

# ELIZABETH NYAWIRA MWANGI

## SUMMARY

A Results Programme Manager with 15 years' experience in results based programme management in various organizations based in **Eastern and Southern Africa** including design of corporate, programme and partner level strategic, analytical and results frameworks. I have positively influenced teams to articulate and achieve set results having facilitated at least 45 organizations in Southern and Eastern Africa in strategic planning, programme/project planning, monitoring, evaluation, learning, organizational and programming management.

I have championed strategy, Programme and Project Cycle Management and Monitoring, Evaluation and Learning processes in various organizations. I have led successful design of projects, fundraising, development, implementation and completion of programmes and projects funded by USAID, CRS, CIDA, SIDA, EU, DFID, Caritas Australia, OFDA, Embassies and Foundations.

I have strong management skills and experienced in motivating teams to achieve set goals and objectives. I have strong stakeholders' engagement and networking skills.

## EDUCATION

- Trade and Gender Linkages in EAC – Online Course by UNCTAD & TMEA – May- July 2018
- Advanced International Trade Policy Course- Trade Academy, Stockholm, Sweden – June 2017- April 2018
- Values based Leadership skills – University of Cape Town, Graduate Business School -June-July 2016
- Project Cycle Management – International Training Centre, ILO- May- June 2016
- DCED Standards for Results Measurement Training – DevLearn June- July 2015
- Post Graduate Certificate in Trade Policy – Trade Policy Training Centre in Africa, Arusha Oct- Dec 2015
- Public Policy Formulation, Review, Analysis, M &E –Nairobi- (Oct 2011, February 2012)
- Monitoring and Evaluation Training (various)
- Master's in international and Community Development- (2003-2005) Deakin University, Australia
- Bachelor of Arts in Anthropology (1992-1996) University of Nairobi
- Diploma in International training skills (Jan-Sep 2002) City & Guilds, London

## PROFESSIONAL AFFILIATIONS

- Member of **"Evaluation Society of Kenya"**
- Member of **"European Evaluation Society"**
- **Board Member-** Forum Syd Kenya, (Swedish INGO in 70 countries)

## EXPERIENCE

### Acting Results Director Trademark East Africa

Sept 2016- August 2017

#### Roles & responsibilities, achievements

I have led the process of improving quality and impact of Trademark EA programming by providing technical support to staff and partners under my portfolio in effective PMER (Planning, Monitoring, Evaluation and Reporting), accountability and learning through the following;

- Spearheaded TMEA teams (200 projects implemented by 9 programme teams worth USD 540 million) to clarify outcomes at both programme and corporate level for Strategy I (2010-2017) and Strategy II (2017-2023- ongoing)
- Led TMEA teams in the development of strategies, theories of Change at corporate and programme levels Results

Framework at the corporate and programme levels.

- Championed the successful design and finalization of organizational programme guidelines as well as the roll out of guidelines to the entire organization.
- Led in evaluation processes such as technical support in the development and updating of Evaluation guidelines and notes, development of TMEA joint evaluation plan, management and completion of 15 evaluations processes. Led the process of developing evaluation recommendations action plans and monitor implementation. In conjunction with communication and programme teams, designed and developed communication strategies and plans for corporate and programme results.
- Successfully led staff under my directorate (8) to achieve key performance indicators and complete projects successfully through the development and monitoring of the departmental business plans, budgets and key performance indicators. Ensured that at least more than 90% of KPIs were achieved.
- Worked closely with the **board and the subcommittee** of the board involved to ensure that organizational and programme/project board reports prepared and discussed at the board level are implemented
- Developed and maintained strategic partnerships and network with donors, independent evaluation team, partners and other key stakeholders.

