



The Four Corners

The DFID Alumni Association newsletter

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EDITORIAL

First and foremost, thank you to those who sent congratulatory messages following my “coronation” as Chair! It is a slightly odd time to be taking on the role following the recent DFID/FCO merger announcement. On the other hand, my goal is clear: to ensure that our global network not only survives but thrives too.

We start commissioning items for the newsletter about two months before it issues. Some time ago Clare Short kindly agreed to write an article on the creation of DFID – and so its inclusion in this edition has proved very timely as well as poignant. It is clear from media coverage of the merger announcement that the decision back in 1997 to create a separate international development ministry was inspirational. Back then I was working in Nairobi as a Governance Adviser and recall a sort of eerie silence across the British High Commission the morning after the General Election as everyone realised that the Labour party’s proposal was to become a reality. For the new DFID team in Nairobi there was no gloating, rather a feeling of quiet excitement and anticipation for whatever was to come.

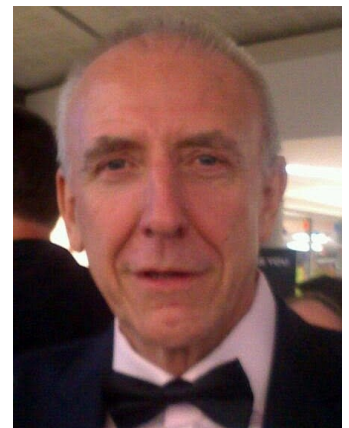
It was not all plain sailing of course – no change management process ever is. However, over the years it was fantastic, as well as humbling, to hear key contacts – government partners, donors, NGOs - say time and again how much they rated DFID. “World beating” is a much over used phrase these days but for DFID it is entirely appropriate and we can all be extremely proud to have been part of the organisation. Let us hope that the merger is exactly that, and that the new department can truly embed DFID’s mission and expertise.

Only time will tell whether the merger will affect the Association – but there has never been a more important time to maintain a strong Alumni network, open to all, SAIC and UK-based staff, who worked for DFID and its predecessors. The online chat room (available via the Alumni website) has certainly been busy over the last few weeks. Do continue to make use of this facility to share opinions, ideas and just generally keep in touch.

Pauline Hayes

Our new Chair and Committee members

The 2020 Annual General Meeting took place by email in June. On behalf of the membership, we would like to welcome Pauline Hayes as our new Chair and Carol Norman, Sasha Zayarna and Mike Hammond as committee members. They introduce themselves on page 10.



The Creation of DFID

Clare Short

I imagine that most of the DFID alumni were there when we established DFID. It will be 25 years in 2 years time. I still feel proud of what we achieved together.



The question of whether the Overseas Development Administration should be a separate Ministry was a source of disagreement between the Tories and Labour, from Harold Wilson's time onwards. Prior to the 1997 election, a Labour party working group proposed the establishment of a separate department headed by a Cabinet Minister. This was agreed without argument until we reached the six month period before the election, when the Opposition meet with each department to prepare for power.

The Foreign Office was strongly opposed to DFID independence and lobbied Robin Cook and Tony Blair accordingly. When I was appointed to the Shadow Development post - having been "demoted" from Transport - Blair asked me to consult and consider whether a separate department was a good idea. I therefore looked honestly at the precedents, particularly in the Scandinavian countries, which had tried all sorts of combinations. When I met with John Vereker, he was absolutely clear and firm; it was a good idea and the only way to make development thinking a central part of UK policy. I prepared a note for Tony but the election was coming close and he didn't respond.

When the government was being formed there were rumours in the press that I would be dropped from the Cabinet and I missed the first few calls from number 10. And then I met with Tony and the establishment of DFID was agreed. The Foreign Office were furious and briefed against us for months. They even vetoed me meeting with African heads of state in the margins of CHOGM in Edinburgh and all efforts to overturn this silly decision came to nothing.

