

## Elanor Jackson

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### Profile

Independent consultant specializing in child protection and gender issues. Strong experience working on child rights, child participation, women's rights, violence against women and girls, education and food security. 25 years track record working with international NGOs in the UK and overseas, with international and local NGOs (Africa, Asia and Latin America). Expertise in supporting programme quality, participatory monitoring, learning and reflective practice, developing monitoring and learning systems, NGO partnership, designing and undertaking research, developing and delivering training courses. Strong skills in programme development and design, writing successful proposals to a broad range of donors, programme management and monitoring, staff management and mentoring and facilitating organisational development and strategic planning. Fluent in Spanish and good standard of Portuguese.

### Recent experience

**Sept 14-Feb 15**

#### **Temporary Monitoring, Evaluation and Learning Advisor for Womankind Worldwide (2 days per week)**

Advice and support to Womankind in relation to monitoring, evaluation and learning. Working with programme staff to design programmes, develop funding proposals, assess evaluations, document learning and evidence and strengthen Womankind's MEL system

**Oct – Dec 14**

**Needs assessment on inclusive education in Ethiopia for LIGHT FOR THE WORLD** – facilitation of a needs assessment/situation analysis to explore opportunities for LIGHT FOR THE WORLD to develop an inclusive education programme in Ethiopia with local partners, followed by a report with recommendations for next steps. (To be followed by facilitating programme development)

**Jun – Aug 14**

#### **Co-writing research report of a national baseline survey on child protection in Ghana for UNICEF Ghana**

**Jan – Jun 14**

**Research for Plan UK on Discriminatory Social Norms** – lead Consultant for team of 3 designing and undertaking participatory research in Pakistan, Bangladesh and Egypt with women and girls, boys and men in selected communities, on discriminatory social norms which impact on women and girls - - <http://www.plan-uk.org/resources/documents/Girls-Fund-social-norms-synthesis-report/>

**Feb – Jul 14**

**Gender editing for Institute of Development Studies** - Gender review of two Heart topic Guides: Inclusive Education; Early Childhood Development

**Dec 2013**

**Programme development for Womankind Worldwide** – Development of a proposal on Violence against women and girls for 6 Womankind partners in five countries in Africa for DFID UK AID Match.

**Sept 2013 – Jan 2014**

**Review for the STARS Foundation** – Review of the STARS Impact Awards in collaboration with Tina Wallace – involving design of questions for interviews with STARS staff, assessors, panellist, Trustees and award recipients in a range of countries. Included a visit to a sample of awardees in Nepal to explore the use of the funding, impact on the organisations and beneficiaries. Co-wrote an extensive review report.

**Jul 12 – Aug 13, Plan UK**

#### **Learning and Impact Assessment Manager (Maternity Cover)**

- Managing the Learning and Impact Assessment team within the Programme Support and Impact Unit of Plan UK. Providing guidance and technical support to programme staff on programme design and monitoring, evaluation and learning approaches, the design of external baselines and evaluations and development of consultant ToRs.
- Providing close support to the monitoring, evaluation and learning processes involved in Plan UK's DFID PPA funded 9 country programme focused on overcoming the barriers to adolescent girls accessing and remaining in secondary education.
- Responsible for undertaking a learning review and developing a learning strategy for the Programmes Department and a process for planning and undertaking evaluations and sharing the learning from these.

- Co-development of Guidelines for Programmatic case studies and joint facilitation of a case study in El Salvador on a Plan's strategy for supporting peer educators on sexual and reproductive health rights; development of guidance and tools around evaluations, project cycle management and programmatic learning processes as well as technical support and advice on child protection programming.

