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## Emma Haegeman

Social Development Consultant

### SUMMARY

Emma works in the Social Development Portfolio. Her main areas of experience are in governance, accountability, social and civil society development, public sector reform and political economy analysis, with a primary professional interest in East Asian economies. She is able to carry out research of a high quality and has a proven record of working in diverse international environments.

### KEY STRENGTHS

- Strong research and analytical skills
- Excellent communication skills, both written and oral
- Focused on civil society development
- Experienced in evaluation of governance projects/programmes
- Good relationship-building skills and cultural understanding when working in an international environment

### QUALIFICATIONS

#### **MSc Development Studies, School of Oriental and African Studies SOAS, University of London, UK**

Modules included: Issues in Forced Migration, Political Economy of Development, Theory, Policy and Practice (civil society development, participation debates, poverty reduction strategy papers) and Development in Practice.

Dissertation: 'A Political Economy Analysis of Indonesia's Service Provision Reforms'

#### **BA (Joint Honors) History and Politics, University of Nottingham**

International Relations Dissertation: 'The Reality of the Co-Prosperity Sphere: The Treatment of Minority Groups under Japanese Occupation in South East Asia', Indonesia, Malaysia and Singapore (Case-studies).

#### **International Baccalaureate Diploma, Indonesia**

Extended Research on the 'Great Leap Forward and China's five year plans' (awarded a bonus point).

### COUNTRY EXPERIENCE

Uganda, Mali, Ethiopia, Lao PDR, Indonesia, Cambodia, Vietnam, India, Myanmar, Japan, China, France, Costa Rica, Nicaragua and the UK



INVESTOR IN PEOPLE

## CLIENTS

AusAID, DfID, Care, Plan, WaterAid, Freshwater Action Network, WHO

## CAREER HISTORY

**October 2009 – Present: Research Consultant (*theIDLgroup* UK) in the Social Development and Governance Portfolios.**

### Consultancies include:

***Mid-term Review of WaterAid / Freshwater Action Network's Governance and Transparency Fund Programme (Jan – June 2011).*** Completed a participatory MTR for the WaterAid global GTF programme with the objective of building the capacity of civil society organisations to demand for better services for water and sanitation. The programme covered fifteen countries across Central America, Africa and Asia. I undertook field work in 5 countries (Nicaragua, Costa Rica, India, Uganda and Mali) and conducted telephone interviews with the remaining countries. The final analysis was fed into an interpretive workshop where findings and recommendations were discussed.

***A Study of AusAID Independent Completion Reports (AusAID, December 2010 – February 2011).*** Part of a team commissioned to support a larger independent review of the effectiveness and efficiency of Australia's aid programme by completing a meta-evaluation of AusAID's programme over the last three years. A large amount of data was collected and synthesised which provided the analysis to feed back into the parent review.

***A Lessons Learnt document for CASI ENABLE (Care Vietnam, October - November 2010).*** Part of the Civil Action for Socio-Economic Inclusion to Natural Resource Management Program is comprised of a component called ENABLE – Effective Networking and Better Learning Environment for VNGOS which focuses on creating an enabling environment for VNGOs with good access to information, capacity building initiatives and strong networking skills. This documentation consultancy involves 1) reviewing key documents on the networking component; strategy, modalities of engagement, outcomes and achievements with recommendations for future work 2) interviews with Care and partner staff as well as the network organisations and beneficiaries. The document will be used as reference for the next phase of the CASI program but also as a lessons learnt/best practice document for other organisations who do similar work with VNGOs in Vietnam.

***A Global Evaluation of DfID – Plan Programme Partnership Agreements - case studies includes Cambodia, Kenya, Malawi and the UK (Plan October 2010).*** Supported the Cambodian case study and field research. Carried out two weeks field work in Siem Riep and Kampong Cham evaluating Plan Cambodia's two projects under their *youth and governance programme* (1). Strengthening children councils to increase youth participation in governance processes, 2). Strengthening school councils to achieve quality education. Interviews were carried out with Plan staff, provincial and national government officials (MoEYS), school and children councils and school authorities (teachers, directors). A country report was finalised and circulated amongst Plan and relevant stakeholders. This report will contribute to the overall global evaluation of Plan's PPA work on youth and governance.

***A Retrospective Baseline of Civil Society in Ethiopia from 2003 - 2008 (DfID Ethiopia, Feb/April 2010):*** 20 days work on compiling a retrospective baseline of civil society development prior to the enactment of the Proclamation of Charities and Societies in 2009. The baseline was issued on behalf of the Civil Society Sector Monitoring and Research Project (CSSMRP) and used to track changes in the sector. The document looked at the legal and regulatory framework, donor and government

relations with civil society, and the strength and coordination within the sector itself. Key interviews were held with donors and CSO representatives in Addis Ababa.

