



contact@thepolicypractice.com  
www.thepolicypractice.com

## CURRICULUM VITAE

**NAME** ANNA PATERSON

**NATIONALITY** British

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

### EXPERTISE

**Twenty years of experience in policy and operational research and analysis, evidence review and evaluation, with a focus on governance and peacebuilding.** Political Scientist by academic background with an early career as an analyst on Russia, Ukraine and Moldova. Strong focus on peacebuilding, conflict and security, beginning as a field researcher for an Afghan NGO and in a subsequent PhD. Former staff member of the FCO (2002-04) and of DFID (2009-12). Several research, monitoring, and major evaluation assignments on governance, peace and security in Central Asia, East and West Africa, the Caucasus and Eastern Europe for a range of clients such as FCDO, Danida, Norad, USAID, the World Wildlife Fund and the World Health Organisation. Increasing focus over recent years on governance and evidence use in public health, especially in humanitarian contexts.

**Country experience:** Afghanistan, Armenia, Bosnia and Herzegovina, Ethiopia, Georgia, Ghana, Jordan, Kenya, Kosovo, Kyrgyzstan, Moldova, North Macedonia, Nigeria, Pakistan, Russia, Rwanda, Serbia, Somalia, Tajikistan, Uganda, Ukraine.

### EDUCATIONAL QUALIFICATIONS

2022- ongoing Current part time student – MSc Public Health for Development, London School of Hygiene and Tropical Medicine

2012 Post Graduate Certificate in Evaluation with distinction, London Metropolitan University

2010 PhD, Political Science, School of Slavonic and East European Studies, University College London

2000 MA, Political Science with distinction, School of Slavonic and East European Studies, University College London

1999 BA Joint Hons History and Russian, 1st Class, University Wales, Swansea

### RECORD OF EMPLOYMENT

2022-ongoing Co-leading an evaluation of Research for Health in Humanitarian Crises, an internationally known humanitarian health research programme established in 2013 to generate robust evidence for humanitarian health response, and to promote its use.

- 2022 Led a Policy Practice team to undertake a study for the World Wildlife Fund in Ukraine. Analysed the governance obstacles and opportunities in sustainable reconstruction, and the implications for the conservation sector.
- 2022 *Temporary part time technical support* to the World Health Organisation's Inter-Agency Policy for Emergencies (IPE) Unit on their Global Health for Peace Initiative, developing training and other products on context analysis and conflict sensitivity.
- 2021-2022 Value for Money Review of UKFCDO's Demand-responsive Research Programmes in East Africa and South Asia.
- 2021 Lead researcher – Paper scoping good practices in the use of context analysis, conflict sensitive and peace-responsive practices within health interventions for the World Health Organisation.
- 2021 Team Leader: Learning Review of the UKFCDO Conflict Stability and Security Fund support to elections provided in the Western Balkans 2015-2021.
- 2020-2021 Lead Researcher on the learning paper for the NGO Elrha [Pathways to Uptake of Research Evidence in Humanitarian Action](#) facilitation with a strong focus on the political economy of humanitarian organisations.
- 2021 Monitoring, Evaluation and Learning support to a programme design workshop on health and peace programming in Ukraine for the NGO Interpeace.
- 2020-2021 Facilitator supporting Theory of Change workshops for the UK embassies in Georgia and Armenia for the Good Governance Fund, including sessions with civil society, academic and other stakeholders on the political economy context.
- 2019-2020 Lead evaluator designing and delivering a total of seven evaluations in Bosnia, Georgia, Moldova, Serbia, North Macedonia and Ukraine on projects under the UK Good Governance Fund (GGF). *The Ukraine evaluation assessed several rounds of UK support to the National Anti-Corruption Bureau (NABU)*. Other evaluations included programmes supporting human rights and anti-discrimination, banking reform and administrative justice interventions.
- 2019 Evaluation team member on the inception phase of the evaluation of the DFID Central Asia Country Programme.
- 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 *DFID Humanitarian Innovation and Evidence Programme (HIEP)* to build evidence and data for humanitarian interventions. Led on the case study of the *R2HC Research for Health in Humanitarian Crises Programme (Save the Children)*. Formative Report: [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)
- 2016 Annual Review of the Rwanda Investment Climate Support Programme Phase 3 (RICPR3) DFID Rwanda.
- 2016 Development of a briefing paper (<http://www.roleuk.org.uk/resources/role-uk-resource-international-pro-bono-what-do-we-know-about-what-works>) 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 Decentralized 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, <i>DFID Nigeria</i> 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. <i>Nigerian Federal Public Administration Reform Programme (FEPAR), DFID</i>
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: <ul style="list-style-type: none"> <li>• Drafting DFID Nigeria's Evaluation Strategy and accountability for its implementation;</li> <li>• Advising on quality programme-level M&amp;E systems along with the results adviser;</li> <li>• Lead on support to government partners on strengthening national M&amp;E systems – working predominantly with the National Planning Commission;</li> <li>• Field visits in Lagos, Kano, Jigawa, Enugu and Anambra.</li> </ul>
2009 – 2011	<b>Research Evidence Broker, Research and Evidence Division</b> , 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: <ul style="list-style-type: none"> <li>• Lead author of the DFID publication 'The Politics of Poverty: Elites, Citizens and States' (<a href="http://www.dfid.gov.uk/News/Latest-news/2010/Politics-of-Poverty/">http://www.dfid.gov.uk/News/Latest-news/2010/Politics-of-Poverty/</a>);</li> <li>• Lead on evidence use strategies in key new policy reviews and frameworks such as Empowerment and Accountability, and the Governance 'Refresh'.</li> </ul>

- 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/RWFFiles2007.nsf/FilesByRWDocUnidFilename/KHII7394RB- full\\_report.pdf/\\$File/full\\_report.pdf](http://www.reliefweb.int/rw/RWFFiles2007.nsf/FilesByRWDocUnidFilename/KHII7394RB- full_report.pdf/$File/full_report.pdf)
- 2005 - 2006 Afghanistan Research and Evaluation Unit (AREU) Research Lead – Political Economy and Markets 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 including one year as the lead research analyst on Ukraine, producing 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 Ukraine and at this business intelligence company, producing bespoke analysis of political, economic and security risk to foreign investors in the region.

*Last updated: June 2022*