**Oct 02 – Apr 05 (fulltime), Apr 06 – Sep 08 (part-time)**

#### **Head of Programmes, ChildHope (CH)**

- Managing CH's programme team – staff mentoring and management, responsibility for overseeing all CH's partner projects and programmes around the world, including facilitating the design of the complex cross-regional programmes with CH partners and writing proposals to a range of institutional donors (including DFID, EU, BIG, Comic Relief). During 10 years in CH, I pioneered CH's unique approach to supporting and accompanying our partners' work, led our programme strategy and increased organisational income from £ 0.5 to 2 million and programme staff from 2 to 5.
- Responsible for ensuring the quality of all programmes and projects, assessing whether the needs and rights of the most vulnerable girls and boys were being effectively addressed and that girls and boys were actively participating in programme design, implementation, monitoring and evaluation.
- Developed a successful Strategic Grant Application to Comic Relief with CH's Ethiopian partner CHAD-ET in 2008 for GBP 1.65 million for their work with girls at risk of early marriage and sexual abuse and exploitation; organisational development in a number of areas and strengthening their learning processes and enhancing children's protection and participation.
- Responsibility for strategic planning with staff and partner organizations, development of CH internal policies and guidelines (partnership, gender, capacity development), management of consultants, trainers, researchers and liaison with donors, designing and undertaking regular M&E visits to partners' programmes.
- Developing learning processes and systems (learning strategy, financial systems, project tools, monitoring and evaluation formats etc.) within CH and overseeing the development of training materials and implementation of action research and organisational development work with partners.
- Co-authorship and management of the design and publication of CH's *Child Protection Toolkit* and the delivery of training courses and mentoring on child protection in the UK and overseas.
- Managing a project case-load (until 2006) covering the responsibilities listed below under PM.

**May 08 – Oct 02**

#### **Programme Manager, ChildHope**

- Managing CH's projects in Africa, Asia and Latin America involving writing project reports to a range of donors; monitoring and evaluating projects; budgeting and financial management.
- The development of new partnerships with organisations in various countries - Peru, Brazil, Mexico, Ethiopia, South Africa, Macedonia, project design and proposals and budget development for various donors.
- The planning and facilitation of Organisational Assessments and facilitation of in-country training.
- Other duties included participation in policy and advocacy initiatives related to children's rights, working children, research on children affected by HIV and AIDS in South Africa, writing articles for newsletters and website.

#### **Selected consultancy experience 2005 - 2012**

- May – July 12     **Plan UK**  
**Facilitation of programme design for DFID Girls' Education Challenge Fund** for multi-partner Programme in Ethiopia (£18 million) and writing of the Concept Note which was successful. Inputs and advice on the full application, in particular the Theory of Change, logframe, workplan and beneficiary details.
- Dec 11–Mar 12     **Save the Children UK**  
**Mapping of SCUK child participation practice globally**; developing capacity statements on **Accountability to Children** and **Children's Participation** and reviewing the child participation monitoring system including assessing and analysing the data from country reporting formats on 3 child participation practice standards (voluntary, inclusive, safe). Reviewing country reports on accountability and highlighting emerging trends and learning.
- Jan – Feb 12     **Concern Worldwide, Malawi**  
Facilitating the **development of a programme on violence against women and girls**, including consultation with government and UN agencies, school children, community groups, school

teachers, district government stakeholders and NGOs, for a proposal to the UN Trust Fund on VAWG. Development of a project and proposal to the Scottish government on improving equal access to and quality of education for girls in Nsanje district.

