

Lee-Anne Molony, Principal Consultant

Overview of Expertise

Lee-Anne is an experienced evaluator, facilitator, program designer and project manager and has worked with or in the government, non-government and private sectors both in Australia and internationally.

Lee-Anne is Principal Consultant and Director at Clear Horizon Consulting. She specialises in working with government, non-government organisations, industry and community organisations at the organisational, strategy, program and project levels to: apply evaluative thinking to clarify client strategies and programs; design monitoring and evaluation (M&E) frameworks/plans; and design and implement evaluations.

As Principal Consultant, Lee-Anne's role is increasingly in supporting clients to do their own effective program design, monitoring and evaluation, through the provision of trusted advice, facilitation mentoring, action-learning and in-situ training. Lee-Anne is highly experienced in participatory approaches to program design and M&E planning, using program logic thinking as a basis.

Lee-Anne is the Convenor of the Victorian Committee of the Australasian Evaluation Society.

Qualifications

1999 Graduate Diploma in Natural Resources – University of New England, Armidale NSW.

1992 Bachelor of Economics (Honours) – University of New England, Armidale NSW.

Project Experience

Design of theory/logic based Monitoring and/or Evaluation Frameworks or Plans

M&E planning support for large and/or long term programs:

- Resilient Sydney; Resilient Sydney Office (2019)
- **State Government programs:** Place-based Delivery Program, NSW Department of Planning, Industry and Environment (2019); Primary Industries Climate Change Strategy, DPI Agriculture NSW (2018-2019); Victorian Transaction Reform Program, Service Victoria (2017); Climate Change Fund, Office of Environment & Heritage NSW (2017); the Integrated Fire Management Planning approach, State Fire Management Planning Support Team, Victoria (2013 -2014) (now Emergency Management Victoria); 'Adaptive management and Performance Framework' for the sector-wide Invasive Species Program (2012-2014), DEWLP, Victoria; The Victorian Centre for Climate Change Adaptation Research (VCCCAR) (2010).
- **Federal Government programs:** Reef Trust Partnership, Great Barrier Reef Foundation (2018-2019); Monitoring and Evaluation Program for the Basin Plan, Murray-Darling Basin Authority (2010-2016); Stream 2 of the Regional NRM Planning for Climate Change Fund, Department of Environment (Australian Government) (2013-2016); The Climate and Oceans Support Program in the Pacific, Bureau of Meteorology (2012); Caring for our Country (Australia's \$2.25 billion NRM initiative for 2008-2013), DEWHA (Commonwealth) (2008-2009).

- **Local government:** City Forest & Habitat Strategy, Wyndham City Council (2019).
- **Industry bodies:** Stubble Retention Initiative, Grains Research & Development Corporation (2015-2017).

Development of organisation-wide monitoring and evaluation (M&E) frameworks:

- State government agencies: Agriculture R&D Division, DPI Agriculture NSW (2018-2019); Victorian Legal Services Board & Commission (2019); Victorian Equal Opportunity and Human Rights Commission (2018); VicRoads Investment Evaluation Framework (2013).
- Industry bodies: Animal Health Australia (2015); Horticulture Innovation Australia (2015).
- Non-government organisations: LifeCircle (2017).
- Org-wide Engagement Evaluation Frameworks: Victorian Department Environment, Land, Water & Planning (2019); Queensland Department Environment & Science (2018-2019); City of Casey (2017); VicRoads (2016); City of Melbourne (2014).
- Other: Hawkesbury Nepean Catchment Management Authority (2012).

Project-level M&E plans.

- Conservation Solutions M&E Plan, LifeCircle (2017).
- Impact Measurement Framework for two place-based community development programs, Sydney Community Foundation (2014).
- Selandra Community Place, City of Casey (2014).
- SME Support to Comply program and Illegal Dumping program, Environmental Protection Authority, Victoria (2012).

Evaluations/strategic review

- **Non-government organisations/programs:** Aboriginal Carbon Foundation – 2019-2024 Strategy (2019); Impact of place-based programs in Western Sydney, Sydney Community Foundation and Liverpool Neighbourhood Connections Centre (2015); Spark! Program, Australian Conservation Foundation (2013-2015).
- **State government programs:** Review of progress towards strategic plan and revision of strategic priorities, Biosecurity and Food Safety NSW, NSW Department of Primary Industries (2017 –2018); Regional Clean Energy Program, OEH NSW (2016-2017); Effectiveness and efficiency of the Water & Irrigation team, DPI Agriculture, NSW (2016); Weed Spotters Program, DEPI, Victoria (2013); Pilot Regional Office evaluation – DPC Victoria (2011-2012); Dairy Directions Project, DPI Victoria (2011-2012); Regional Catchment Strategy (RCS) Managers' Forum, DSE Victoria (2012); Victorian Centre for Climate Change Adaptation Research - Project Evaluation Study (2010) and mid-term review (2012), DSE Victoria; Integrating Farming Systems into Landscapes Program, DPI Victoria (2007); Climate Communities Grants Program

Evaluation, Sustainability Victoria (2011 - 2012); Weeds and Pests Initiative 2007-2011, DPI Victoria (2011); Improving Provincial Victoria's Biosecurity Program, DPI Victoria (2010); Good Neighbour Program, DSE Victoria (2010).; State Control Centre Upgrade, DSE Victoria (2010); NSW Environmental Trust Programs (Protecting our Places Program, and Dissemination Program), NSW DECC (2009-2010).

