

Curriculum Vitae – Maureen O’Flynn
Recent relevant Consultancies

Personal Details	
Nationality	Irish/British
Employment Status	Freelance consultant
Country Experience	Kenya, Tanzania (four years), Uganda, Ethiopia, Mozambique, Zambia, Zimbabwe, South Africa, Lao PDR (4 years), Nepal (one year), Thailand, Pakistan (one year), Indonesia, India, Cambodia, Myanmar, Sweden, Switzerland, Slovenia Denmark, Jordan, Romania, Italy, Turkey, Finland, Belgium, UK, Ireland.
Languages	English (mother tongue), French (reading very good; speaking very good ; writing good), Swahili (Basic), Lao (basic conversation)
Expertise	
<ul style="list-style-type: none"> • Theory of Change at organisational and programme levels for planning and evaluation • Impact Assessments • Monitoring, Evaluations and Reviews for both donors and organisational learning • Organisational Development (including Assessments and Managing Change within Organizations) • Rights based Approaches and Child Rights Programming • Thematic lead on Education • Designing writing and facilitating training programmes on a number of development issues • Writing good practice guides for number of development issues 	
Synopsis	
<p>With a strong background in teaching and teacher training, Maureen has been working in the development and humanitarian contexts for over 25 years. Her clients range from UN agencies, through international INGOs to small partner organisations in countries of operation. Having spent four years as a VSO in Tanzania, and six years as Regional Development Education Adviser in the UK, she has largely worked as a consultant based both overseas in Nepal (1 year), Pakistan (1 year) and the Lao PDR (four years) and the UK. She works both independently and as a member (or leader) of teams.</p> <p>Maureen’s key strengths and expertise lie in planning and evaluation, with a particular focus on situating programmes and projects in the bigger picture of change (Theory of Change and Impact Assessment). She believes in developing rigorous systems and processes that are user friendly and useful; and prioritises organisational development and learning in all the work that she undertakes. To this end, she offers a number of services:</p> <ul style="list-style-type: none"> - As a facilitator of theory of change, strategic planning exercises, participatory evaluations, international conferences and organisational assessments - As a writer and developer of training materials, good practice guidelines and conference reports and other thematic papers. - As an evaluator of development programmes and organisational performance both for organisational learning and donor accountability, specialising in on going critical reflection and impact assessment. More recently, this has included applying a Theory of Change lens and approach to evaluations - As a designer, mentor and coach to organisations who are setting up or strengthening their planning, M&E and learning systems - As a trainer on specific skills to senior managers and programme staff, including Theory of Change, Impact Assessment, Rights based Approaches to Development, Organisational Assessment, Managing Change, Advanced Log Frame Training, Training of Trainers Leading Operations, and Strategic Planning <p>She is an Associate for INTRAC and a Senior Consultant for IMA and BOND.</p>	

Recent relevant consultancies

2015	
May	<ul style="list-style-type: none"> • Stefanus Alliance, Norway: Full evaluation of partner organisations Human Rights programme in Myanmar 2010 -2014 • CISU, Denmark: writing a paper which comment on the ways that ToC links to the new DANIDA planning and reporting framework for their Framework organisations
April	<ul style="list-style-type: none"> • KCNV, Holland: Facilitated a TOC for four collaborating partners in developing a five year TB/HIV related programme to link with Gates Foundation and other donor contributions • IIED UK: On-going support to the M&E team in the development and implementation of a series of impact assessment studies • DCA, Denmark: On-going support with the development and roll out of country Theory of Change and Impact monitoring and critical reflection processes for their global programme
March	<ul style="list-style-type: none"> • INTRAC UK: facilitated a five day training on ToC and Impact Assessment on the Open Training programme • LO/FTF, Denmark: facilitated a short in house training on ToC and the possibility of adopting ToC at all levels within the organisation
February	<ul style="list-style-type: none"> • ILRI, Kenya: part of two team consultancy to develop an M&E framework for the whole organisation (2104-1016). In Feb: facilitated the development of the process which will be used at Country level for the development of ToC and impact monitoring and reflection
January	<ul style="list-style-type: none"> • CISU: Co-writing an Inspirational Guide to ToC for use by Danish INGOs • Nordic Mission Council: Facilitated ToC training for a partnership of three Scandinavian Mission Councils • DCA, Denmark: On-going support with the development and roll out of country Theory of Change and Impact monitoring and critical reflection processes for their global programme. In Jan – facilitated three day ToC training for country programme managers
2014	
December	<ul style="list-style-type: none"> • Asia Forum on Parliamentarians for Population and Development (AFPPD)Thailand: 2 month consultancy to develop a Theory of Change and impact monitoring framework, as well as a full results framework for their South East Asia Regional programme plan over 4 years
November	<ul style="list-style-type: none"> • CDKN: On-going analysis advice and support to country programme impact monitoring processes- • INTRAC: Open training Theory of Change and Impact assessment • AFPPD Thailand: 2 month consultancy to develop a Theory of Change and impact monitoring framework, as well as a full results framework for their South East Asia Regional programme plan over 4 years
October	<ul style="list-style-type: none"> • Amnesty international Slovenia – training in Theory of Change and Impact assessment • AKDN: three day training impact assessment • BOND: Team member – theory based evaluation of BOND’s Effectiveness Programme (on on-going – 18 months)
September	<ul style="list-style-type: none"> • Every Casualty Counts :Facilitated the development of an organisational Theory of Change for newly formed organisation
August	<ul style="list-style-type: none"> • CISU Denmark :Support to in the development of an “Inspirational Guide to Theory of Change” for use by Danish INGOs- advice and development of key chapters (on-going)
July	<ul style="list-style-type: none"> • BOND: Three day Open training course - Theory of Change and Impact Assessment • Start of three year Theory based research to evaluate BOND Effectiveness Programme (using longitudinal studies)
June	<ul style="list-style-type: none"> • Dan Church Aid: mentoring and support in developing reporting structure to meet new