Many of you will remember how exciting were those early months. We made some organisational changes. We had a battle with the Treasury to hold onto the governorship of the World Bank, even though the Whitehall competence on the Bank was housed in ODA. Amongst other things, we established a section of the Department to lead on trade policy for development, which made the head of DTI apoplectic and we beefed up our capacity on environmental sustainability.

On top of the organisational changes, we reviewed all aspects of departmental policy to give us a new clarity and radicalism. Gordon Brown had - unwisely - decided to stick to the previous Tory spending plans for the first 2 years. Paradoxically, this probably helped us. There was no new money so we had to refocus everything we did.

I had previously met Richard Jolly when he was still at UNICEF and he had pointed me to the DAC report "Shaping the 21st century" published in May 1996. This looked at progress in development over the last 50 years and proposed building on what had been achieved but combining our efforts more ambitiously. The aim was to halve the proportion of people living in poverty; get all children into primary education; make measurable progress on gender equality and access to reproductive healthcare; and to reduce infant, child and maternal mortality. The report also proposed making mutual agreements with our development partners; improving coordination of assistance in support of locally owned development strategies; and a determination to achieve coherence between aid and other policies which impact developing countries.

When I met John Vereker for the first time and said I wanted these aims to be the core of our policy, he was delighted as he had been a member of the committee that produced the DAC report. Of course development is littered with fine declarations of policy but in this case we were determined to seriously implement these policies.

And so we had wonderful seminars on every area of our policy. I got a larger table for my office. All were invited to provide papers, then we read and discussed and thrashed out ideas that became our White Papers and various policy papers. At first I found officials to be timid in their proposals. I remember saying... "You have been protecting this torch of development against hostile forces for years. I respect you for that and for all your knowledge and expertise, but now we can be really ambitious." And we were, and our influence and sense of excitement spread through our programmes and into the international development system. Eventually it even reached critical elements in the rest of Whitehall.

I remember Tony telling me after he had been travelling that he found constant references to DFID's achievements. I honestly think DFID survived in the first place because Tony didn't want to have another row with me at the beginning of the life of the government. He ended up being impressed by us as did Gordon Brown. And interestingly both, who started with little interest in Development, beyond a general charitable motive, continued working on Development after their retirement from government.

This article was written before the Prime Minister announced that DFID and the FCO were to be merged.

NEWS IN BRIEF

FCDO: A Forced Remarriage after 23 years?

**Jim Drummond (veteran of ODM, ODA and DFID):
a personal view**

This is one I didn't want to write. It'll be old news to some of you by now, but it bears repeating: the Prime Minister [announced](#) on 16 June in a [statement](#) to Parliament that from September the FCO and DFID would merge to become the Foreign, Commonwealth and Development Office.

The timing was a surprise – in the middle of a pandemic and before a major review of defence and foreign policy is complete. The Prime Minister's soundbite – 'a cash point in the sky' – will grate with anyone who has committed their lives to helping the poor, their days to assessing the strength of evidence, producing business plans, scoring projects to make sure they have the best chance of delivering change in the world's most challenging places.

The decision less so – for a significant part of the British public 'international development' means aid, aid means charity and charity begins at home. A rising international development budget, protected in law when austerity policies drove all other budgets down, was bound to cause friction. The [UK is unusual internationally](#) in having a separate development ministry with its own seat in the Cabinet and the National Security Council.

And it has been a long time coming, causing uncertainty for all involved. That's partly because there has been resistance to overcome or ignore: from three recent former Prime Ministers: Blair, Brown and Cameron; from within the Tory party— when he needed his vote for party leader Boris Johnson told Andrew Mitchell that he would not touch DFID— as well as the wider international development community.

What does it mean? We must wait: a joint FCO/DFID team is working that out. But here are some pointers.

A new long-term vision for Global Britain's role in the world may emerge, but it hasn't yet. DFID earned Britain great respect, not just in poorer countries. Meanwhile, short-termist Brexit Britain will need to make deals wherever it can, with obvious risks for the quality of aid.