- Industry bodies: Annual reflection (2016) and mid-term review (2017) of organisational strategy, Animal Health Australia.
- **Local government:** Evaluation of Healthy Together Wyndham, Wyndham City Council (2015); Community engagement for the participatory budgeting approach to the development of the 10 Year Financial Plan, City of Melbourne (2014); Community engagement mechanisms and processes, City of Melbourne (2013); Community Weed Pilot Program, Johns Hill Landcare & Cardinia Shire Council (2013).
- **Regional NRM bodies:** Riparian Enhancement Program, Lachlan CMA, NSW (2012); Namoi Local Government Group partnership, Namoi CMA (2011); Farming Systems Program, Central West CMA (2009-2010); Grazing Management Training Program, Central West CMA (2009-2010); Land to Reef NRM investment, NQ Dry Tropics and Reef Catchments (2009). Kooragang Wetland Rehabilitation Project, Hunter-Central Rivers CMA (2008).
- **Federal government programs:** Caring for our Country investment in Ramsar priority sites and non-Ramsar high ecological value aquatic ecosystems, DSEWPC (Commonwealth) (2012); Regional Landcare Facilitators Program, DAFF (Commonwealth) (2012); Mid-term Review of the Great Barrier Reef Climate Change Action Plan 2007-2012, GBRMPA (2010).

Facilitation of, or training in, program logic/theory of change

- **Federal governed:** Indigenous Land & Sea Corporation – current 5-year strategy (2019); Economic development component of the Indigenous Advancement Strategy, Department of Prime Minister & Cabinet (2015); 2015-2020 Biosecurity Strategy, Biosecurity NSW (2015); Sports in Development Program, Australian Sports Commission/AusAID (2012); AusAID (now DFAT) staff in Australia and PNG, (2013; 2011); the Graduate Program (2013; 2012); Climate Change Policy and Adaptation Team (2012).
- **State government:** Victorian Electoral Commission – 5-year strategy 2018-2023 (2018); Threatened Species & Communities Roadmap 2013-2017, DEPI Victoria (2013); Integrated Worker Health Program, and Psychosocial Program, WorkSafe Victoria (2013); Fishcare Initiative, DPI Victoria (2012); Invasive Species Program 2011-2014, DSE Victoria (2011); Recreational Fishing Initiative, DPI Victoria (2011) ; Towards Zero Waste Strategy, Sustainability Victoria (2011).
- **NGOs:** Fred Hollows Foundation – Global and Agency theory of change (2018); Oxfam Australia: Program design and M&E training (Melbourne) (2016; Fred Hollows: Train the Facilitator (Sydney); Senior Program Managers Forum (Bangkok) (2016); Caritas Australia (2015); Save the Children, 2014.

- **Local government:** Local Government Association of Northern Territory's 2013-2017 Strategic Plan (2015); Community Facilities Team, City of Casey, Victoria (2015).
- **Other:** Whroo Goldfields Conservation Management Network, Goulburn Broken CMA (2012); Port Phillip & Westernport CMA's Regional Catchment Strategy (2011).

Training and/or mentoring in monitoring and evaluation (M&E)

- **Government:** AusAID staff in Canberra (2011, 2013) and PNG (2013); Basin Plan Environmental Outcomes team, Murray Darling Basin Authority, Canberra (2015); Marrickville Council, Sydney (2015); Loddon Mallee Integrated Fire Management Planning Committee (2012); State Fire Management Planning Committee, Victoria (2012); community grant recipients, Environmental Trust, NSW (2011, 2012 and 2013 grant rounds); Community Facilitator Team, Sustainability Victoria (2012)
- **NGOs:** Fred Hollows Foundation (2016, 2015); Caritas Australia (2016); 'Program Quality Hub', CARE Australia (2015); Australian Red Cross (Migrant Support Programs) (2014); Sustainability Education Skills Australia, Waste Management Association of Australia (2012).
- **Industry bodies:** Animal Health Australia (2016); local council waste and water industry trainers that are members of the Waste Management Association of Australia (WMAA), the Australian Water Association (AWA) and the Australian Association for Environmental Education (AAEE) (2014).

Strategic Review and Assessment

- Re-design of the Community Grants Program, Wyndham City Council (2014).
- Development of a Catchment Action Plan (CAP) assessment system, and subsequent review of two pilot Catchment Action Plan upgrades, Natural Resources Commission, NSW (2010-2011).
- CMA Information Management and Technology Strategic Review, DECCW NSW (2010).
- Donor Harmonisation Study (EIA component), British DFID, Hanoi (2002).

Research

- Making Successful Investments in NRM Practice Change, Land and Water Australia (2006-2010).
- Adoption and Impact of Farm Forestry, Joint Venture Agroforestry Program, Rural Industries Research & Development Corporation (2007-2008).
- Signposts for Australian Agriculture – Stage 4b Industry Reports, NLWRA (2007-2008).

Positions held previously

2007–2011 Senior Consultant, Hassall and Associates (merged with GHD in 2008; Lee-Anne led the GHD Hassall Service Group 2009-2011).

- 2005–2006 Conservation Management Planner, Coastal and Wetland Biodiversity Management Project, United Nations Development Program (UNDP)/Department of Environment, Bangladesh.
- 2002–2005 Program Manager, Cardno Acil (a consultancy specialising in the management of large donor-funded international development programs). Including management of the AusAID ASEAN–Australia Development Cooperation Program (AADCP) Regional Partnerships Scheme (RPS).
- 2001–2002 Practice manager and economics consultant, Mekong Economics, Hanoi.
- 1997–1999 Economics tutor, Vietnam-Netherlands Masters Program in Development Economics, National Economics University, Hanoi (2000-2001) and University of New England, Armidale, NSW.

Memberships

Australian Evaluation Society.