- Nov – Dec 11 **Theatre for a Change**  
Undertaking a **meta-analysis to review TfaC’s work on HIV prevention and gender and sexual rights** over the last eight years, drawing out lessons, key successes and challenges, to identify priorities and advise on its future strategy and development – involving reviewing documentation, designing questionnaires for staff in Ghana and Malawi and interviews with key informants.
- Sept – Oct 11 **Save the Children UK**  
An **analysis of lessons learned** in SCUW programmes and writing a Learning Review paper on the emerging themes and main lessons for the Impact, Innovation and Evidence Team.
- June – July 11 **Womankind Worldwide, UK**  
Facilitating the **development of a five country programme on women’s participation in decision-making structures** with Womankind staff and partners - assessing learning, capacities and opportunities for enabling effective decision-making by women in local and national structures and improving accountability to grassroots women, (for the Netherlands government FLOW fund for 6 million Euros which was successful).
- Mar – May 11 **Feinstein International Center, TUFTS University, Addis Ababa**  
Designing and undertaking a **research study on the Role of education in pastoral livelihoods in the Somali Region of Ethiopia**, as part of a DFID funded project: Piloting the Delivery of Quality Education Services in the Developing Regional States of Ethiopia (implemented by Save the Children UK, Mercy Corps, Islamic Relief). The methodology consisted of using an individual case study approach to document personal experiences of education, perceptions of the role of education in supporting pastoral livelihoods and alternative livelihoods, and, views on the main barriers to improving education in the Somali region. It also involved exploring the barriers to education for girls and boys, and identifying cultural or other issues, which particularly affect girl’s access to education. Key findings were presented in a workshop, following which a comprehensive report was produced, which was published by TUFTS University.
- Jan – Mar 11 **Children of the Andes**  
Advising on and editing an **application to Comic Relief** for a programme on post-institutional family reintegration of street children in Colombia which was successful.
- Dec 10–Jan 11 **Save the Children UK**  
Writing and designing a **Guideline on Complaints Response Mechanisms** for beneficiaries.
- Nov – Dec 10 **International Childcare Trust**  
Development and **facilitation of two training courses**: i) Putting positive discipline into practice in Schools, for School Head teachers and education officials in Kakamega, Western Kenya; ii) Child Protection Policies and procedures for NGOs in Western Kenya. Developing a draft Guideline on Positive Discipline for schools for ICT’s programme in Western Kenya.
- Jul – Sept 10 **FARM-Africa (FA) (based in UK)**  
Leading the **development of a proposal to ECHO** with FA’s Ethiopian Pastoralist Project which was successful. Support to FA’s Ethiopia Country Programme (Jan 2010 – Dec 2011) – critiquing and editing donor reports on all projects/ programmes (on-going twice yearly since Jan 2010).
- Sep 09 - Jan 10 **FARM-Africa, Ethiopia (based in Ethiopia)**  
**Assistance to Country Director** on a range of tasks aimed at strengthening the organisation’s Programmes (Rural Women’s Empowerment Programme, Ethiopian Integrated Pastoralist Project, Woreda Capacity Building Project, Sustainable Forest Management Programme): supporting Programme Managers on project planning, budgeting and reporting; developing project M&E framework, developing TOR for external consultants for baselines and evaluations, commenting on external evaluations, developing project proposals to various donors and regional government, writing Guidelines/ Manual on

Community Managed Disaster Risk Reduction and Community Response Funds, designing and writing publicity materials on FA projects, development of JDs and staff recruitment.

- Feb – Nov 09 **Children Aid Ethiopia, Ethiopia (based in Ethiopia)**  
Various pieces of **work to improve programme quality**, including programme review and documentation of Approaches in Kombolcha Prevention of Risky Migration of Girls Programme; recommendations for strengthening the programme; revision of Outcomes for Comic Relief Street and Working Children Strategic Grant; organizational budget revision and development; training on report writing for programme staff; support on development of a participatory M&E system; training on child protection and development of a Child Protection Policy and procedures; training and guidance on child participation, facilitation of organizational strategy review and strategic planning.
- June, July 09 **CARE Ethiopia & FARM-Africa, Ethiopia (based in Ethiopia)**  
Facilitation of project design workshops with key staff, field visits and **development of a joint proposal for the EC Food Facility Call for Proposals** (Concept Note and Full Proposal, 2.5 million Euros) which was successful. The programme aimed to improve the livelihoods of poor farmers (70% women), establishing women's asset groups and village savings and loans groups.
- Mar – May 09 **FARM-Africa, Ethiopia (based in Ethiopia)**  
Researching (field visit & document review) and producing a **report on the approaches, achievements, challenges and lessons learned in the Woreda Capacity Building Programme** in the Southern Nations, Nationalities Peoples' Region of Ethiopia, Policy Paper on key learning.
- Dec 08 **YCARE International, UK**  
Development and facilitation of a 2 day **training of trainers course** for YCARE International programme staff on organisational child protection
- Sept 08 **Save the Children Sweden**  
Development and facilitation of a **ToT course** on organisational Child Protection/ child safeguarding for Lebanese Partner NGOs of Save the Children's Middle East and North Africa Office. Support to Save MENA to develop a strategy to take forward organizational child protection work in Lebanon.
- Sept 08,  
Jun & Dec 07 **BOND, UK**  
Facilitation of one day **training course** for BOND on Child Protection Policies and Procedures
- Feb 08 **Children of the Andes, UK**  
Facilitation of 2 day **TOT course** for Children of the Andes UK and Colombia staff on organisational child protection
- Jan 08 **Womankind Worldwide, Peru and UK**  
Facilitation of **programme development with 3 WK partners in Peru for 2<sup>nd</sup> Stage Big Lottery Fund application**, for work focused on different types of gender based violence. This also served to build partner capacity. Wrote the programme proposal, Business Plan and budget, which were successful.
- Nov 07 **HIV and AIDS Alliance, UK**  
Training and support on child protection policy development and institutionalization
- Dec 05 –  
Feb 06 **Mencap, UK**  
In-depth independent **participatory evaluation** of Mencap's Me2 project working with disabled young people to create a kitemark standard for recreational, child care and leisure facilities in the Midlands, conducted jointly with Marie Wernham