The International Development (Official Development Assistance Target) Act remains. So far. It commits the UK to spend 0.7% of gross national income on Official Development Assistance (ODA) to reduce poverty. But the definition of what qualifies as ODA has loosened over time and that is likely to continue. And aid spending has spread across government with DFID continuing to score well by international comparison; the UK including the FCO, less so.

Back in the day, the Overseas Development Administration had a minister shared with the FCO and sitting in the Lords, but with its own Permanent Secretary as its Accounting

Officer. It will be a brave FCO Accounting Officer who accepts a fivefold increase in budget overnight. But a full merger seems to be the intention. And it's true that things have moved on: the ODA rarely shared staff with other government departments but now staff transfers in and out of DFID are frequent, at all levels and including overseas postings. Joint units and budgets are now common: international development is certainly better understood and valued across the civil service.

It will be much harder for UK development experts to be perceived as providing independent advice and the UK's hard-earned reputation for international development could be damaged. And, most importantly, the world's poor are likely to be worse off.

Looking ahead, the current UK government has executed multiple U-turns: we should not expect one on this. But the good thing about pendulums is that they swing back. Provided we don't allow obstructions to get in the way of democratic processes. And the world doesn't stand still: Black Lives Matter is touching millions; people need governments that work in crises and populist governments mostly aren't; inequality in many societies is growing— people tolerate it better when (almost) everyone is becoming better off; climate change will have to be faced and fixed.

In the meantime, the new department is likely to have an uncomfortable birth and face plenty of scrutiny, as it should. Lovers of inappropriate acronyms will have fun. And sales of Tim Lankester's excellent book on the Pergau Dam may revive...

Some thoughtful articles have been written about the merger since the government's decision. Here are the relevant links.

By Phil Mason

<https://www.linkedin.com/pulse/farewell-dfid-phil-mason-obe/>

The next article is written by two former DFID staff, including Stefan Dercon. It sets out well what an effective merger could look like, and argues against using previous bolt-on models.

<https://www.cgdev.org/publication/not-centaur-better-building-fcdo-powerful-force-good-and-not-chaos#.XvcMT5cN1mk.mailto>

Here is a set of blogs from ODI on opportunities following the merger decision plus potential pitfalls. And one of the contributors is Marcus Manuel.

<https://twitter.com/ODIdev/status/1275696411825364994?s=03>

This piece on the merger is by John Casson, who has seen DFID in action from both FCO and No10.

https://www.chathamhouse.org/expert/comment/getting-most-uk-aid-needs-political-leadership?CMP=share_btn_em

And last but not least, from Myles Wickstead:

<https://www.independent.co.uk/independentpremium/voices/foreign-aid-boris-johnson-security-international-development-a9575206.html>

The above link takes you to the subscription pages of the Independent's website. Members can also find Myles's article in the [DFID Alumni library at https://dgroups.org](https://dgroups.org)

Development articles

Here are some more articles that may (or may not) be of interest.

The House of Commons' International Development Committee published an interim report on aid effectiveness on 9 June. It recommended that DFID should remain a separate ministry for several reasons including the acute COVID-19 challenges in many developing countries.

<https://committees.parliament.uk/committee/98/international-development-committee/news/146785/mps-publish-interim-report-calling-for-dfid-to-stay-independent/>

In this piece, Andy Sumner (Professor of International Development) and Myles Wickstead (Visiting Professor, International Relations) of King's College London - both DFID alumni - set out why it is in the UK's broader interest to support developing countries as they tackle coronavirus and its consequences.

<https://www.kcl.ac.uk/covid-19-why-we-should-care-about-the-impact-on-developing-countries>

Dominic Raab made a statement to Parliament saying the government will maintain current aid spending levels in poorest countries next year and there will be plenty of competing priorities across HMG.

