

## Senior Consultant

### Professional profile

Leonora is a Senior Consultant in the Fragile and Conflict Affected States (FCAS) Practice at Itad with eight years' experience working in international development and fragile and conflict-affected settings. Leonora is currently a core team member for the Itad/Altai external MEL Partner providing monitoring, evaluation and learning support across UK Conflict, Stability & Security Fund (CSSF) programmes in Eastern Africa and North Africa, where she has worked with CSSF teams to strengthen programme design, delivery, evidence gathering and reporting. Leonora is experienced in developing theories of change and results frameworks, as well as applying a range of qualitative evaluation methods. She has worked across a range of thematic areas including; P/CVE, conflict prevention, security and justice, serious organised crime, SGBV, FGM/C, and has a strong interest in community empowerment approaches and social norms change. Recent work has included producing two case studies as part of an evaluation of UNICEF's coverage and quality in complex humanitarian situations; and conducting a study of Political Access and Influencing (PAI) of the CSSF Caribbean programme. Prior to joining Itad, Leonora worked in South Sudan for a year where she managed a number of research projects and evaluations, including: the DFID-funded Evaluation of South Sudan Textbook Project and a Formative Study of What Works to Prevent Violence against Women and Girls in South Sudan for Global Women's Institute.

**Nationality** British

**Languages** English (fluent), Spanish (fluent), French (working proficiency)

**Country experience** Algeria, Central African Republic, Ethiopia, Gambia, Guyana, Honduras, Jordan, Kenya, Lebanon, Nicaragua, South Sudan, Tanzania, Tunisia, Trinidad & Tobago, Uganda, Yemen

### Education

**2011 - 2013** **MA, Anthropology of Development and Social Transformation (Distinction)**  
University of Sussex, UK

**2004 - 2008** **BA, French and Geography**  
University of Liverpool, UK

### Employment

**2019 - Present** **Senior Consultant**  
Itad Ltd, UK

**2016 - 2019** **Consultant**  
Itad Ltd, UK

**2015 - 2016** **Project Officer**  
Forcier Consulting, South Sudan

**2014** **Team Leader**  
ICS Raleigh International, Nicaragua

**2013 - 2014** **Programmes Assistant, Marketing, Appeals and Programmes**  
Renewable World

**2011 - 2013** **Communications and Research Intern**  
Orchid Project

### Project experience

**2019** **Political Access and Influencing (PAI) study of CSSF Caribbean**  
Role: Project Manager | Client: UK Foreign and Commonwealth Office (FCO) | Location: Trinidad & Tobago and Guyana

Itad has been commissioned by the CSSF Caribbean to undertake a study of Political Access and Influence (PAI) achievements resulting from the programme. The study involves testing and applying the PAI framework and producing two case stories; sharing of lessons from the pilot and supporting the wider roll-out of the PAI approach.

**2018 - 2021** **Provision of Monitoring, Evaluation and Learning (MEL) services to the UK Conflict, Stability and Security Fund (CSSF) in Eastern Africa (Phase 2)**

Role: Core Team Member | Client: UK Foreign and Commonwealth Office (FCO) | Location: Eastern Africa  
Itad has been contracted to lead the consortium providing MEL support to CSSF Eastern Africa, covering 10 countries and 5 CSSF portfolios (East Africa, Somalia, Sudans, Africa Peace and Security, Great Lakes). Our MEL support includes strengthening programme, portfolio and regional MEL systems; strengthening programme monitoring including through third-party monitoring, conducting research, reviews and

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evaluations at programme, thematic and regional level; and supporting learning and knowledge sharing across portfolios and the region.

2018 - 2021

### **Provision of Monitoring, Evaluation and Learning (MEL) services to the UK Conflict, Stability and Security Fund (CSSF) in North Africa**

Role: Core Team Member | Client: (UK FCO-DFID North Africa Joint Unit (NAJU)) | Location: North Africa

Itad has been contracted to lead the consortium providing MEL support to CSSF North Africa (also known as the North Africa Good Governance Fund – NAGGF), covering 5 countries and 7 programmes (Algeria, Egypt, Libya, Morocco, Tunisia, Regional Fund, Technical Assistance Facility). Our MEL support is focused on three areas: 1) designing and conducting an evaluation of the NAGGF regional portfolio; 2) designing and conducting thematic evaluations of NAGGF support to inclusive economic development, inclusive governance, influencing and education; and 3) providing MEL mentoring support to programme teams at Post.

2017 - 2018

### **Evaluation of UNICEF's Coverage and Quality in Complex Humanitarian Situations (Multi-country)**

Role: Core Team Member | Client: UNICEF | Location: Multi-Country

Itad has been commissioned by UNICEF to conduct an evaluation of the coverage and quality of UNICEF response in complex humanitarian situations. The purpose of this evaluation is to provide a deeper, more systematic and objective analysis, across country contexts, of the extent to which UNICEF is succeeding or failing to reach affected populations with principled and high-quality programming in complex humanitarian situations; and to generate practical solutions for the improvement of the coverage and quality of UNICEF response to crises in complex humanitarian situations.

