	GIZ	Pakistan	Design and delivery of 5 work packages inc. OD and capacity development to RTS & RTI Commissions; training programme kit and module for Local Government and service delivery departments in KP Province; Strategic Disengagement Planning workshop; gender analysis; rights campaign
02.2022	GIZ	Homebased (India)	Conceptual design, moderation and documentation of a 6-day 'Strategic Disengagement, MEL and Planning Workshop – 2022–2025'
02.2022	GFA	Homebased (Nepal)	Contribution to the elaboration of technical proposal for SDC tender: 'Monitoring, evaluation and learning mandate for two Migration projects'
09–12. 2021	World Bank	Homebased and Nepal	Conceptual design, coordination and quality assurance of the 'International Conference on Nepal's Reconstruction 2021' – roll out and contents – for the National Reconstruction Authority
09.2021	GIZ	Homebased (India)	Preparation, moderation and documentation of one 'Executive Leadership Feedback sessions' for GIZ India
09.2021	Denk Modell	Homebased (Namibia)	Preparation, moderation and documentation of one 'Executive Leadership Feedback session', for GIZ Namibia
09.2021	GFA	Homebased (Viet Nam)	Elaboration of technical proposal for GIZ Viet Nam: 'Renewable Energy and Energy Efficiency (4E)'
07.2021	GIZ	Homebased (India)	Preparation, moderation and documentation of four 'Executive Leadership Feedback sessions', for GIZ India (Inc. Country Director)
06.2021	GFA	Homebased (Pakistan)	Elaboration of technical proposal for GIZ tender: 'Strengthening education and health services for refugees and host communities in Pakistan'
05.2021	Denk Modell	Homebased (Pakistan)	Contribution to the elaboration of technical proposal for GIZ tender: 'Improvement of labour, social and environment standards in the Pakistan textile industry'

Development sector employment history: long-term assignments

02.24 – present Director / International Team Leader – Civic Engagement Fund (GFA): Bangladesh

- Leading a technical expert team within the Fund Management Agency for the implementation of a multi-donor / multi-phase Trust Fund (Swiss, USAID, Canada, EU)
- Overseeing the disbursement of a broad range of EUR. 15 Million grants and capacity development to support civil society organisations and their interaction with citizens, and the Government of Bangladesh
- Organising the engagement and activities of the CEF Fund Management Board (Development Partner Representatives) and the CEF Technical Committee (Development Partner Specialists)
- Engagement with Ministries (Prime Ministers Office, Women and Childrens Affairs, Social Welfare, ICT) and on policy dialogue and reform initiatives

03.17 – 04.21 Director (POD International Consulting) / NEARR Facility Director / Team Leader (GFA): Nepal

- Leading a technical expert team and managing 117 contract-based long and short term international and national experts, providing services to the Nepali Government and partner organisations
- Advising Nepali Government (NRA) on policy dialogue and formulation; design and elaboration of products and services for institutional capacity development, PFM, MEL and communication
- Liaison and coordination with other bi- and multilateral donors and agencies, and local organisations
- Capacity building support of national to local level government officers and civil society actors
- Conceptual design and planning of numerous international and national events including conferences, discussion forums, policy dialogues, interaction programmes, symposiums, seminars, workshops
- **Key accomplishments:** organisational restructuring of national disaster response agency; established MOU between NRA and Local Civil Society Organisations engaged in grassroots disaster response; established Government MEAL System; identified as 'Representative of the Development Partners' (International Conference Secretariat, Nepal)

08.12– 02.17 Principal Advisor / Team Leader – German International Cooperation (GIZ): Pakistan

- Leadership and management of 40-member team
- Oversight of Development Planning Project and interim lead for Local Government Programme
- Technical advice to / capacity development of government institutions: Planning and Development Ministry and Department, and Provincial Local Government Departments
- Policy elaboration and reform: participatory urban and rural development, constructive state-citizen relations, multi-tier coordination, service delivery (RTS and RTI), livelihoods
- **Key accomplishments:** designed, implemented and scaled up local government/community development planning system from 6 pilot villages to 120 million citizens in two provinces

02.11– 07.12 Principal Advisor / Team Leader – German International Cooperation (GIZ): Pakistan

- Oversight and management of Post-conflict / Post-disaster Grant-based Rehabilitation Project
- Technical advice to / capacity development of government institutions: Disaster Management Authority (PDMA), Provincial and Local Government Departments
- Participatory community engagement, rural reconstruction and rehabilitation planning; RCT methods through Local Government, training and training module elaboration
- Leadership, capacity development and management of 45 member-team
- Elaboration of project design and strategy; management of budget (EUR. 4 Mio)
- **Key accomplishment:** designed and implemented model RCT impact evaluation system (1 of only 5 in GIZ worldwide) – co-presented in International Conference in Bonn

03.10– 01.11 Principal Advisor / Team Leader – German Technical Cooperation (GTZ/GIZ): Haiti