<https://www.devex.com/news/uk-will-maintain-aid-spending-levels-in-poorest-countries-after-merger-raab-says-97517>

For anyone who wants a regular diet of DFID news from Parliament, this one is good

<https://www.parallelparliament.co.uk/dept/DepartmentforInternationalDevelopment>

Two international league tables have been published recently:

CGD's Commitment to Development Index:

<https://www.cgdev.org/publication/commitment-development-index-2020>;

and ODI's Principled Aid Index:

<https://www.odi.org/opinion/10502-principled-aid-index>

DIARY

DFID Alumni Committee meeting

The committee met by Zoom video conference on 2nd April and noted the sad passing of Isobel Doig, Committee Member.

We decided to switch from using DGroups for our communications with members to using "WIX", thus having our communications and website under the same host system.

We thanked John Stuppel, outgoing Secretary, for all his hard work over the past few years and welcomed Pam Jenkins into the role.

Other items discussed have been communicated to members via the AGM agenda e.g. nominations for chair and new committee members, cancellation of summer event and agenda for AGM to be conducted by email.

The committee plan to meet again by Zoom on 15 July.

2020 Annual General Meeting

The AGM took place in June by email. Key business decisions included the approval of our annual accounts and election of committee members.

Christmas event

We have booked Admiralty House in Whitehall, London, for our Christmas party which we still hope to hold on Wednesday 9th December. More about this nearer the time.

Social outings

If anyone has any suggestions for events we can set up when life returns to normal, or better still is willing to help organise an outing or event, please contact Pam Jenkins, who for the moment (until DFID can provide a working email address), can be found on: pamjenkins@outlook.com.

Return to Orissa

Robert Graham-Harrison

In February, barely three months ago, as the coronavirus began to spread from China and to change the world, I was in the Indian state of Orissa with my wife Kathy and three friends. I had visited Orissa many times while I was with DFID India from 1997 to 2003 but, despite frequent visits to India since then, this was my first return to the state for 17 years.

Until 1996 the DFID programme in India was managed from London through a small development section in the British High Commission in Delhi, with the support also of six offices managing DFID's existing involvement in specific sectors ranging from health and education to rural development and urban poverty. Even before the DFID India office was set up in Delhi in 1996, Orissa was an important partner of DFID, with significant involvement in several sectors.

But in the late 1990s, as a new strategy to guide DFID's work in India was developed, Orissa became one of four key partner states. The other three were Andhra Pradesh, Madhya Pradesh and West Bengal. A large national-level programme also continued with the Government of India. The main factors in the selection of the partner states were poverty, the readiness of the state government to engage in a meaningful development dialogue and partnership with DFID, and also the extent of DFID's existing involvement in the state. We didn't, after all, start with a clean slate. If we had, our choice might have been different.



A small DFID office was set up in the capital of each of the four partner states, including Bhubaneswar for Orissa. And when the main DFID India office merged with the six sector offices in large new premises in South Delhi (formerly belonging to USAID, who had retreated to the US Embassy compound), a separate team including specialist advisers was set up for Orissa as for the other three partner states.

I used to visit each of our partner states several times a year. Alas, my visits rarely took me beyond the capital and various state government offices. However, one memorable visit was accompanying Clare Short as Secretary of State. We got her out of Bhubaneswar to a nearby rural district where we were received by the Collector, the official in charge of the district. In an eloquent speech about the history of development in the district, the Collector astonished Clare by naming two British predecessors among four who had made a real difference in the district during the previous century. Other visits to Orissa followed the cyclone that devastated much of the coast in October 1999, one of the worst natural disasters ever to hit India. An immense wave brought water many miles inland, causing thousands of deaths as well as widespread loss of homes, crops and



livelihoods. DFID became heavily involved in providing immediate relief as well as longer-term reconstruction aid.

