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## CURRICULUM VITAE

**NAME** ANNA PATERSON

**NATIONALITY** British

**LANGUAGES** English and Welsh (mother tongues)  
German (fluent), Russian (advanced), Dari (beginner)

### EXPERTISE

**Fifteen years of work in monitoring, evaluation and research with a focus on governance and conflict. Expert in evidence generation, use and learning through the whole programme cycle, from programme design, theory of change, programme monitoring, operational research, evidence synthesis and communication, to evaluation.**

**Programme design, results-based planning and M&E systems:** Experienced in results-based planning, programme design, theory of change development and the design of M&E systems. Recent assignments include the revision of the logframe and M&E system for a large democratic governance facility in Uganda, leading on learning in the design of a new generation of DFID Nigeria Public Service Reform programmes, development of the implementation plan and design initial M&E framework for the Nigerian National Strategy for Public Service Reforms.

**Evaluations and Reviews:** Accredited evaluation specialist at DFID, and former evaluation adviser in DFID Nigeria. Considerable experience in designing, conducting, reporting and quality assuring evaluations. PG Cert in Evaluation, and completion of JPAL executive training in RCT evaluations. Recent roles on large mixed-method evaluations with significant data collection including an evaluation of the Norad Training for Peace (TfP) Programme to build African civilian and police capacity for peace support operations, and an evaluation of the DFID Humanitarian Innovation and Evidence Programme (HIEP) that has involved iterative development of the theory of change which will be evaluated in multiple phases as the programme implements.

**Research, research synthesis, brokering and uptake:** Strong background in conducting original research including over five years as a researcher working in and on Afghanistan with over two of these spent in the field. Recent projects have involved design of, and participation in, significant field level data collection, including a mixed methods IoM study of security, trust and trade on the Tajik Afghan border. Experienced in operational research projects and evidence reviews at the programme, portfolio, and thematic level, including a 2014 recent review of the evidence for a public sector reform interventions internationally and in Nigeria conducted for FEPAR. Strong background in research uptake and influencing, including two years as a Research Evidence Broker for DFID.

**Country experience:** Afghanistan, Ethiopia, Kenya, Kosovo, Kyrgyzstan, Moldova, Nigeria, Pakistan, Russia, Rwanda, Somalia, Tajikistan, Uganda, Ukraine.

## EDUCATIONAL QUALIFICATIONS

2012	Post Graduate Certificate in Evaluation with distinction, London Metropolitan University
2010	PhD, Political Science, University College London
2000	MA, Political Science with distinction, University College London (with one module in SOAS)
1999	BA Joint Hons, 1st Class, University Wales, Swansea

## RECORD OF EMPLOYMENT

2018	Evaluation design adviser, Inception phase of the Evaluation of the UK Prosperity Fund FCO led cross-Whitehall fund.
2018	Ghana case study lead on the Evaluation of the Strengthening Research and Knowledge Systems (SRKS) Programme. DFID & Sida
2017	ROLE UK assignment with Clifford Chance Law Firm to produce a guide on effectiveness, monitoring and learning for law firms providing pro bono and other support to NGOs, Rule of Law Expertise Programme. (ROLE UK) and Clifford Chance Law Firm
2017	Project Completion Review of the Rwanda Genocide Research and Reconciliation Programme (GRRP) DFID Rwanda
2017-2019	Contribution Analysis Lead on the baseline and midline phases of the independent assessment of the USAID Transition Initiatives for Stabilization Plus (TIS+) Somalia Programme conducted by Somalia Program Support Services – providing third party M&E for the USAID Somalia portfolio.
2017	Annual Review for the Rule of Law Expertise Programme (ROLE UK). DFID
2016-2017	M&E adviser providing support to the Learning Evidence and Adaptation Programme (LEAP), part of the Partnership to Engage, Reform and Learn (PERL) for public service reform in Nigeria. This programme aims to generate evidence and learning to support the adaptive, flexible and politically smart approach of the PERL programmes. Current work includes developing indicators and tools for impact level monitoring. DFID Nigeria
2013-2018	Research into Use Evaluator, Three phase evaluation of the <i>DFID Humanitarian Innovation and Evidence Programme (HIEP)</i> to build evidence and data for humanitarian interventions. Led on the case study of the <i>R2HC Research for Health in Humanitarian Crises Programme (Save the Children)</i> . Formative Report: <a href="http://r4d.dfid.gov.uk/pdf/outputs/HIEP/HIEP_formative_stage_Full_Rep_including_Annexes.pdf">http://r4d.dfid.gov.uk/pdf/outputs/HIEP/HIEP_formative_stage_Full_Rep_including_Annexes.pdf</a>
2016	Annual Review of the Rwanda Investment Climate Support Programme Phase 3 (RICPR3) DFID Rwanda.
2016	Development of a briefing paper ( <a href="http://www.roleuk.org.uk/resources/role-uk-resource-international-pro-bono-what-do-we-know-about-what-works">http://www.roleuk.org.uk/resources/role-uk-resource-international-pro-bono-what-do-we-know-about-what-works</a> ) and participation in a session on sharing lessons from international development at the Law Society's Pro-bono week. Rule of Law Expertise Programme (ROLE UK), a UK partnership programme which facilitates access to specialist UK legal and judicial expertise in DFID priority countries.