***Peer Review of Programme Document (phase 3) for the Civil Action for Socio-economic Inclusion in Natural Resource Management Program (Care Vietnam November 2009).*** Part of a team responsible for editing and reviewing the draft programme document.

**Management of large civil society projects include:**

**Interim Management of the Ethiopian Civil Society Sector Monitoring and Research project (CSSMRP, DFID Ethiopia October – March 2010).** A DFID run project that was set up to monitor and track the changes of the civil society sector after the enactment of the Proclamation of the Charities and Societies in 2009.

**Ghana Accountability and Rights Initiative - GHARI (DFID Ghana, November 2010 - onwards).** A large multi donor civil society fund that will address the need to increase civil society and Parliamentary influence in Ghana to foster better governance of public goods and services. In doing so, it will aim to develop efficient and transparent mechanisms which can link civil society with and to the actions of government, traditional authorities, and private enterprise. I am responsible for representing *theIDLgroup* in the consortium and attending regular meetings on the progress of the programme.

**2007 – 2008: United Nations Development Programme (UNDP) Lao PDR, Governance Unit, Civil Society Project Associate.**

- Responsible for managing Phase One of the 'Civil Society and Government Partnerships for Poverty Reduction Project' and assisting the set up of a flagship project – 'Governance and Public Administration Reform: local councils' (GPAR) to help the Lao government improve its delivery of services to the poor.
- Programme document support on 'Benefits of government – civil society partnerships'. I assisted the research and documentation. Key objectives were to build relationships between government and civil society organisations by raising awareness of the benefits of effective partnerships to work towards poverty reduction and sustainable development. Phase One consisted of assisting the Public Administration and Civil Service Authority (PACSA) to establish a working group to draft a decree on associations and building government capacity to register and monitor CSOs in Phase Two.
- Organised study tours for PACSA (the registering body) to visit Vietnam (VUSTA) in order to facilitate Q and A sessions on how other governments managed the early stages of civil society development
- Developed a database of CSOs in Lao PDR prior to the finalisation of the decree in order to prepare government capacity for registering large numbers of organisations.
- Assisted with other governance, voice and accountability related projects such as the development of the Khoun community radio in the province of Xieng Khouang. The station is community-led, operated by volunteers in trying to be more responsive to local needs i.e. broadcasts in three local languages (Lao Loum, Khmu and Hmong) to give communities a voice through direct participation.

**2007 – 2008: Working Group of Ethnical and Cultural Awareness in Lao PDR (UNDP)**

Member of the working group responsible for awareness-raising events both internally and with other regional development organisations.

**2006 – 2007: Mekong River Commission, Lao PDR, Project Assistant in the International Communication and Cooperation Section**

Researched and drafted a concept note to establish a network of river basin organisations to share expertise on trans-boundary water management and integrated knowledge management.

**2007: Nile Basin Initiative, Africa: Project Assistant**

Organised study tours from other southern river basin organisations (Nile Basin Initiative) to visit the MRC secretariat in Lao PDR and the Flood Management and Mitigation Centre in Cambodia. Relevant programmes had to be coordinated to meet with and present their work to the delegation.

**July 2008: World Health Organisation, Vientiane Lao PDR**

One of two consultants that facilitated discussions for the annual conference on 'Avian Influenza Preparedness' hosted for I/NGO media and communication departments to prepare their annual plans and share expertise on local knowledge and experience. Contributions were also made from medical anthropologists looking at cultural drivers of influenza and how to incorporate these ideas into future plans. These discussions were consolidated into a detailed report which was circulated to all participants.

**2006: Ambassade de Langue - Business English School (Paris, France)**

Business English Teacher – taught how to give presentations, write reports and letters. Various one on one sessions were given on various specialised topics including: marketing, pharmaceuticals, business strategies etc.

**2002 – 2003: Red Cross, Japan**

Administrative assistant/intern in Takayama City Red Cross Hospital (1 year Japanese Language Course).

**March 2002: Andhika Shipping Lines (shipping and logistics), Indonesia  
Quality Management Representative Assistant/Consultant**

Responsible for translating the Standard Operational Procedures (SOP) manual from Indonesian to English and ensured that the documents complied with international safety regulations and company policy.

**2001- 2002: South East Asian Students Activities Conference (SEASAC).  
Project Coordinator, Indonesia and Myanmar**

Coordinated student associations in South East Asia to meet monthly to plan and carry out various social activities; international competitions (art/sport) and fundraising events to bring different communities together. Key event organised was the Myanmar Arts Conference 2001.

**ADDITIONAL INFORMATION**

Year of Birth: 1983

Nationality: Belgian/British

**LANGUAGES**

English (mother tongue)

French (working knowledge)

Indonesian (working knowledge)

Spanish (basic)

Lao (beginner)

Japanese (beginner)