So, arriving back in Orissa after so many years, how had things changed? For a start, the state is now formally Odisha, but as 'Orissa' still seemed to be in use everywhere we went, I have stuck with that here. This time, we never even got to Bhubaneswar. We arrived via the Andhra Pradesh port city of Visakhapatnam (suffering only a few weeks ago a toxic gas leak from a multinational-owned chemical plant, that brought back memories of the 1984 Bhopal/Union Carbide disaster) and in due course departed from Raipur, once a modest district centre, which in 2000 became the capital of a new state Chhattisgarh carved out of Madhya Pradesh. The reason for this route was that we were visiting a remote part of Orissa (and Chhattisgarh) in the far southwest of the state, hundreds of miles from Bhubaneswar and, in almost every way, another world. I had tried to arrange a visit to this area a few years ago but had allowed myself to be put off by the Delhi travel company that had helped with a previous trip but drew the line at arranging anything in an area it apparently regarded as uninteresting, unpleasant and even dangerous.

The danger arose, they said, from the presence in the area of Naxalites, Maoist insurgent groups. This time we persisted. We found that any foreign tourist is required to obtain in advance a special pass to the area. As it turned out, we never felt remotely threatened, and if there had been any risk, we would certainly not have been allowed entry. However, Naxalites are active: in Raipur, as we prepared for departure, we read in the local paper of the murder by Naxalites of a road engineer the previous day. We heard that Bhubaneswar, like other Indian cities, had grown and even to a degree prospered, but most of



Orissa remains extremely poor - near the foot of the table of Indian states for the human development index. Certainly the remote tribal areas we visited remain desperately poor, but there had been change. For instance, almost all villages now have electricity; many new roads have been built; and for public health we saw evidence of a strong campaign about sanitation and also signs on houses indicating that the polio vaccination programme had been carried out systematically.

One thing was unchanged: Naveen Patnaik, one of the most unlikely senior Indian politicians ever, remains the immensely popular Chief Minister. His name was frequently - and always favourably - mentioned during our visit. As a young man, away from politics and Orissa, Patnaik was an art historian, naturalist, aesthete and writer, with several successful books to his name. He spent a lot of time in London, where he is said to have been a friend of the Rolling Stones. He only returned to Orissa in 1997 and, first elected in 2000, has been re-elected four times, and now has a powerful reputation as an opponent of corruption and supporter of pro-poor policies.

Orissa is very much off the main Indian tourism track. It does have its own 'Golden Triangle' - Bhubaneswar, Puri and the Sun Temple at Konarak, a UNESCO World Heritage Site - but the numbers visiting these are tiny compared with the far better known Delhi/Agra/Jaipur trio. They are in any case all in the northern coastal area, hundreds of miles from where we were. Very few tourists indeed, either Indian or foreign, visit the south, with its tribal culture, so different from mainstream India. There are, admittedly, no 'sights', only attractive, friendly villages, with lively markets (with barter still an active element), in a spectacular mountain landscape. In two weeks in the area, we met only a handful of other visitors. All those staying away are missing somewhere truly remarkable.



Chronicles in a Time of Coronavirus

Penny Davies

Becoming a member of “DFID Alumni” and starting to write a chronicle of my life in a time of coronavirus and climate change is sure to give both a peculiar and poignant flavour. I hope to find illumination in each of them, and threads that will help me weave together past and present in what I write.

In 1984 I arrived in Santa Cruz, a then small town in the Bolivian Amazon, to work with an ODA agro-forestry research project. I arrived the night after a failed coup d'état, so the town was in military lockdown, as it is now.

Over twenty-five years later, after DFID postings in three continents, across three specialist advisory cadres, a stint as head of office, and a couple of assignments with the EU and GiZ, I decided to try something new. In 2012, I applied for a job with the Ford Foundation, coordinating the private philanthropic funding for global climate change and land use from six US and European donors- the Gordon and Betty Moore, David and Lucile Packard, Climateworks, Ford, and Good Energies Foundations, and the Margaret A Cargill Philanthropies

On arrival in New York I again found myself in lockdown for several days, this time not because of attempted regime change, but as Hurricane Sandy hit. In some surprising respects I found New York less prepared than Bangladesh where we had had to “shelter-in-place” when Cyclone Sidr (2007) arrived at speeds of 260km/hour. Eight years on, there is irony in finding myself under lockdown yet again as my term in Manhattan draws to a close.



