



CLEA FARROW

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I have over fifteen years of experience in sustainability and biodiversity conservation both in Australia and internationally. My specialties include grant management and environmental law and policy development. I have worked in both non-government organisations and state and national government agencies across Australia, the Pacific and Indonesia.

I have a deep understanding of government and political systems, including Cabinet, legislative and budget processes, developed through a broad public service career. I also have excellent writing, research and communication skills, and extensive experience with stakeholder engagement. I view genuine and culturally appropriate stakeholder collaboration and co-design as critical to simultaneously achieving environment protection and social harmony.

Professional Roles

Senior Consultant at Lecroma Pty Ltd - January 2024 to present

- Providing technical, management and advisory services. Key responsibilities include project lifecycle management in the renewable energy and sustainability sectors and regional development initiatives. Deliverables also include writing and communications, quality assurance, and conducting stakeholder engagement across a range of clients, projects, and industry sectors.

Executive Officer, Office of the Commander, South-East Asia - Australian Federal Police - 2023

- Based in Jakarta, Indonesia, provided strategic and executive support to the Commander of AFP South East Asia Operations - overseeing the AFP's diplomatic, operational activity and strategic engagement across South East Asia - in particular: Indonesia, Singapore, the Philippines, Malaysia and Brunei.

Assistant Director, Environment and Agriculture Policy - National Bushfire Recovery Agency 2020-21

- Worked with multiple Australian Government agencies to coordinate and track the rollout of the AUD\$2.2 billion National Bushfire Recovery Fund to help communities and the environment recover from the devastating 2019-20 Black Summer Bushfires.

Protected Areas Officer, Biodiversity and Protected Areas Management Programme - International Union for the Conservation of Nature (IUCN) - 2018-20

- Based in Suva, Fiji, led the rollout of an EU-funded grant program (known as the BIOPAMA Action Component) worth €21 million across 15 Pacific Island countries. Provided outreach and support to stakeholders from governments, NGOs and research institutions to access grant funding and meet grant requirements.

Assistant Director, Waste and Regulatory Policy, Australian Government Department of the Environment - 2016-18

- Helped develop Australia's *National Waste Policy 2018* and sustainable procurement policies. Worked on reform options for the *Environment Protection and Biodiversity Conservation Act 1999* and the Australian Government *Environmental Offset Policy*.

Senior Policy Officer, NSW Biodiversity Reforms, NSW Government Office of Environment and Heritage, 2014-15

- Worked to reform the state's suite of biodiversity conservation and land management laws, including designing a new private land conservation framework for NSW. Prepared legislation drafting instructions, stakeholder communications, briefs and Cabinet documents.

Senior Policy Officer, Biodiversity Conservation, Australian Government Department of the Environment - 2012-13

- Worked on two large national conservation grants: the Biodiversity Fund (managed 30 contracts valuing \$22 million) and the National Landcare Program (informed program design). Helped develop the Australian *Tasmanian Forest Agreement 2012* and to renew Regional Forest Agreements between states and the Australian Government.

Policy and Program Officer, Australian Government Department of Health and Ageing - 2011-12

- Based at Parliament House, helped the Departmental Liaison Officer manage the relationship between the Mental Health Minister's Office and the Health Department. Also managed contracts and provided secretariat support for mental health programs and forums, including the National Eating Disorders Collaboration.

Policy and Social Media Assistant, The Climate Institute - 2010-11

- Researched regional clean energy job opportunities in Australia. Conducted due diligence on potential financial donors. Managed the organisation's website, blog, Twitter and Facebook accounts.