## Results Programme Manager Trademark East Africa

July 2012 – to date

### Corporate and programme level

I improved the quality and impact of Trademark EA programming by providing technical support to staff and partners on effective PMER (Planning, Monitoring, Evaluation and Reporting), accountability and learning through the following;

- Took lead in facilitating TMEA teams under my portfolio in East Africa to clarify outcomes at both programme and corporate level for Strategy 1 (2010-2017) and Strategy II (2017-2023- ongoing)
- Focal person and lead in evaluation processes; Supported teams to develop evaluation recommendations action plans and monitor implementation.
- Facilitate capacity development activities such as training and coaching to increase the adoption of good practice in monitoring and evaluation in TMEA and partner organizations (design and conduct training needs assessment, design training materials based on needs, conduct training and follow up on training action plans)

## Project Support Officer for Africa; Forum Syd- Swedish INGO

July 2009- June 2012

### Roles & responsibilities

- Technical support (programming and M &E) to PSOs/CSOs, fundraising, donor/partners' relationship support, staff supervision and performance appraisal, annual planning and review of the Project Support Africa Office, designing and application of complex organizational and project level M&E tools and database, coordination of organizational assessments.
- Supervised 6 project support staff performance management plans and appraisals. In charge of institutional, staff & board capacity strengthening of 45 local partners/CSOs working in Justice, Democracy and Rights in **Botswana, Angola, Uganda, South Africa, Zambia, Zimbabwe, Tanzania and Kenya**. Training of partners in project planning and management, monitoring and evaluation
- Worked with senior leadership to **secure funding and ensure the successful implementation** of the organization's strategic plan. In-charge of annual business planning and review of Project Support Africa office

## **Project Officer Catholic Relief Services/Kenya (American INGO) September 1999- June 2008**

### **Roles & responsibilities**

- Managed, monitored and led the evaluation processes of 8 major donor funded projects
- Provided organizational and capacity building to 2 national and 6 regional implementing partners. These included various justice/peace building and governance projects funded by PACT/USAID, Caritas Australia, OFDA, ECHO and CRS Private Funds.
- Managed the integration of gender, justice/human rights into other CRS programming areas including Food Security, Agriculture, HIV/AIDS, Water and Sanitation, Community Health and Emergency/Relief Responses.

## **RELEVANT SKILLS & ACHIEVEMENTS**

### **1. Fundraising Experience & Skills**

- **TMEA** - Part of the team in TMEA that is involved in fundraising through development of strategy documents at the corporate and 9 programmes in East Africa, South Sudan and DRC, the development of results offers for donors and spearheading the periodic monitoring, evaluation and communication of results to donors and potential donors. (TMEA strategy I USD 540 million, Strategy II- USD **577 million** 2017-2022)
- **Forum Syd – Team** leader in proposal development for 1) EU- funded project for County Governance Project that sort to raise the participation of youth in governance- **EUR 600,000** 2) European Commission/Kenya’s Ministry of Justice and National Cohesion and Constitutional Affairs NSA-NET Program on Governance and People’s Participation-**400,000 Euros**. 3) Awarded of 37, 147, 788 Swedish Kroner (**5.8M USD**) from the Swedish Embassy in Tanzania for a 5 year’s Social Accountability Successfully developed detailed monitoring and evaluation plan, recruited 10 staff, identified and trained 15 partner organizations, conducted a baseline survey in 3 districts.
- **Catholic Relief Services**- I was part of a team of 3 that developed a USAID proposal integrating cross cutting issues like environment, justice and peace into the Post-election Emergency Project leading to a total award of 2.5 Million US Dollars from 3 external donors. The Peace building and Protection activities were successfully implemented by 4 national organizations, 3 CBOs and 11 dioceses in Kenya.

### **2. Monitoring, Evaluation and Learning**

- Led the process of evaluation, learning and dissemination of findings for 6 programme evaluations in Trademark East Africa.
- Skilled in baseline surveys, knowledge, practice and coverage (KPC), midterm evaluations and end of project evaluations. I have designed and developed tools to conduct qualitative and quantitative data collection processes in over ten surveys using statistical software (like EPI-INFO, MS Access, and SPSS).
- Skilled in formulation and reporting on theories of change (individual, relational, structural and cultural levels), results-based reporting and Most Significant Change (MSC) stories; as well as facilitating organizations in capturing results through MSC stories.

### **3. Corporate Strategy Support**

- Experienced in development and implementation of organizational and corporate strategy;
- Preliminary feasibility studies and participatory stakeholder engagement to inform strategy development (TMEA, CRS and Forum Syd)
- Development of 5 -10 years strategy documents including results offers. Support to at least 10 partners to develop 5

years strategies as well as support them to monitor and evaluate performance.