A sloth at the window of Penny's house in Santa Cruz



Penny's Bolivian counterpart Agricultural Economist, Fidel Hoyos

The cellphone and radio alert system developed since Sandy by the NY State authorities for natural disasters has worked surprisingly well during the current crisis.

Over these few months I share a strange world of Zoom and GoogleHangout with my work colleagues, all of different nationalities, who are usually located in Ford Foundation's country offices, but still working from their homes in Lagos, Bogota, Rio de Janeiro, Mexico City, Johannesburg, Jakarta, Delhi and Cairo. A far cry from the visits to rural areas that we had all programmed together for 2020, to discuss with the local communities, NGOs and district government officers what they have been doing and learning with our support.

If I spend further time in isolation on relocating back to the UK in September, there will be no shortage of things to think about, and, on liberation, opportunities to explore. The crisis has put the role of science in policy making front and centre. The pandemic, caused by predicted zoonotic spillover of disease from animals to humans, is both a wake up call and a fire drill for climate change. It throws a spotlight on the nexus between health, food security, climate, and social protection. It draws greater global attention to the underlying causes of social inequality.

It also lays out some imponderables that are difficult to predict. Is this a pivotal moment for democracy if multiple countries lock in place state of emergency powers? Will there be major changes in international financial mechanisms? A restructuring of global media? A return to flying? A global Glasgow climate conference? Will international cooperation and development face tighter budgets and harder decisions on priorities, at a time when it has never been more needed?

Life after Leadership

Liz Davis

Some days it feels like a lifetime ago I spent 4 years as HR Director at DFID! At other times it feels like only yesterday as I become more involved as a Trustee of Tree Aid, a charity working in the drylands of Africa. After leaving DFID I spent 2 years of not so happy times with the UN in Rome - and then in the Welsh Government firstly as Director of Workforce and Organisational Development for NHS Wales (a great role with huge challenges) and then working to create a new environmental organisation which tested my change leadership skills and our collective resilience as 3 organisations came together with all that entailed.



Being 60 came so fast but I had a plan - I deferred the cliff edge by doing a full time applied arts degree at Swansea School of Art - my first undergraduate degree... and I loved it! But retirement can't be put off for ever ... I found it a curious mix of boredom and confusion ... after 42 years of full time work, a grown up family with a growing brood of grandchildren and I was itching to get back to flexing my brain.

In conversation with the Director of the Leadership Academi in Wales she too reflected on the way exits and retirement had impacted on others and asked if I would like to craft [this paper on Life after Leadership](#). Let me know what you think - as we hope to evolve it into a short programme for HR practitioners and leaders.

Liz Davis
HR Director DFID 2004-2008
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Liz's paper is at <https://academiwales.gov.wales/news/articles/5272b0f4-c00a-4e9a-b1cd-87ec8cc4d117>

Welcome and Farewell

We are very pleased to have welcomed 12 new members to the Association over the last 3 months:

Tim Hatton

Doreen Manda

Jeremy Leach

Cleo Blackman

John Aronson

Matthew Morris

Rachel Annundale

Penny Davies

Andrew Sumner

Michelle Clements

Lynn Campbell

Caglayan Arslan

Sadly, we have been informed that three ex-DFID staff passed away in recent months:

Dr John 'Taff' Davies

Margaret McKell

Terry Clarke

Our condolences to their families and friends. Members have shared fond memories of them by email and on the DFID Alumni website.

Dr JOHN 'TAFF' DAVIES, OBE 1934-2020

Andrew Bennett

John 'Taff' Davies passed away peacefully on 17 May after suffering a brain haemorrhage.