	MOFA standards I Denmark
May	<ul style="list-style-type: none"> • Dan Church Aid: ongoing support with the development of report frameworks which respond to new MOFA criteria and conditions • WarChild Holland: Facilitator whole organisation Theory of Change process • Oxfam Novib, Holland: Training to potential facilitators of ToC processes • Nowegian People's Aid, Norway: Ongoing mentoring in the development of robust baselines and the collection of useful relevant data across multi country programme
April	<ul style="list-style-type: none"> • INTRAC: Facilitated two open training courses in Theory of Change and Impact Assessment to selected personnel from Norwegian INGOs through their umbrella organisation Bistanstorget
March	<ul style="list-style-type: none"> • WSSCC: Facilitated Theory of Change workshop and providing ongoing support to the organisation to build a "change focus" into planning and evaluation • Norwegian Peoples Aid: Facilitated introductory Theory of Change workshop to all staff • IIED: On-going Support and mentoring to the organisation to develop a results framework and M&E methodology for new strategic plan
February	<ul style="list-style-type: none"> • BBC Media Action: Facilitated Theory of Change workshop for Country Programme managers • INTRAC: Speaker at conference to Danish Civil Society organisations on using Theory of Change as evaluation framework
January	<ul style="list-style-type: none"> • INTRAC: Facilitated open training course Theory of Change • BOND: Facilitated open training course Theory of Change and Impact Assessment • IMA: Speaker at MEL forum on Theories of Change and Impact Assessment • BBC World Media Action: Facilitated Theory of Change training to encourage understanding and buy in at senior management and country programme level • INTRAC: Facilitated Theory of Change workshop to inform organisational strategy
2013	
December	<ul style="list-style-type: none"> • Asia Forum on Parliamentarians for Population and Development (AFPPD): facilitation of workshop with mentoring and support to key team members followed by the development of a good practice guideline
November	<ul style="list-style-type: none"> • Practical Action (3 month consultancy): Co-lead on Strategic Evaluation of Planning, Monitoring Evaluation and Learning systems and process for the organisation focussing on how Practical Action's Knowledge Services support changes for stakeholders on the ground. This evaluation will be used to redesign and develop a more effective and targeted planning M&E and learning system within the organisation
October	<ul style="list-style-type: none"> • INTRAC: Facilitated Theory of Change for refreshed DANIDA Civil Society Strategy • INTRAC: Facilitated 3 day open training on Theory of Change • BOND: Facilitated 3 day open training on ToC and Impact Assessment • INTRAC: CDKN ongoing support to the refresh of Theories of Change at programme and outcome levels; and support to impact monitoring and assessment • INTRAC: Facilitated 2 day training on Theory of Change for Norwegian INGOs (Bistanstorget) • INTRAC: Facilitated 3 day open training on Theory of Change
September	<ul style="list-style-type: none"> • IMA: Facilitated 4 day open training on Impact Assessment aimed at senior management • Wateraid (6 month consultancy): Lead evaluator focusing on Impact Assessment for Wateraid's global governance and transparency fund. This was a five year programme which worked in 15 countries over 3 continents
June	<ul style="list-style-type: none"> • INTRAC: CDKN (Climate Change and Development Knowledge Network : Mentoring and support in the Revision and revitalization of Country programme Change pathways as a result of DFID midterm review
May	<ul style="list-style-type: none"> • Penal Reform International: support and facilitation to develop an organisational Theory