- Spearheading the designing and implementation of corporate and project monitoring and evaluation frameworks, tools and PCM guidelines at the corporate and programme levels. Annual reviews to gauge status of strategy implementation.

#### **4. Team management and leadership**

- Skilled in staff supervision, coaching, mentoring motivation, capacity building/professional development of staff, performance planning and review/appraisal. Deputized DCEO in TMEA (and previously in Forum Syd for long periods)
- Developing of staff job descriptions, recruitment, management of staff, consultants and intern contracts; Developing TORs and scope of work for consultants, agreements, managing consultants
- Support to the Executive Director on Board Strategy or Results-related issues; Ability to influence teams to accomplish tasks and for buy –in

#### **5. Institutional Strengthening**

- Designed and developed institutional capacity assessment tools
- Designed and developed training curriculum and materials for application at Forum Syd, CRS, partner and community levels
- Successfully trained partner staff and board members in project Design, Planning and Management including MEL
- Technical support in strategic planning processes (theory of change, 5 years strategic plans) to over 10 major institutions in EA.
- Assessed, identified, analyzed organizational needs of implementing partner organizations

#### **6. Programme/Project Management Skills**

- Competent in facilitating teams to design, develop and use PCM guidelines
- Competent in supporting teams in articulating and improve the quality of programme/project cycle management (developing proposals, implementation, M &E, project closure, learning)
- Skilled in financial management (of corporate/department level and donor funded project budgets) this includes development of budgets, periodic review of expenses/budgeted, budget amendments and report writing
- Experienced in contract management (development of terms of references/scope of work, recruitment and management of various consultants and ensuring deliverables are achieved (start-up managers, baseline, midterm/end of project consultants, M&E software development consultants)
- Skilled in adaptive programming  
Vast experience in incorporation of cross cutting issues in programming

#### **7. Management of Institutional Relationships**

- Forming and strengthening the relationship of TMEA and EAC, PSO/CSO partners to enhance quality programming.
- Representing organizations in donor meetings, fundraising activities, and meetings with key Swedish Embassy staff in Southern and Eastern Africa involved in strengthening CSOs.
- Periodic and strategic networking and collaboration with regional and national and international like-minded donors, government and implementing agents for greater advocacy and policy development
- Organizing lobbying, advocacy and networking forums/breakfast meetings with donors, CSOs, key stakeholders including political and community leaders
- Identification and meeting with potential/new donors
- Donor reporting and feedback

## REFEREES

Stephen Gichohi  
Country Manager  
Forum Syd, Kenya  
stephen.gichohi@forumsyd.org  
+254 725 401 366

Dennis Kashero,  
Acting DCEO Strategy & Results.  
Trademark EA  
Cell: +254722711051  
Dennis.kashero@trademarkea.com

Omondi Okoyo  
Omondi Okoyo Consultants  
Cell: +254733 712 726  
omondiokoyo@gmail.com

## Sample Projects Managed

I have worked with multiple donor funded projects, multi-government organisations, ministries and ministerial departments and agencies (MDAs) for over 15 years and managed projects in East and Southern Africa (feasibility studies, proposal development, implementation, recruitment of staff and partners, formation of project steering committees, networking and stakeholder engagements, lobbying and advocating through PPDs, capacity building, organisational assessments and evaluations)

Government/Multi-Government		Budget & time lines	Support Provided
1. East Africa Community Secretariat (Multi-governmental agency)	Programme manager- Supervision of 16 TAs working with Customs, IT, Trade Policy, Tripartite and regional integration to enhance the implementation of the customs union, the common market protocol	Project start date 2012- present  3.5 million USD per annum  Multi-Donor funded	Programme management- (2015-2016) (design, implementation, project and finance and budget management, reporting, partnership and networking, stakeholder engagement, risk management); supervision of 16 consultants and EAC staff (contract management) Monitoring and evaluation lead
2. Working with national and regional governments in 3 districts in Tanzania	Social Accountability Program (including environmental governance) – Mwanza region	Oct 2009- June 2010  Swedish Embassy in Tanzania-  37, 147, 788 Swedish Kroner (5.8M USD)	Programme management - Proposal development, developed detailed monitoring and evaluation plan, recruited and supervised project staff, identified and trained 15 partner organizations, stakeholder engagement, conducted a baseline survey in 3 districts, programme and budgeting and financial reporting
3. Kenya Ports Authority	Productivity improvement at the port of Mombasa; Implementation of the Port Charter commitments signed by 25 MDAs and Private Sector; Environment Project to reduce Carbon Emission	DFID project	Technical Support in Monitoring and Evaluation, PCM (design of project theories of change, development and review of proposals, development of monitoring plans, baseline data collection, stakeholder engagement, sample quarterly planning and review meetings with programme stakeholders and staff); integral