He will be remembered for his professionalism, sense of humour and commitment to international development through research and smallholder agriculture. Together with his wife, Norma, he built a wide network of friends. He was widely respected across the countries and organisations in which he worked and was keen to encourage and support young scientists. He served as an entomologist in Uganda, Saudi Arabia and India before returning work at the Department of International Development (ODA/DFID) and retiring in 1994 as Deputy Chief Natural Resources Adviser. He published widely on pest control and gained his PhD in entomology while working in East Africa. In 1983 he was awarded an OBE for his services to international research and development.

Born in Whitland (Pembrokeshire) he always valued his Welsh origins. He graduated from the University of Wales in Zoology before studying tropical entomology at Imperial College and taking specialist courses in food storage at the Tropical Stored Products Centre (later merged to be part of the Natural Resources Institute at Chatham) and Silsoe.

His first overseas posting in 1956 was as a research entomologist in southern Uganda working on the control of the pests and diseases of coffee before moving to the Serere Research Station, near Soroti, in north eastern Uganda in 1961, to working on pest challenges in cotton,



cereals and groundnuts, rising to be the Officer in Charge of the station between 1967-72. Like many of people serving overseas at that time he and his wife Norma, who he married in 1959, were active within the community in sport and social activities.



One young teacher on his first posting to Uganda recalls ' -- the warm welcome that came our way including on the station's small but difficult (for me) golf course'.

In 1972 and after Idi Amin seized power in Uganda, he moved to Saudi Arabia to lead the UK's Locust Control programme, based in Jeddah, which was part of the wider locust surveillance and control programme led by the UK Centre of Overseas Pest Research (COPR). In 1974 he was seconded by COPR to be the Senior Entomologist at the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) in India, and subsequently moved to be the Director of ICRISAT's global programmes in

sorghums and millets with responsibility for the training of research staff across India, West Africa, Middle East and Mexico.

In 1982 he returned to a senior position in COPR as it was merged with other ODA/DFID supported scientific units to form the Tropical Development Research Institute (which later became part of the Natural Resources Institute, Chatham). In 1984 he was selected to be ODA's senior Natural Resources Research Adviser, becoming the Deputy Chief Natural Resources Research Adviser before retiring in 1994. He was responsible for initiating a long-term strategy for DFID/ODA's funding for agriculture and natural resources research and to the centres of the Consultative Group on International Research (CGIAR).

After retiring to the Welsh borders, he continued to be active in international research and was involved in several reviews and on research governance issues but gradually increased his time and focus of his roles within his local community and with the Citizens' Advice Bureau.

I first met Taff on my return to London from Sudan in 1980 and valued greatly his advice and vast knowledge of smallholder agriculture and the management of research. He was always helpful and a delightful travelling companion.

Our sympathy and condolences go to his wife, sons and daughter, in the hope that when current Covid 19 restrictions are relaxed, it will be possible to meet and to celebrate Taff's life and considerable achievements.

DFID people

Sir Suma Chakrabarti, DFID's Permanent Secretary from 2002-2008, is to succeed James Cameron as Chair of the Board of Trustees of the Overseas Development Institute from October 2020. Sir Suma was President of the European Bank for Reconstruction and Development from May 2012 until July 2020. Other new roles will include being a Global Commissioner of the New Climate Economy Network, a member of the Clean Growth Leadership Network, and a member of the WHO European Commission on Health and Social Systems for Economic and Social Development.

Our new committee members

Carol Norman

I joined ODM in 1976 and started my working life, as most people did then, as a filing clerk. Moved on to general dogsbody in a geographical department during which time ODM became ODA before moving to East Kilbride in 1981 where I worked in International Recruitment, Accounts Department and PSE before returning to London in 1989.

A short stint on CDC was followed by several years in Engineering Division. By the time DFID came into being, I was covering Russia on the Know-How Fund programme, followed by Brazil, Ethiopia (based in Addis Ababa) and finishing up on Georgia and Armenia with a little side posting to Myanmar before leaving in 2008 after 32 years.