- Oversight of Livelihoods Project and Post-disaster Recovery Project
- Technical advice to / capacity development of government institutions and civil society: Local and Municipal Governments and bodies, community leaders
- Leadership, coordination, and management of 50 social / technical / legal team members
- Responsible for two project budgets (EUR. 9 Mio)
- **Key accomplishment:** Designed and established full set of protocols in French and English for collaboration community-driven shelter project (now used worldwide by GIZ)

02.09–07.09 Country Director – Agency for Technical Cooperation and Development (ACTED): India

- Leadership and management of country portfolio: Humanitarian and Development Initiatives

- Representative for ACTED India: collaboration and relationship management with local/international partners, regional/HQ offices, Alliance 2015 Partnership organisations
- Strategic programme design, oversight and development; networking, diplomacy and influence of government actors and other development partners (needs assessments)
- Responsible for representation and liaison on a cross-border trade programme (India, Sri Lanka, Pakistan and Afghanistan), civil society and business development programme
- Responsible for portfolio budget (ECHO; EC; OFDA; DAH); response to Bihar floods and Cyclone Aila
- **Key accomplishments:** Moved ACTED towards legal base and registration in India; additionally took on hierarchical supervisor's role immediately after commencing contract

02.07–09.08 Programme Coordinator – International Rescue Committee (IRC): Democratic Rep. Congo

- Oversight and Management of EUR. 50M Grant-based Community-driven Development Programme
- Lead and liaise with, and coordination of consortium partners and other stakeholders: IRC, CARE, IFAD, civil society organisations, newly-elected representatives of local governments,
- Leadership, coordination, capacity development of 4 field teams (65/240 staff)
- **Key accomplishment:** established and ran comprehensive RCT-based programme for 2 million beneficiaries, conceptual design and delivery of training modules and programmes
- Conceptual design and development of programme: elaboration of strategic, policy documents and protocols in English and French, design and implementation of participatory research processes, seminars, workshops, training programmes, community-based activities

01.03–06.06 Technical Advisor/Team Leader – German Technical Cooperation (GTZ): Sri Lanka

- Oversight of Post-conflict and Post-disaster Rehabilitation and Development Projects
- Technical advice to / capacity development of government institutions: Government Agent, District Government structures and key decision-makers in line agencies
- Demand-driven design and implementation support: for the Sri Lankan Government Regional Tsunami Coordination and Response Unit; lead on coordination with development partners
- Coordination of Regional Community Development and Governance Programme; leadership and capacity development of 70 team members
- Coordination with other key stakeholders: representation of GIZ in north of Sri Lanka; liaison with political faction of and NGOs affiliated to the Liberation Tigers of Tamil Eelam (LTTE)
- Responsible for programme budget (EUR. 13 Mio)
- **Key accomplishments:** constructed over 2000 private houses, 17 schools, 77 school sanitation systems, and Jaffna town water and sanitation system; brought the Government of Sri Lanka and the political factions of the LTTE round the same table to coordinate tsunami response

04.02–12.02 Field Team Leader (Consultant) – German Technical Cooperation (GTZ): Sri Lanka

- Oversight of Post-conflict Rehabilitation Project
- Technical advice to / capacity development of government institutions: Ministry Relief, Rehabilitation and Reconciliation, Jaffna District Kachcheri, Water Authority, Education Department, Ministry Housing, Education Department, Local Governments
- Coordination and liaison with I/NGOs and other key stakeholders: lead on engagement and collaboration of UN agencies, ICRC, INGOs, LTTE and CSOs
- Management, training and development of team members (54 staff) and local partners

01.00–03.02 Consultant Special Projects – Sewa Lanka Foundation (SLF): Sri Lanka

- Design and oversight of various humanitarian and development initiatives
- Established projects, offices and funding in the north of Sri Lanka: community development and governance, rehabilitation, schools, livelihoods

- Built teams, structures and processes: Development of HR and policies and practices, programme and budget management systems and processes, an e-based M&E system, succession management
- **Key accomplishment:** conceived and established an electronic CBO development, MEL and progress analysis instrument (still in use by SLF to date)

Trainer/Instructor

1991, 2, 8, 9 **Senior Instructor The Old Vicarage Centre: Stottesdon England**

- Design and instruction for leadership, team-building and mountain sports programmes
- Coordination of youth, handicapped and private corporate groups' programmes

1990 **Operations Team Member Celmi Management Development Ltd: Bryncrug Wales**

- Facilitation of management, teamwork and leadership courses
- Operation of strategic planning and organisation courses

Diverse

1993-5, 97 **Tour Manager – Alan Robinson Management: Europe and United States**

- Organisation of travel, accommodation, liaison with promoters, agents
- Management of all tour finances, merchandising, media
- Logistics coordination: stage set-up, all equipment handling, lighting and sound

1995– 1996 **South Asia and the Middle East** (travelling and writing)

11.91–03.92 **Base Camp Manager – British Mountaineering Expedition to Nepal**

- Responsible for organisation and logistics of expedition to 'Himlung Himal' (7140m)
- Responsible for well-being and safety of expedition members

1987–8, 90 **Australia, the Middle East and Romania** (voluntary and humanitarian work)

