

ELANOR JACKSON

Nationality: British

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SKILLS	THEMATIC AREAS OF EXPERTISE
<ul style="list-style-type: none"> • Development of tailor-made manuals and training materials • Training – designing and delivering a range of courses • Design of participatory project monitoring, learning and evaluation frameworks, undertaking monitoring, evaluations, impact assessment/ measurement, • Advising on project/ programme quality, advising on learning/ reflective practice • Capacity development with staff in a range of organisations in different countries • Designing and undertaking research and writing research reports • NGO partnership development and accompaniment • Facilitating programme and project development • Development of programme/ project proposals and budgets to institutional donors and management of donor relations, project narrative and financial reporting • Improving downward/ forward accountability • Advocacy – development of advocacy strategies, training and advice on policy advocacy initiatives • Organisational development and strategic planning • Writing and editing papers and policies for a range of audiences including strategies, policy papers, learning documents, guidelines, project briefs • Project & personnel management <p>Languages: English – Fluent, Spanish – Fluent, Portuguese – Good, French – basic.</p>	<ul style="list-style-type: none"> • Child rights, including child rights-based approaches to development • Child participation • Child protection • Gender/diversity • Women's rights • Project cycle management • Food Security, Health and Nutrition • Sustainable livelihoods • Disaster risk reduction • Juvenile justice • Education • Street children • Children affected by HIV and AIDS • Child labour • Abuse and exploitation of children, including sexual abuse and exploitation • Child migration • Facilitating change in children using the arts (theatre, music, art)

COUNTRIES OF WORK EXPERIENCE

AFRICA: Ethiopia, Kenya, South Africa, Ghana, Sierra Leone, Tanzania, Uganda
MIDDLE EAST: Lebanon
ASIA: India, Bangladesh, the Philippines, Thailand
LATIN AMERICA: Brazil, Peru, Mexico, Costa Rica, Ecuador

KEY PROGRAMME EXPERIENCE 1998 - 2008

Head of Programmes, ChildHope (CH) 10/02 – 04/06 (fulltime), 04/06 – 09/08 (part-time)

- 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, lead our programme strategy and focus 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.

Programme Manager, ChildHope, 05/98 – 10/02

- 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.
- Staff recruitment and induction.
- 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 CH Newsletters and the design, writing and maintenance of a Webpage for the organisation.

CONSULTANCY EXPERIENCE 2008 - 2011

Nov – Dec 11 Theatre for a Change

Undertaking a meta-analysis to review TfaC's work 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

Undertaking an analysis of lessons learned in SCUUK 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.
- Oct 10 **Womankind Worldwide**
Review and comment on WK's PPA application to DFID, which was successful.
- Oct – Nov 10 **Highbury Quadrant Gardening Club**
Designing and facilitating a community consultation with residents in Highbury Quadrant to help the Gardening Club prioritise plans and galvanise support for the estate's green spaces, (in partnership with Paul Bragman, Community Regeneration Consultant).
- 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 – critiquing and editing donor reports on all projects/ programmes (ongoing twice yearly since Jan 2010).
- Mar – Apr 10 **London School of Economics, UK**
Support on developing a project logframe and writing a section on monitoring and evaluation for a DFID research proposal on conflict and fragile States which was successful.
- 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.
- Jan 09 **War Child UK**

- Development and facilitation of a 2 day training course on developing relationships with, applying for and managing grants from UK and European institutional Donors and Foundations.
- 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
- Nov 08 **Womankind Worldwide, UK**
Development of a Monitoring Systems Check for Peru's Big Lottery Fund Grant
- Sept 08 **Save the Children Sweden**
Development and facilitation of a ToT course on Child Protection 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 2nd Stage Big Lottery Fund application, for work focused on different types of gender based violence. This also served to build partner capacity. This was followed by writing the proposal and Business Plan, which were successful.

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 covering issues including: participation, NGO capacity building, structural adjustment and gender; managing the Budget for the network; communication and information dissemination; government lobbying; campaigning and networking with other organisations, writing newsletters.

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

Coordination and administration, organisation of a conference and *research on gender issues*.

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

Administration, communication with overseas Partners, financial management.

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

Research on campaigns and policy issues: structural adjustment programmes, fair trade, sustainable development; lobbying and advocacy work.

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.

12/92 – 02/93: Visited various development projects and NGOs working in low income urban communities and villages in India

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

Setting up administrative systems for NGO involved in nutrition and income generation projects in developing countries. Managing project accounts, writing project reports, production of education/publicity material, coordination of events, writing newsletters.

OTHER CONSULTANCY EXPERIENCE, 1996 - 2007

- 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
- Oct 2004 **IMA, UK**
Training Team Leader and facilitation of a training Course in Spanish for DFID’s Forestry Research Programme on Scientific Communication and Advocacy
- 2004 – 2005 **Consortium for Street Children**
Research project design and written material on the *Police Training on Child Rights and Child Protection Manual*, (2004-05)
- May-Jul 2004 **IMA, UK**
Trainer on Scientific Communication and Advocacy Course for DFID Forestry Research Programme in Ghana; trainer on “Influencing Policy” and Monitoring and Evaluation as part of an international training course in UK
- Feb-Mar 1998 **Christian Aid**
Research on 8 countries as part of Christian Aid’s Debt campaign, focusing on health and education. Liaison with partners, governments, UNHCR, UNICEF, WHO, DFID; extensive library and internet research, producing written material and statistics to a tight deadline.
- Apr-Jul 1997 **Project Counselling Service for Latin American Refugees, Costa Rica**
Research and review of several small projects funded by PCS from 1979-1996 investigating focus, beneficiaries, implementation mechanisms, short and long term impacts. Involving literature review, communication with people throughout the region, interviews and comparison with small project funds managed by other organisations and writing a final report.

EDUCATION

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

PUBLISHED WORK

Books & manuals:

- *The Role of Education in Livelihoods in the Somali Region of Ethiopia*, Feinstein International Center, TUFTS University, 2011
- *Child Protection Policies and Procedures Toolkit: How to Build a Child-Safe Organisation*, ChildHope & Consortium for Street Children, March 2005 (co-author).
- *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).

Edited:

- *Street child*, Tick Tock Media, April 2005
- *Child Protection Policies and Procedures Toolkit in Spanish*, August 2008

INTERESTS/ VOLUNTARY WORK

Photography, cycling, walking, travel, music, yoga, reading, cooking.

Mentor to Save the Children's UK's Child Participation Advisor, from July 2010 – July 2011.

Ex Board Member but continued voluntary work for Action Village India.

Member of Millfields Community School PSA since October 2010, currently Secretary and Grants Funding Coordinator, from Sept 2011

REFERENCES

Available on request.