



Curriculum Vitae **Sefton Eruera Büchler Darby**

Personal information

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E-mail sefton@sebstrategy.com
Nationalities New Zealand, United Kingdom
Gender Male

Personal skills and competences

Strategy and policy development: Central government and consulting experience of researching and developing complex strategies and policies, as well as ensuring that those strategies have stakeholder buy-in and are implementable.

Management: A former Assistant-Director in the UK Cabinet Office – has experience of managing individuals, teams and multiple teams in both line management and matrix management systems. Has undertaken recruitment and the full range of performance management functions. Experience of procurement and management of consultants and consultancy firms.

Consulting: Founded and manages own consulting practice with clients that include the British and German governments, the World Bank, and several other international organisations. Strong focus on ensuring that research and analysis is complemented with a rigorous attention to political reality, communications and institutional capacity.

Communications: Accomplished at developing concise briefings, press releases, communications strategies, and delivering press briefings. Developed a communications guide for non-communications staff. Experienced and capable public speaker.

Negotiating: Experience of participating and facilitating in complex negotiations with a particular focus on brokering partnerships between government, companies, and community groups. Direct experience of building such partnerships in several industries (IT, oil, mining) in several countries.

Governance and public sector reform: Has worked on a variety of public sector reform programmes – including performance management reform, regulatory oversight, and e-government. An international expert on transparency and anti-corruption issues in resource rich countries. Experience of working in numerous countries across North America, Europe, Africa, the former Soviet Union, Asia and the Pacific.



Work experience

Dates	2008 → present
Occupation or position held	Director
Name and address of employer	S.E.B. Strategy Ltd 32 Salamanca Road, Kelburn, Wellington 6012 – www.sebstrategy.com
Main activities and responsibilities	Established consulting company focusing on international development issues. Twenty-five consulting assignments in 2008 and 2009. Hired and managed researchers and associate consultants on several assignments. A sample of current or recent clients and assignments include: <ul style="list-style-type: none">• UK Department for International Development (DFID - Nigeria): Review of DFID support to the Nigeria Extractive Industries Transparency Initiative. Design of new programme to promote oil sector transparency and accountability in Nigeria.• Revenue Watch Institute (New York, Nigeria, Indonesia): (i) Technical Assistance to the Bayelsa Expenditure and Income Transparency Initiative – design of a state-level transparency programme for reporting all revenues, expenditures and transfers; (ii) Research and publication of two reports related to the Extractive Industries Transparency Initiative (EITI); (iii) support to a sub-national transparency programme in Indonesia.• GTZ (Germany, Sierra Leone and Liberia): Background field research for a regional mining sector governance project for Sierra Leone and Liberia.• InWEnt (Germany, Tanzania, Indonesia): Lead expert and facilitator for 4 training workshops (3-5 days long) for government, civil society and private sector representatives involved in implementing the EITI.• International EITI Secretariat (Oslo): Lead author of a communications guide for countries implementing the EITI.• The World Bank (Washington DC, Solomon Islands): (i) Development of a Governance in the Extractive Industries Framework for the World Bank Institute; (ii) Lead author of numerous Bank publications on the EITI; (iii) Carrying out of EITI scoping study in the Solomon Islands.• Open Society Institute (Global): Strategic review and programme development on natural resource governance issues for the Transparency and Accountability Initiative.
Dates	2008 → present
Occupation or position held	Director
Name and address of employer	Transparency International Level 4, 49 Boulcott Street, Wellington - www.transparency.org.nz
Main activities and responsibilities	Director on the Board of the New Zealand chapter of Transparency International. Involved in oversight of TINZ Pacific Support Programme and development of the TINZ Strategic Plan.
Dates	2005 - 2007
Occupation or position held	Extended Term Consultant
Name and address of employer	The World Bank (Oil, Gas, Mining Policy and Operations Division) 1818 H Street NW, Washington DC, USA 20433 – www.worldbank.org/ogmc