- 2016 Review and Learning Exercise for the Rule of Law Expertise Programme (ROLE UK), a UK partnership programme which facilitates access to specialist UK legal and judicial expertise in DFID priority countries.
- 2016 Annual Review of the Rwanda Genocide Research and Reconciliation Programme DFID Rwanda
- 2016 Lead on Value for Money in the Mid Term evaluation of the DFID support to the Somalia Stability Programme (SSF) DFID Somalia
- 2015 Publication in *the European Evaluation Society Connections Newsletter*, 'Who delivers evaluation contracts and how much does it matter?' [http://www.europeanevaluation.org/sites/default/files/ees\\_newsletter/ees-newsletter-2015-12-december-r19-web.pdf](http://www.europeanevaluation.org/sites/default/files/ees_newsletter/ees-newsletter-2015-12-december-r19-web.pdf)
- 2015 M&E and Value for Money lead in the Mid Term Review for the UN Joint Programme on Local Governance and Decentralised Service Delivery (JPLG) in Somalia. *UN JPLG*. Reviewed M&E system including Theory of Change and logframe and advised on required improvements.
- 2015 Revising and developing the logframe and M&E system for the *Uganda Democratic Governance Facility (DGF)*, a large multi-donor facility working on democracy, accountability and Human Rights.
- 2014- 2015 M&E expert on the design team researching the political economy context for, and designing the business case for a potential new Southern Africa Regional Trade Integration Programme.
- 2014 – 2015 External Reviewer in a review of the *International Development Research Centre (IDRC) Governance, Security and Justice Research Programme*, a broad programme for development research working mainly with Southern partners in the Middle East and North Africa, East, West and Southern Africa, Asia and Latin America.
- 2014 – 2015 Team Leader Annual Review of the *Uganda Democratic Governance Facility (DGF)*, a large multi-donor facility working on democracy, accountability and Human Rights. Review included an assessment of the appropriateness of the facility's M&E system.
- 2014--2015 Team member and learning and results specialist, *DFID Nigeria Public Sector Reform and Accountability Programme Design*.
- 2014 Convening consultations for, and drafting of, the implementation plan and initial M&E strategy, for the Nigerian National Strategy for Public Service Reforms (NSPSR). Reporting to the Nigerian Bureau of Public Service Reform. *Nigerian Federal Public Administration Reform Programme (FEPAR), DFID*
- 2014 – Supporting consultations for and drafting of the implementation plan and M&E strategy, for the Nigerian National Strategy for Public Service Reforms (NSPSR). Reporting to the Nigerian Bureau of Public Service Reform. *Nigerian Federal Public Administration Reform Programme, DFID*
- 2014 Team lead on a review of the international and Nigeria evidence base supporting institutional reform intervention approaches in Public Sector Reform for the Nigerian Federal Public Administration Reform Programme, DFID
- 2013 - 2014 Deputy Team Leader: Norad Evaluation of the Training for Peace (TfP) Programme to build capacity for improved and self-sustaining African civilian and police capacity for peace support operations. Chr. Michelsen Institute.