<p>April</p> <p>March</p> <p>February</p>	<p>Of Change</p> <ul style="list-style-type: none"> • BBC Media Action: facilitated Theory of Change workshop for programme staff in London • Childhope: workshop to integrate impact assessment systems and processes into current PMEL (planning, monitoring, evaluation and learning) framework • Mines Advisory Group: Facilitated ToC workshop for all staff • Bond: Training on Theory of Change and Impact Assessment • INTRAC: Bistanstorget Norway: Training for potential facilitators of Theory of Change • PowerInternational: Mentor for setting up organisational M&E system • CSP Jordan: Co –facilitating Human Rights related Theory of Change, Training of Trainers and impact assessment (with HREA) • Engineers without Borders USA: Facilitated training in Theory of Change and Impact Assessment and followed by the co –production of a guidebook for their PMEL systems and processes
<p>2012</p>	
<p>December</p> <p>November</p> <p>October</p> <p>September</p> <p>July</p> <p>June</p> <p>May</p> <p>April</p> <p>March</p> <p>Jan</p>	<ul style="list-style-type: none"> • IMA: Facilitated 4 day Impact Assessment Training course for programme and senior managers and M&E specialists, Bangkok • Asia Forum on Parliamentarians for Population and Development: Facilitated 3 day staff retreat and strategic planning exercise with all staff in Bangkok • Dominic Simpson Memorial Trust: Support to Strategic Planning process • Hampton Trust UK: Support to strategic planning process • Bond: Facilitated 3 day training ToC and Impact Assessment • Progressio: facilitated Theory of Change process • Danida: Supported the development of a Theory of Change for based on current Danish Civil Society strategy • INTRAC: facilitated open ToC training course • Christian Aid: facilitated two day Impact Assessment training • CDKN : Development of Impact Assessment framework for DFID midterm review • International Child care Trust: Impact assessment Training; facilitation of Annual Partners' meeting • ChildHope: In house Impact Assessment training • Engineer Without Borders: Remote support to the development of an M&E and impact assessment framework • International Childcare Trust: Three day Training on Theory of Change • Womankind: Impact Assessment training • Red R: Facilitated training on Theory of Change • Resource Alliance: ongoing mentoring and support to organizational impact assessment process • MDRF: ongoing support to the development of organisational impact assessment systems and processes • BOND: Development of Guidelines on Theory of Change to complement Bond Effectiveness Programme • INTRAC: CDKN Ongoing: tracer study and development of Country programme planning and impact monitoring framework and ongoing development and training in Programme ToC and impact monitoring and assessment • International Childcare Trust: Training in Theory of Change • YCare International: mentoring the design and implementation of impact assessment • Mava Foundation: Impact Assessment in house training • PRNGO, Denmark: workshop to plan theory of Change • Bond: Open Training course Impact assessment

	<ul style="list-style-type: none"> • INTRAC: Open training Course Impact Assessment • INTRAC: Open training course Theory of Change • IMA: Impact assessment training for British and Canadian NGO personnel in Ethiopia
2011	
December 2011 –May 2012	<ul style="list-style-type: none"> • DFID Climate and Development Knowledge Network project: Designing and implementing Impact Assessment framework for this £80k project –on going : development and implementation of impact monitoring and tracking studies
December	<ul style="list-style-type: none"> • INTRAC: Lead evaluator HIV/AIDS behaviour change programme funded by Irish Aid in East Africa • BOND: Facilitated Impact Assessment training for BOND member organisation • Big Lottery: Dedicated mentor and support to small charity - focus on M&E
November	<ul style="list-style-type: none"> • INTRAC: Facilitated Impact Assessment open training course
Sept	<ul style="list-style-type: none"> • TRIAS Belgium: Support to development of Theory of Change and Strategic Planning processes
Sept	<ul style="list-style-type: none"> • YCare International Facilitator: development of organisational Theory of Change
July	<ul style="list-style-type: none"> • Dan Church Aid: Trainer and Facilitator: Follow up training in Impact Assessment and Impact monitoring for DCA and local partners
June	<ul style="list-style-type: none"> • Concern Universal: Facilitator: development of organisational Theory of Change
June - September	<ul style="list-style-type: none"> • INTRAC: Co facilitator of INTRAC's 7th International Conference on Monitoring and Evaluation • BOND: Design and development of a series of good practice guidelines for the UK development sector which focus on detailed planning and evaluation guidance relating to specific thematic areas, including Health and HIV, Education, Empowerment, Livelihoods and Markets, influencing decision makers, and capacity building (now known as the Impact Builder)
Jan- June	
Jan- Sept	
March	<ul style="list-style-type: none"> • ILO IPEC: Design and developing guidelines to enable staff and partners assess the impact of their efforts in relation to capacity building and policy influencing
March	<ul style="list-style-type: none"> • DFID: Team Member, Evaluation Manager for the Poverty Impact Fund (PIF) and Partnership Programme Arrangements (PPAs)
Jan	<ul style="list-style-type: none"> • DTALK Dublin Open training Child Protection • Wateraid: Mentor to process for evaluation of participation and inclusion within the organisation • BOND: Facilitated open training programme Impact Assessment, London