## Other professional experience 1990 - 1998

### Coordinator for the UK Food Group, 11/97 – 2/98

Temporary Coordinator of the UKFG, the main non-government forum in the UK for global food, agriculture and development issues. Managing the group's programme; organising meetings on development and poverty, WTO, CAP reform; developing communication instruments; acting as a contact point with FAO, EC and the UK government in the follow-up to the World Food Summit Plan of Action. Liaison with European and international groups working for food security and facilitating southern groups' participation in the work programme through commissioning research; managing the budget and fundraising.

### Various posts within Christian Aid, UK:

#### 1) Coordinator for the NGO World Bank Working Group (NGOWG), 06/95–12/96 (based in Costa Rica/ UK)

**Coordination of policy and advocacy work** for a network of 26 organisations around the world engaged in analysis and lobbying of World Bank policy: liaison with a wide variety of organisations and WB officials; planning and organising meetings in Washington and Nicaragua; producing meeting and workshop reports; managing the budget and communications for the network.

#### 2) Conference Coordinator for the Gender Orientation on Development Group (GOOD), 03/95 – 06/95

#### 3) Assistant to Head of Policy and Campaigns, Christian Aid, 02/95 – 03/95

#### 4) Volunteer for Campaigns and Policy Teams, Christian Aid, 10/94 – 01/95

### Researcher/ Coordinator for a large multinational collaborative research study in an Indian village focusing on Nutrition, Energy Balance and Seasonality.

#### 04/93 – 06/94 for Glasgow University in India, 02/93 – 04/93 Advisor for St. John's Medical College, Bangalore, India.

Responsibilities included: project planning and design with Indian colleagues; preliminary surveys and motivation of participants from the village; selection, training (in various field methodologies and computer skills) and subsequent monitoring and evaluation of field staff; field research; participation in village meetings to resolve technical and local political problems; liaison with collaborators in Europe; budget development and maintenance of accounts, preparation of detailed quarterly reports.

### Information Officer for Find Your Feet, UK, 06/90 – 08/91

Setting up information systems for NGO involved in nutrition and income generation projects in developing countries. Managed project accounts, wrote project reports education/communication material, coordinated fundraising events.

## Education

1984-1987	<b>BSc Hons Chemistry</b>	Manchester University, UK
1991-1992	<b>MSc Human Nutrition</b>	London School of Hygiene & Tropical Medicine, UK
2006 – 2007	<b>GCert Arts for Change</b>	Roehampton University, UK

## Published work

- *Research on discriminatory social norms in relation to violence against women and girls from the perspective of girls, boys, women and men in Bangladesh, Egypt and Pakistan (lead author), Plan UK, July 2014 - <http://www.plan-uk.org/resources/documents/Girls-Fund-social-norms-synthesis-report/>*
- *The Role of Education in Livelihoods in the Somali Region of Ethiopia*, Feinstein International Center, TUFTS University, 2011 - <http://fic.tufts.edu/publication-item/the-role-of-education-in-livelihoods-in-the-somali-region-of-ethiopia/>
- *Child Protection Policies and Procedures Toolkit: How to Build a Child-Safe Organisation*, ChildHope & Consortium for Street Children, March 2005 (co-author) - [http://createsolutions.org/cp\\_toolkit.htm](http://createsolutions.org/cp_toolkit.htm)
- *Police Training on Child Rights & Child Protection: Lessons Learned and Manual*, Consortium for Street Children, March 2005 (written contributions and co-design of research project component) - <http://www.createsolutions.org/docs/resources/police%20training%20manual.pdf>

## References

Available on request.