

Clear Horizon

CURRICULUM VITAE

Anna Stempel, Lead Principal Consultant



Overview of Expertise

Anna is an experienced monitoring, evaluation, and learning (MEL) specialist with a particular interest in theory of change for complex and systems-level initiatives. She has developed MEL frameworks, led strategic processes and conducted evaluations for a wide range of clients and audiences. A skilled trainer and facilitator, Anna is passionate about helping organisations to design strategic interventions, understand their impact, and build their evaluation capability.

Anna has extensive experience across the environmental, community development, international development, and asylum seeker/refugee sectors. She has worked for NGOs, INGOs, government bodies and research centres both domestically and internationally. This diverse professional background helps Anna to understand and respond to her clients' needs.

Qualifications

2014 Master of Journalism / Master of International Relations, Monash University

2004 Bachelor of Social Science (Environment), RMIT University

Project Experience

Theory of Change/Program Logic



Anna has led or contributed to the development of numerous theories of change, outcomes frameworks, and program logic models at the initiative, portfolio, and whole-of-organisation levels, including:

- Systems-informed theory of change and guidance for CSIRO's Ag2050 initiative (current)
- Climate Smart Agriculture Program theories of change (program and stream level), Department of Agriculture, Fisheries and Forestry (current)
- Small Business Sector theory of change and problem definition process, Environment Protection Authority Victoria (current)
- Strategic Outcomes Framework, NSW Reconstruction Authority (current)
- Equality Insights program theory of change, International Women's Development Agency (2024)
- Impact Initiative portfolio-level theories of change, Agriculture and Food unit, CSIRO (2023-24)
- Whole-of-organisation theory of change, Australian Environmental Grantmakers Network (2023)
- Whole-of-organisation theory of change, Environmental Justice Australia (2023)
- Community Resilience Program problem definition and program logic development, Infrastructure NSW (2023)
- Hunter/Central Coast RID Program theory of change, Hunter Joint Organisation (2023)

- Trusted Agrifoods Export Mission theory of change, CSIRO (2022)
- Reducing Illegal Dumping Program theory of change and regional program logic models, NSW Environment Protection Authority (2022, 2023)
- Southeast Asian research clusters program logic, Australian Centre for International Agricultural Research (2022)
- Theory of change development & measurement guidance, Energy Consumers Australia (2021)

Measurement, Evaluation & Learning Frameworks



- Climate Smart Agriculture Program MEL framework, Department of Agriculture, Fisheries & Forestry (current)
- Agriculture and Food Impact Initiative portfolio-level MEL frameworks, CSIRO (2023-24)
- Whole-of-organisation MEL framework, Australian Environmental Grantmakers Network (2023)
- Whole-of-organisation MEL framework, Environmental Justice Australia (2023)
- Trusted Agrifood Impact Initiative MEL Framework development, CSIRO (current)
- Community Resilience Program MEL Framework development, Infrastructure NSW (2023)
- Western Sydney RID Squad Measurement Plan development (2022)
- Evaluation and Measurement Framework review, Conservation Volunteers Australia (2022)



Evaluations

Anna has led or contributed to evaluations for public sector clients including state, federal, and local government bodies, research and innovation institutes, and NGOs. Recent examples include:

- Aboriginal Economic Land Reform evaluation, Department of Planning & Environment, NSW (2023)
- Supporting our Neighbours Program outcomes evaluation, Local Land Services NSW (2023)
- Bushfire and Flood Recovery Programs evaluation, NSW Environment Protection Authority (2023)
- Healthy Water Strategy mid-term evaluation (co-delivery & collaboration), Melbourne Water (2023)
- Nature Ambassadors #SeaToSource pilot evaluation, Conservation Volunteers Australia (2022)
- RID Squad Program evaluation, NSW Environment Protection Authority (2022)
- Evaluation of Southeast Asian research clusters, Australian Centre for International Agricultural Research (2022)
- Climate Change Program PDT evaluation, NZ Ministry of Foreign Affairs and Trade (2021)
- Resilient Sydney Outcomes & Insights evaluation, City of Sydney (2021)
- NSW Illegal Dumping Strategy evaluation, NSW Environment Protection Authority (2021)



Facilitation & Capacity Building

Anna has led and facilitated a range of strategic, MEL, and capacity building processes for clients and for Clear Horizon's in-house Academy, including:

- Complete Guide to MEL course lead facilitator and coach, Clear Horizon Academy (ongoing)