Operations Assistant, Green Building Council of Australia - 2010-11

- Produced an induction manual for new employees and managed all travel bookings.
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Core Skills & Competencies	Education & Memberships
<p>Stakeholder management: Stakeholder mapping, community consultation, and ongoing liaison and support.</p> <p>Grant program management: Developing key grant documents like guidelines and templates, supporting applicants and grantees to meet grant requirements.</p> <p>Research & communication: Research and literature reviews, report writing and editing, policy briefs, grant bids and proposals, public communications, social media and news stories.</p> <p>Contract management: Overseeing all aspects of contract management, including budget and governance arrangements, reporting and evaluation and meeting legislative and other policy obligations.</p>	<p>Master of Environmental Law, Newcastle University (2022)</p> <p>Graduate Certificate in Environmental Studies, Macquarie University (2014)</p> <p>Graduate Certificate in Journalism, University of Technology, Sydney (2010)</p> <p>Bachelor of Arts in Politics (Honours I), Macquarie University (2009)</p> <p>United Nations Institute for Training and Research Certificate - Government Approaches to Disaster Risk Reduction, Newcastle University (2021)</p> <p>Teaching English to Speakers of Other Languages certificate, North Coast Institute of TAFE (2008)</p> <p>Executive Board Member (Secretary), Steps and Holes Theatre Company (2021-23)</p>

Recent Project Experience & Career Highlights

- In 2021-22, as the Environment and Agriculture Policy Officer at the National Bushfire Recovery Agency, helped coordinate and report on the **rollout of grant programs under the AUD\$2.2 billion National Bushfire Recovery Fund** to support the agriculture sector and environment affected by the 2019-20 Black Summer bushfires. Worked closely with delivery agencies running the [grant programs](#) (primarily the national Agriculture and Environment departments) to clarify funding eligibility and other rules, and reported to Government grant uptake and project/activity case studies.
- In 2018-20, at the International Union for the Conservation of Nature (IUCN), led the rollout in the Pacific of an EU-funded biodiversity and protected areas grant program worth €21 million. Known as the [BIOPAMA Action Component](#), the grant was designed on **results-based management principles**, which were captured in a detailed logical framework and reporting schedule that I tracked and reported against to IUCN headquarters. Also worked closely with grantees to devise **project-specific logical frameworks**, which set out objectives, outcomes, indicators, milestones, and timeframes to guide implementation and monitor effectiveness. Key result area was supporting grant applicants to develop more robust planning, implementation and risk management frameworks for their projects.
- **Worked collaboratively with stakeholders** across 15 Pacific Island countries to access the above-mentioned IUCN biodiversity and protected areas grant program. Delivered grant **program administration and capacity building**, which included supporting calls for proposals by preparing communications products and giving online and in-person presentations and private briefings to applicants. Many grantees had and limited English skills, which required working closely to help them understand complex EU policy and reporting requirements and build these into their projects in a practical and achievable way. Conducted thorough **assessments of potential social, environment or cultural impacts of projects** and **introduced safeguards** such as stronger community consultation and co-design, and better mapping and mitigation of potential biodiversity impacts. Worked one-on-one to improve financial and IT literacy of grantees, and reviewed draft budgets and reports to ensure they met grant guidelines.
- Several years working within **national environmental legislative and policy frameworks**, including advising the Government on reform options for the [Environment Protection and Biodiversity Conservation Act 1999](#), the [EPBC Act Environmental Offsets Policy](#) and [sustainable procurement](#). Taskforce member that developed the [National Waste Policy 2018](#), which involved a targeted but genuine consultation with state and local government counterparts and key industry stakeholders. Consultation methods included a regional roadshow, roundtables and conference calls, co-drafting of documents and online surveys using SurveyMonkey.
- Experienced in **developing policy for legislation**. In 2014-15, helped the NSW Environment Department deliver an election commitment by the incoming government to reform the state's biodiversity and land management laws. Over two years, worked on many aspects of this policy process, including: **drafting issues papers for public consultation** (articulated the policy settings and proposed new policy options for private protected areas); the public consultation process (synthesised and **analysed over 200 public submissions** and helped draft a summary report that outlined common concerns; and translating new policy positions into legislation (worked closely with the Department's lawyers to prepare drafting instructions that accurately conveyed the new policy positions).

References: available on request.