- 2014 Formative phase of a three-phase Evaluation lasting until 2017: Research into Use Evaluator, DFID Evaluation of the Humanitarian Innovation and Evidence Programme (HIEP) to build evidence and data for humanitarian interventions.
- 2013 – 2014 Lead Researcher on the Tajikistan side of a research project on conflict, social trust and trade along the Afghan Tajik border for the International Organisation for Migration. Centre for Security Governance.
- 2013 – 2014 Somalia Impact Evaluation Feasibility Study: Qualitative Research Lead, DFID Feasibility study and designing options for a potential Impact Evaluation of a community peacebuilding programme in Somalia.
- 2013 Governance and SECR evaluator, MacArthur Foundation Evaluation of Ten Years of Human Rights and International Justice Grantmaking in Nigeria.
- 2013 Principal Consultant, Fragile and Conflict Affected States, ITAD Position advising on, and building up, Itad's portfolio of work in Fragile and Conflict-affected states, and on principles for M&E in FCAS. Lectured on M&E in conflict-affected states to MA students at the Post-war Reconstruction and Development Unit (PRDU) in York University.
- 2011- 2012 Evaluation Adviser, DFID Nigeria Lead on implementing and managing DFID's new approach to evaluation in Nigeria and advising on appropriate use of evaluation tools across the DFID Nigeria portfolio. Key outputs and responsibilities included:
- Drafting DFID Nigeria's Evaluation Strategy and accountability for its implementation;
  - Advising on quality programme-level M&E systems along with the results adviser;
  - Lead on support to government partners on strengthening national M&E systems – working predominantly with the National Planning Commission;
  - Field visits in Lagos, Kano, Jigawa, Enugu and Anambra.
- 2009 – 2011 **Research Evidence Broker, Research and Evidence Division**, DFID Key new role promoting evidence-based policy-making and programming in DFID and better processes for using findings from research and evaluation. Key outputs included:
- Lead author of the DFID publication 'The Politics of Poverty: Elites, Citizens and States' (<http://www.dfid.gov.uk/News/Latest-news/2010/Politics-of-Poverty/>);
  - Lead on evidence use strategies in key new policy reviews and frameworks such as Empowerment and Accountability, and the Governance 'Refresh'.
  - Support to country offices, including an Afghanistan country visit to produce a mapping of research capacity and data availability <http://r4d.dfid.gov.uk/Output/190699/>
  - Lead reviewer for annual reviews of two DFID research communication programmes.
- 2009 Cooperation for Peace and Unity (CPAU) Consultancy to design human security indicators and data collection strategies for a pilot human security monitoring project in Afghanistan commissioned by the FCO.
- 2009 The Geneva Centre for the Democratic Control of Armed Forces Afghanistan Working Group, researched and authored 'The Regional Dimensions of Afghan Security Sector Reform' in Afghanistan's Security Sector Governance Challenges.
- 2009 Bonn University Presentation on the political economy of advisers and technical experts in Soviet and current-day Afghanistan and subsequent publication: Scholars, advisers and state-builders: Soviet Afghan studies in the light of present-day Afghan development in Kemper M & Conerman S (Eds), The Heritage of Soviet Oriental Studies, Routledge, January 2011
- 2008 'Understanding Afghanistan' analytical exercise commissioned by DFID to support its Country Assistance Plan. Desk and field research and significant inputs into three of the papers produced by the exercise: the literature review, the political economy

analysis, and the non-technical economic growth diagnostic report available in the public domain at <http://www.cowiprojects.com/fsdc/projects.html>

- 2007 – 2009 Economist Intelligence Unit (EIU). Designated contributor producing quarterly Country Reports on Afghanistan for the EIU with 14 reports completed. Reports deal with investment climate and political, security and economic risk for foreign direct investors.
- 2007 Integrity Watch Afghanistan Edited and advised on a study of the threats and opportunities to sustainable development of the Aynak Copper Mine.
- 2007 Afghanistan Research and Evaluation Unit (AREU) Consultancy designing, researching and drafting a study on formal microfinance and informal local credit institutions for AREU in Kabul and Herat, Afghanistan, as part of a multi-country World Bank study on mobilising rural institutions for sustainable development.
- 2006 Famine Early Warning Systems (FEWS NET) Design, research and production of a special report for FEWS NET, Labor Markets, Livelihood Strategies and Food Security in Afghanistan, including design of labour market indicators to be incorporated into early warning monitoring. The report is available at [http://www.reliefweb.int/rw/RWFiles2007.nsf/FilesByRWDocUnidFilename/KH117394R-B-full\\_report.pdf/\\$File/full\\_report.pdf](http://www.reliefweb.int/rw/RWFiles2007.nsf/FilesByRWDocUnidFilename/KH117394R-B-full_report.pdf/$File/full_report.pdf)
- 2005 - 2006 Afghanistan Research and Evaluation Unit (AREU) Research Lead – Political Economy and Markets Field researcher on political economy of economic development and reform based in Afghanistan for two years. I designed, led the field investigations for, and produced research outputs funded by the World Bank, DFID and the EU. Working with teams of Afghan staff, I conducted extensive, long-term field work in several provinces, including Herat, Balkh, Baghlan, Kunduz, Bamiyan, Nangarhar and Nimruz. Outputs include:
- Three political economy studies of different market sectors in Afghanistan and the synthesis paper Going to Market: Trade and Traders in Six Afghan Sectors, described as ‘an enjoyable must-read for those interested in the Afghan economy’ on the World Bank Private Sector Development (PSD) blog;
  - Putting the Cart Before the Horse: Privatisation and Economic Reform in Afghanistan; and the jointly researched and authored Enabling or Disabling? The Operating Environment for Small and Medium Enterprises in Rural Afghanistan.
- All publications are available at [www.areu.org.af](http://www.areu.org.af)
- 2002 – 2004 Foreign and Commonwealth Office, Research Analyst Fixed term contract as a specialist on Russia, Eastern Europe and Central Asia, producing political research to inform policy desks and other Whitehall departments. One year as the research analyst on Ukraine, including a familiarisation visit and production of analytical pieces including on Ukrainian oligarchs and their role in the political economy of reform.
- 2000 – 2002 World Markets Research Centre (Now IHS Globalinsight) Research Analyst on Russia and the former Soviet Union at this business intelligence company, producing bespoke analysis of political, economic and security risk to foreign investors in the region.

*Last updated: January 2019*