Engineering

01.89–12.89 **Systems Specialist Comms Direct Ltd UK**

- Pre and post sales technical advice and client services
- Trial and repair of customer's equipment; compilation of user guides for new products

08.83–07.87 **Data Communications Engineer CASE Communications Ltd UK**

- Management of in-house and customer data communication networks
- Production, installation and field service of data communication products
- Representation and coordination of CASE with clients and service providers

International conferences

2022 **Speaker/Panellist: ILA Conference on 'Leadership in Crisis Situations', Geneva, Switzerland**

2021 **Designer/coordinator/ICNR Secretariat member: 'International Conference on Nepal's Reconstruction' Kathmandu, Nepal (hybrid event)**

2020 **Co-host/Organiser/Designer: 'Web-based Seminar of NRA's Achievements', Kathmandu, Nepal**

2020 **Co-host/Organiser/Panellist: 'Symposium on Nepal's Reconstruction', Kathmandu, Nepal**

2019 **Speaker/Moderator/Panellist: ILA Conference on 'Leadership – Courage Required', Ottawa, Canada**

2019 **Designer/Coach: designed presentation and coached CEO National Reconstruction Authority (Nepal) for the 'World Reconstruction Conference-4', Geneva, Switzerland**

2019 **Speaker: 'South Asia Conference on the 'Deliberative Role of Local Governments on Disaster Risk Reduction, Energy and Climate', Kathmandu, Nepal**

2016 **Speaker: 'Impact Assessment Conference' (German Development Institute), Bonn, Germany**

2015 **Speaker: 'Humanitarian Leadership HR Conference' (CHS Alliance), Kuala Lumpur, Malaysia**

2012 **Speaker: 'World Reconstruction Conference-1' (World Bank), Geneva, Switzerland**

Publications

- 2022 'Handbook of Global Leadership and Followership: Integrating the Best Leadership Theory and Practice' Chapter Author. Springer
- 2019 'Success Factors for the Leadership of IHDOs in South Asia' (PhD thesis)
- 2015 'Capacity Development in Fragile Contexts' GIZ (Ed)
- 2010 'Disengagement Strategies of IHDOs in Sri Lanka' (MSc Dissertation)
- 2009 'A Guide to Humanitarian and Development Work' with B. Walker and R. Walker
- 2005 'Better Ways to Manage Meetings' with B. Walker and R. Walker (RedR)
- 2004 'How to Run a Workshop' with B. Walker, M. Moynihan and JJ. Guilbert

Leadership / management / languages

- 2016 German language course (elementary) – Goethe Institute, Frankfurt, Germany
- 2014 Decentralisation and Local Government (GIZ) – Berlin, Germany
- 2009 Effective Disengagement Strategies – NGO Management School, Geneva, Switzerland
- 2008 Conflict Transformation – HIC, Lubumbashi, Democratic Republic of Congo
- 2006 Do No Harm (GIZ) – Colombo, Sri Lanka
- 2005 Result-orientated Monitoring (GTZ) – Negombo, Sri Lanka
- 2004 Orientation to Impacts, Project Planning and Management (GTZ) – AMI, Hua Hin, Thailand

Affiliation to professional organisations and academic institutions

Ambassador (Alumni) – University of London, UK

Member – International Leadership Association, Silver Springs, USA

Member – European Association of Development Research and Training Institutes, Bonn, Germany

Member – The International Professional Development Association, London, UK

Member – Professionals in Humanitarian Assistance and Protection, Brussels, Belgium

Testimonials

Leadership

"I worked closely with Adi in Pakistan for six years where he was Principal Advisor to the Government of Khyber Pakhtunkhwa. He managed a challenging programme in a complex environment, yet brought innovation and creativity into his work. He designed a participatory planning model, tested in six villages; through negotiation and strong influence of large international donors and the Government of Pakistan, this was scaled up to shape development planning for 120 million people. Aside from this, Adi led a national initiative to address the issue of "work-life balance", ran 'employability workshops' for a number of projects and the GIZ country office, was instrumental in the design and elaboration of the company's 'Vision for Pakistan', and contributed substantially to the elaboration of a National Personnel Handbook. Adi is very result oriented, and weaves innovative and creative ideas into the solutions he presents to overcome challenges and deal with problems."

Dr. Ulrike Reviere – Country Director GIZ, India

Capacity Development

"Adi led a team of short and long-term experts on behalf of the EU, providing a broad range of advisory and capacity building services and products to assist the National Reconstruction Authority in its oversight and coordination of the Earthquake Response in Nepal, between 2017–2021. Adi's strategic proposals for the diverse technical assistance we required, his consummate professional manner, his clear capabilities and his innovative and frank advice, communication and presentation style, were sincerely appreciated. Recollecting our journey, I have no doubt that people like Adi have been sustaining this world where mockery is in abundance. Personally, I am really thankful for his contribution which immensely enriched our outputs and sophisticated our delivery for the entire period. I hope we gave justice to his contribution."

Dr. Chandra Bahadur Shrestha – Executive Member, National Reconstruction Authority, Government of Nepal