Still working, now at the NAO managing the technical cooperation programme and trying to get funding from DFID.

Sasha Zayarna

I worked for DFID as a Governance Adviser on the Ukraine programme from 2002 to 2008. Prior to that I had worked for UNDP in various roles, including as the focal point for the national Human Development Report. Following the closure of the DFID Ukraine programme in 2008, I went to work for a Ukrainian mining and metals conglomerate as Sustainability Manager. Since 2013 I have been working for Shell, currently as Social Performance Manager Europe and Central Asia, based in London. The scope includes social impact assessments (which are just a variation on the DFID Drivers of Change approach).

My time in DFID was the highlight of my career. It meant so much that Roger Wilson, as head of profession, took the time to meet with me personally to welcome me to the Governance cadre. I also learned a lot from Ben Dickinson, my countersigning officer. He and I did the first OECD/SIGMA assessment of public administration in Ukraine (in partnership with the World Bank), which is still referenced today.

The Head of DFID Ukraine was John Stuppel, who made every day in the office, or outside, a delight. In 2005 I worked in Policy Division, in Business Alliances Team, which implemented the Extractives Industries Transparency Initiative. Ben Mellor, who managed that team, kept a map on the wall with just a handful of member countries; now EITI has a global reach. It is but one example of DFID's legacy.

I met my husband at DFID. We have two boys aged 8 and 4.

Mike Hammond

I was "DFID's" longest serving civil servant. I joined the Ministry of Overseas Development in August 1966, the weekend England won the world cup, and stayed for 51.5 years waiting for them to win it again. I spent most of my career overseas, including 13 years on loan to FCO in the Pacific, Uganda and Zambia, and also worked in East Kilbride when Head of Staff Training and later as Head of Evaluation Dept. I joined as a B2 and somehow made it to the SCS G5 before I finally retired.

I worked mainly in Africa but also did long term appointments in the Caribbean, Pacific and Asia. My last appointment was as Head of DFID Afghanistan. I claim part responsibility with an FCO colleague for the concept of separately funded and staffed DFID country offices and headed one of the first in Uganda. I went on to head six in total (Uganda, Ghana, Zambia, Rwanda, South Africa and Afghanistan).

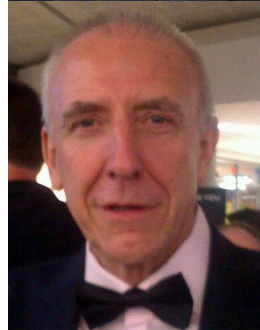
I am now the Hon Treasurer of the Civil Service Retirement Fellowship and am working with the fellowship on how such organisations can best support retired civil servants. I have a passion for running (even now), and am a long-suffering supporter of Bolton Wanderers much to the amusement of most of my colleagues. Twice married with two children and three grandchildren.



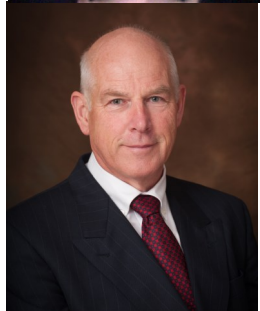
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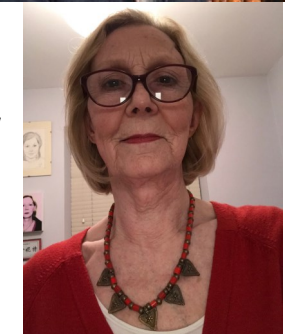
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Hammond



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Marshall
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Jim
Drummond



Carol
Norman



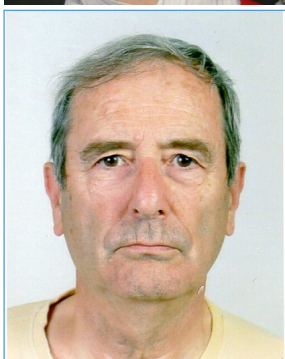
John
Stuppel



Marc
Taylor



Sasha
Zayarna



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