- Agriculture & Food Impact Initiative MEL capacity building & support, CSIRO (current)
- Annual reflection workshop and short-cycle learning workshop design and facilitation, Australian Environmental Grantmakers Network (2023, 2024)
- Brophy Family and Youth Services in-house MEL course facilitator and coach (2023)
- Introduction to MEL webinar lead facilitator, Clear Horizon Academy (2023)
- MEL Framework implementation support, Environmental Justice Australia (2023)
- Evaluation capacity building and implementation support workshop design and facilitation, Conservation Volunteers Australia (2022)
- Hydrogen Mission strategic prioritisation workshop design and facilitation, CSIRO (2022)
- Workshop series to identify the role of legislation in achieving outcomes for wildlife, for the Department of Environment, Land, Water and Planning – Biodiversity Division (2021)
- Project mapping and program logic training workshops design and facilitation, Indigenous Land and Sea Corporation (2021)
- Technical advice and capacity building support, YarraValleyWater (2021)
- Built the capacity of staff to conduct M&E across a wide range of programs and services as Evaluation Manager at the Asylum Seeker Resource Centre, 2016 – 2020

Service Design



- Led a co-design process to develop the Lived Experience Evaluators Project in collaboration with human-centred service designers, and oversaw successful implementation and evaluation of the pilot (Asylum Seeker Resource Centre, 2018 – 2020)
- Facilitated human-centred service design processes including service blueprinting and journey mapping across a range of programs (Asylum Seeker Resource Centre, 2018)
- Commissioned a team of service designers to develop a service blueprint for the Innovation Hub and its programs (Asylum Seeker Resource Centre, 2018)

Research



- Closing the Gap Priority Reforms Literature Review, NSW Department of Planning, Housing and Infrastructure (2024)
- Coordinated qualitative and quantitative research projects for government & NGO clients (RMIT University's Centre for Design and Centre for Urban Research, 2013 -2015), including:
 - Study of enforcement practices and stakeholder practices and perspectives for EPA Victoria
 - Large-scale mixed method study of energy efficiency in the residential rental sector for the Victorian Department of Sustainability and the Environment
 - Study of flood preparedness tools in collaboration with Victorian State Emergency Service
- Place-based analysis of education support needs among refugee and migrant communities (Centre for Multicultural Youth, 2015)
- Journalistic research project investigating structural inequalities within the humanitarian aid and development sector in Indonesia (Monash University, 2014)

Positions held

2023 - present	Principal Consultant, Clear Horizon
2021 - 2023	Senior Consultant, Clear Horizon
2016 -2020	Monitoring & Evaluation Manager, Asylum Seeker Resource Centre
2014 -2017	Facilitator, Scope Global
2015 -2016	Multicultural Youth Education Project Officer, Centre for Multicultural Youth
2013 -2015	Research Officer (Beyond Behaviour Change Group), Centre for Urban Research – RMIT University
2012 -2013	Children and Families Officer, Australian Red Cross
2010 -2011	Women’s Network Officer, Institute for Agricultural Technology Extension, Indonesia
2009 -2010	Research Officer, Centre for Design – RMIT University
2004 -2009	Household Program Coordinator, Moreland Energy Foundation Ltd.

Memberships

Australian Evaluation Society, SIMNA

Academic Publications

Horne, R., Strengers, Y., Strempe, A. (2016). ‘Policing and polluting: The role of practices in contemporary urban environmental pollution governance’, *Environmental Science and Policy*

Curtis, J., Strengers, Y., Strempe, A., Clarke, M., Horne, R. (2014). ‘Improving compliance outcomes: Understanding behaviours and practices of business environmental performance’, commissioned by EPA Victoria

Strempe, A., Padgham, L., Horne, R., Zambetta, F. (2014). ‘Flood! Evaluating the potential for serious games as educational resources for flood preparedness’, report for Global Cities Research Institute

Conference presentations

Strempe, A. & Karasaki, M. (2023). ‘Using a robust discovery phase to build better theories of change’, presentation to AES International Evaluation Conference, Brisbane 2023

Strempe, A. (2018). ‘The Lived Experience Evaluators Project: Combining design thinking and innovation to build cultural capital in the evaluation sector’, presentation to AES International Evaluation Conference, Launceston 2018

Strempe, A. (2018). ‘Doing human-centred service design in the community sector: why it’s great, why it’s hard and what we’ve learnt’, presentation to SDNOW2 conference, Melbourne 2018

Strempe, A. (2015). ‘Building a wealth of resentment: inequalities in the international aid and development sector’, presentation to ACFID University Network Conference, Melbourne 2015