Leonora was a core team member contributing to the evaluation of two case studies which involved; a desk-based document and literature review, conducting interviews in both French and English, conducting fieldwork and community engagement, and (co)-authoring two case study reports.

2015 - 2018

### **Monitoring & Evaluation Services for the Conflict, Stability & Security Fund in East Africa**

Role: Core Team Member | Client: UK Foreign and Commonwealth Office | Location: Kenya, Uganda

The CSSF is a funding mechanism which supports the UK Government's work in addressing conflict and fragility globally, under the direction of the National Security Council (NSC). Leonora was a core team member in the M&E Unit's provision of monitoring, evaluation and learning support to CSSF programmes working in Ethiopia, Eritrea, Kenya, Somalia, Somaliland, Tanzania and Uganda. Leonora's work included: supporting CSSF programme teams and HMG implementers with strengthening results frameworks, theories of change and results reporting; running and facilitating programme refresh workshops with CSSF teams to help strengthen programme design and develop theories of change based on evidence of what works and programme learning; running M&E and risks workshops with CSSF teams and HMG implementers; supporting an assessment of the contribution of each regional portfolio to UK strategic objectives; contributing to the development of an M&E toolkit for use by CSSF programme teams; conducting evaluations and reviews CSSF programmes and projects; assessing the political access and influence (PAI) achievements of CSSF programmes and contributing to the development of a compendium of PAI case stories

2016 - 2017

### **Evaluation of UNHCR's role as Cluster Lead Agency for the Global Protection Cluster**

Role: Consultant | Client: UNHCR, UK | Location: Honduras

An evaluation of UNHCR's role in leading the Global Protection Cluster (GPC), focusing on UNHCR's performance as Cluster Lead Agency (CLA), at both global and country levels. The evaluation focuses on learning how the protection clusters at country level are supported by the GPC, and what lessons have been learned by UNHCR in field CLA situations. The evaluation examines the achievements and challenges of the cluster at global and field level with regard to coordination, capacity building, and support to the field and mainstreaming protection, and will look at achievements against the 2012-15 GPC strategy as well as provide recommendations of relevance to the current 2016-19 strategy. Leonora is an evaluation team member supporting with developing the Evidence Assessment Framework; conducting a document review and participating in the country study for Honduras.

2016

### **External Assessment of value for money, sustainability and coordination of DFID's funding to the UNFPA-UNICEF Joint Programme to end FGM/C**

Role: Core Team Member | Client: DFID, UK | Location: Desk-based

The UNFPA-UNICEF Joint Programme (UNJP) to End Female Genital Mutilation/Cutting (FGM/C) seeks to promote the abandonment of FGM/C in 17 African and Middle Eastern countries. The programme

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combines work with legislators, policy makers, law enforcers and the judiciary to pass and implement legislation prohibiting FGM/C, and communities to change public attitudes to the practice. DFID, a contributor to the UNJP, has commissioned Itad to assist the two UN agencies in strengthening their results and value for money (VfM) measurement on the programme. DFID intends to use the recommendations resulting from the external assessment to inform the next phase of its investment to end FGM. Leonora supported the project with reviewing documentation.

2015 - 2016

### **Research, Capacity Building and Team Management in South Sudan**

Role: Project Officer and Researcher | Client: Forcier Consulting | Location: South Sudan

Responsible for managing and implementing research projects of varying scopes throughout the country. This entailed simultaneously managing multiple projects at different stages of the project cycle. Trained researchers and enumerators in data collection techniques, sampling methodology and computer assisted personal interviewing (CAPI). Managed teams of researchers and enumerators, providing supervision and ensuring their security whilst in the field. Developed and maintained good client relationships. Liaised regularly with clients regarding project design and implementation, and to provide progress updates. Monitored contract deadlines and coordinated with different departments to ensure deliverables were met according to the set timeline. Oversaw project activities, undertook field-level checks, monitored data collection and resolved problems in order to ensure project completion to schedule and a high standard. Managed the accurate translation of research tools and questionnaires into local languages. Worked with colleagues to design and develop qualitative and quantitative tools and evaluation strategies. Projects worked on included; Evaluation of South Sudan Textbook Project, Montrose/DFID; Case Study of Community Case Management in Unity State, South Sudan, IRC; Formative Study of What Works to Prevent Violence Against Women and Girls in South Sudan, Global Women's Institute, GWU; Baseline Assessment of Education Needs, Plan International; Rapid Needs Assessment of Humanitarian Information Systems, Bentiu, South Sudan, Internews.

2014

### **WASH Project Management**

Role: Team Leader | Client: ICS Raleigh International | Location: Nicaragua

Responsible for the production of high-quality reports throughout the duration of the programme, including project proposals and monitoring and evaluation reports. Oversaw project activities and ensured their completion to schedule and a high standard; managed project expenses; produced and assigned report-writing on a regular basis. Led a team of volunteers aged 17-24 from around the world, with diverse backgrounds, providing strong leadership and excellent project management.