Government/Multi-Government		Budget & time lines	Support Provided
			member of the project steering committee support in reporting and evaluations; capacity building of partner and TMEA staff in project management and M & E
4. Kenya Bureau of Standards, Tanzania Bureau of Standards, regional Standards SPS & Technical Regulations programme (	Enhancing the efficiency of the bureau of standards to test goods, certify SMEs products  Increasing the harmonisation of East Africa Standards in the 5 states of EAC	Multi-donor (fund basket)	Technical Support in Monitoring and Evaluation, PCM (as above)
5. Ministries of East Africa Community in Kenya, Rwanda, Uganda, Tanzania, Burundi	Improved implementation of the comprehensive programme for EAC integration; Increased implementation of EAC priority laws, policies, decisions and programmes by selected MDAs	Multi-donor USD 4.137 million	Technical Support in Monitoring and Evaluation, PCM, review of independent evaluation deliverables

### Core sector experience: Regional integration, investment promotion, agribusiness, manufacturing

For the last 6 years I have provided M & E technical support to both public sector, regional bodies in East Africa and private sector in projects that fall under the above subsectors. The technical support in programme management, monitoring, evaluation and learning.

Project	Core Sector	Focus Area
East Africa Business Council (EABC) 1 and II	Apex body for private sector associations, including manufacturing; traders; investors in East Africa	Strengthening EABC's institutional and advocacy capacity to enhance private sector engagement in the integration process thereby improving business competitiveness
Kenya Association of Manufacturers	Manufacturing; investment promotion; private sector advocacy	Evidence based advocacy through research and engaging regulators on priority areas that adversely affected doing business in Kenya
Kenya Private Sector Alliance (KEPSA) Phase 1	Private sector advocacy; composed of members from the manufacturing and trading sectors	Enhancing Kenya's business environment and investment climate.
Uganda, Rwanda, Tanzania Private Sector Foundations	Apex bodies in the 3 countries with members from manufacturing; traders; investors and other companies; private sector business advocacy	Improved business and investment environment through engagement of business associations on identified key advocacy issues with relevant ministries and EAC organs
Rwanda Regional Coffee Export Capability-	Agri business and coffee value chain enhancement	Increasing cooperatives and coffee washing machines capacity to produce and process quality coffee leading to increased revenues of TMEA supported coffee cooperatives (Rwanda and Burundi)
Rwanda and Burundi Export Development Programme	Traders and manufacturers in Rwanda and Burundi; export capacity enhancement; investment promotion	Working with Burundi and Rwanda Development Boards to enhance targeted companies' capacity to grow exports outside the traditional sectors of Tea, Coffee and Minerals through diversification of its export base and development of a comprehensive export support environment.
EAC Africa Community-Regional Project on Industrialisation	Agricultural and manufacturing value chains in East Africa	Technical support in conducting feasibility studies in the 5 East African countries policy paper development; PPD advocacy in the manufacturing, sugar, cotton and dairy subsectors; development of options and recommendations for value addition.
Uganda and Kenya Shippers Associations	Logistics and private sector policy advocacy	Increasing efficiency in transport and logistics systems in Eastern Africa by reducing logistics bottle necks during clearance and transit.
Trademark East Africa Challenge funds for Agriculture and Logistics Innovations (TRAC and LIFT)	Agribusiness, manufacturing and logistics; Innovation'; Investment promotion; leveraging of Challenge Funds	TRAC- grant-funding designed to challenge businesses, private-sector and civil society organisations to develop innovative business ideas for East Africa  LIFT- Supporting and funding the private sector to generate and fund solutions in the East African transport and logistics sector