S•E•B STRATEGY
Public Policy & International
Development Consulting

Main activities and responsibilities	Provision of technical assistance to governments in Africa, Europe, and Asia on implementation of the Extractive Industries Transparency Initiative (EITI). Design and management of trust fund grants to support EITI countries. Development of guidance and training programmes on EITI. Recruitment and management of consultants and consultancy companies to support EITI programmes across the world.
Dates	2003 - 2005
Occupation or position held	Policy Analyst
Name and address of employer	Department for International Development (Policy Division) 1 Palace Street, London, United Kingdom, SW1E 5HE – www.dfid.gov.uk
Main activities and responsibilities	Working with government departments, other governments, oil and mining companies, and civil society groups to develop early policy on the EITI and to build the Initiative. Regular policy submissions and briefings for ministers. Supported EITI programmes in Azerbaijan, Kazakhstan, and the Kyrgyz Republic. Developed the first EITI communications strategy. Project managed the 2005 EITI conference in London which attracted 350 attendees from more than 40 countries.
Dates	2002 - 2003
Occupation or position held	Assistant Director
Name and address of employer	Cabinet Office (Office of the e-Envoy) 70 Whitehall, London, United Kingdom, SW1A 2AS - www.cabinet-office.gov.uk
Main activities and responsibilities	Overall coordination of UK government work on bridging the digital divide through improving private and public internet access and developing IT skills. Managed three teams with policy, ministerial business, and private office functions. Worked to develop partnership with IT companies, voluntary groups, and government agencies to deliver a major marketing campaign promoting internet use. Responsible for liaising between policy and communications teams. Regular public speaking to a variety of audiences.
Dates	2001 - 2002
Occupation or position held	Senior Policy Adviser
Name and address of employer	Cabinet Office (Office of the e-Envoy) 70 Whitehall, London, United Kingdom, SW1A 2AS – www.cabinet-office.gov.uk
Main activities and responsibilities	Developed cross-government universal internet access strategy for the Prime Minister. Oversight of new legislation relating to e-commerce. Focus on internet consumer protection issues including internet fraud and child protection. Assisted in design of Cabinet Office Management Development Programme.
Dates	1999 - 2001
Occupation or position held	Policy Adviser
Name and address of employer	Cabinet Office (Civil Service Corporate Management) 70 Whitehall, London, United Kingdom SW1A 2AS – www.cabinet-office.gov.uk
Main activities and responsibilities	Part of team responsible for developing a new performance management framework for the Senior Civil Service (SCS). Oversaw production of a new SCS competency framework and the introduction of 360-degree feedback into the civil service.



<p>Dates</p> <p>Occupation or position held</p> <p>Name and address of employer</p> <p>Main activities and responsibilities</p>	<p>1998</p> <p>Tutor and teaching assistant</p> <p>University of Otago (Department of Political Studies) P.O. Box 56, Dunedin – www.otago.ac.nz</p> <p>Tutor and teaching assistant for first year Asian politics and first and second year international relations courses.</p>
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Education and training

<p>Dates</p> <p>Title of qualification awarded</p> <p>Name and type of organisation providing education and training</p> <p>Principal subjects / occupational skills covered</p>	<p>1998 - 1999</p> <p>Masters of Letters with Distinction (M.Litt.) in International Security</p> <p>University of St Andrews St Andrews, Scotland</p> <p>Masters degree in International Security. Papers on international relations theory, post-communist Eastern Europe, and Global Governance. Dissertation title: "Troubled Visions – American, European and Chinese Approaches to Global Governance".</p>
<p>Dates</p> <p>Title of qualification awarded</p> <p>Name and type of organisation providing education and training</p> <p>Principal subjects / occupational skills covered</p>	<p>1994 - 1997</p> <p>Bachelor of Arts with First Class Honours (B.A. Hons) in Political Science</p> <p>University of Otago Dunedin</p> <p>Major in Political Studies. Other papers in English, geography, German, history, and psychology. Awarded Worsfold Scholarship to study at the University of St Andrews.</p>
<p>Dates</p> <p>Name and type of organisation providing education and training</p> <p>Principal subjects / occupational skills covered</p>	<p>2003 - 2007</p> <p>Department for International Development (DFID) and the World Bank London / Washington DC</p> <p>Variety of courses on development operations, economics, good governance and anti-corruption.</p>
<p>Dates</p> <p>Name and type of organisation providing education and training</p> <p>Principal subjects / occupational skills covered</p>	<p>2004 - 2005</p> <p>London School of Economics (LSE) London</p> <p>Introductory courses on macro-micro economics</p>
<p>Dates</p> <p>Name and type of organisation providing education and training</p> <p>Principal subjects / occupational skills covered</p>	<p>1999 - 2003</p> <p>UK Cabinet Office London</p> <p>Variety of courses in all aspects of management, performance management, policy and strategy development.</p>

Computer skills and
competences

Proficient in all Microsoft applications (Word, Outlook, Excel and Powerpoint)

Publications

Darby, S. and Lempa, K. (2010), "Revenue transparency in the mining sector", *Mining Environmental Management*, Jan/Feb 2010.

Darby, S. (2009), *Engagement with Civil Society: An EITI Case Study*, The World Bank, Washington DC.

Darby, S. (2009), *The Case for Company-by-Company Reporting of Data in the Extractive Industries Transparency Initiative*, The Revenue Watch Institute, New York (also available in Russian).

Darby, S. and Lempa, K. (2009), "Advancing the Extractive Industries Transparency Initiative in the Mining Sector – Implementation Issues" published in *Advancing the EITI in the Mining Sector*, The International EITI Secretariat, Oslo (also published as a stand-alone paper by the World Bank).

Darby, S. (2009), *Talking Transparency – A Guide for Communicating the Extractive Industries Transparency Initiative*, The International EITI Secretariat, Oslo (also available in French).

Darby, S. (2008), *EITI – Beyond the Basics*, The Revenue Watch Institute, New York (also available in Arabic, French, and Spanish).

Darby, S. (2008), *Implementation Lessons Learned: Policy Implications*, The World Bank, Washington DC.

Darby, S. (2008), *Implementing the EITI: Applying Early Lessons From the Field*, The World Bank, Washington DC (also available in French, Portuguese, Russian and Swahili).

Darby, S. (2007), *EITI Scoping Study for the Republic of Zambia*, The World Bank, Washington DC.