

Helen Moriarty, Senior Consultant

Overview of Expertise

Helen is an experienced consultant with a long background in international development and monitoring and evaluation - from community-based to sub-national and national government levels. Since joining Clear Horizon in 2012, she has been involved in developing the M&E Frameworks for five major DFAT initiatives across the Asia Pacific region and has been involved in developing the theory of change (on which M&E Frameworks are based), on a further four DFAT initiatives. Most of this work has required facilitating groups of stakeholders in developing their joint understanding of program outcomes and measurements of success. This work is underpinned by a strong focus on gender equity and inclusive development. As such, she has solid familiarity with DFAT's current M&E requirements and the agencies' focus on women's empowerment and utilises sound processes for collaborative M&E Framework development. Additionally, the vast majority of Helen's work over the last 30 years has been carried out in developing county settings, including Indonesia, Timor Leste, China, Tajikistan, Fiji, Vanuatu, Philippines and Vietnam, providing a sound understanding of the political landscape, social, and cultural challenges involved in working in the Asia-Pacific region. She currently holds a Masters of Evaluation and is fluent in Bahasa Indonesia.

Qualifications & Training

1986 Bachelor of Arts (Politics and Sociology), Swinburne Institute of Technology.

2013 Master of Evaluation, Centre for Program Evaluation, University of Melbourne Other Training.

- Advanced Program Logic and Theory of Change (2015), Clear Horizon, Melbourne, Australia.
- Master Class, Advances in Most Significant Change (2014), Clear Horizon, Melbourne, Australia Most Significant Change Technique (2013), Clear Horizon, Melbourne, Australia.

Project Experience

Theory of Change / Designs / Monitoring and Evaluation Frameworks.

- M&E Adviser, Investing in Women (IW), Abt Associates and DFAT (Southeast Asia Region). Following 18 months of implementation, Ms Moriarty reviewed the theory of change and Monitoring, Evaluation and Learning Framework for this Multi-country, seven year initiative. The review report prepared fed into a concurrent design refresh for the 2nd phase of the program which is seeking to improve women's economic empowerment through private sector initiatives. July – August 2018.
- M&E Adviser, ASEAN-Australia Partnership to Counter Trafficking In Persons (AAPTIP), design of the final phase, DFAT, As part of a Design Team, Ms Moriarty undertook a thematic review of the previous program designs and evaluations and prepared a paper on lessons as well as a preliminary theory of change as an input to the design. She also synthesised the main themes from the qualitative interviews conducted with 28 stakeholders, and presented findings at a workshop in Bangkok. She co-facilitated this workshop and developed a more collaborative program logic for the design. She attended a second workshop to address peer review comments, revise the program logic and draft a monitoring, evaluation and learning framework as a contribution to the final design document (\$80m over 10 years). May 2017 – January 2018.

- M&E Adviser, National NGO Study and Service Centre for Poverty Reduction and Development (NSSC) Design Phase 2, DFAT (managed by CARDNO). Facilitated a 3 day workshop and co-facilitated a 5 day design workshop with core members of the design team in Jakarta to develop the Program Logic and M & E Framework for this innovative design, June 2014 – August 2015.
- M&E Specialist, Improving the way Knowledge on Forests is Understood and Used Internationally (KNOWFOR), DFID, M&E Framework Development – World Bank Program of Forests (PROFOR) component. Clear Horizon were tasked with developing the overall M&E Framework for KNOWFOR and its three partners. Ms Moriarty was contracted to review the progress reporting of the PROFOR (World Bank) partner, and recommend workable baselines, milestones and end of program targets to assist them in operationalising the M&E framework for their program of activities.
- Partnership for Knowledge-based Poverty Reduction M & E Framework Development (World Bank), provided assistance to Dr Jess Dart for the development of a detailed ToC and M & E Framework in Jakarta, including drafting the initial ToC document and M & E framework, 2013.
- M&E Adviser, Papua Health Program Design, DFAT (Indonesia). After several changes to the Design draft, a new Results Framework was required. Ms Moriarty developed a revised Program Logic on which to base the revised Results Framework for DFAT's consideration, then developed a Results Framework following further revisions to the Program Logic, August 2015.
- Pacific Technical Assistance Mechanism (PACTAM) Phase 2 Design (AusAID): Developed the Theory of Change and M&E Framework after visits to Vanuatu and Nauru, 2012.
- Africa Strategy Program Logic Development Workshop (AusAID): Co-facilitated two workshops to assist the Africa team to develop a Program Logic for their whole of Africa strategy, 2013.
- AusAID-China Cooperative Conservation and Research Program of Giant Pandas: developed a Theory of Change and an Implementation Plan and Progress Report Format, specifically to assist with AusAID's Quality at Implementation (QAI) reporting obligations, 2012.

Evaluations

- Evaluation Team Leader, Strategic Review of the Department of Foreign Affairs and Trade (DFAT) Nutrition Program, Timor Leste, DFAT. As a consultant to M&E House in Timor Leste, Ms Moriarty led the strategic review which was commissioned by DFAT to provide them with advice on whether the Australian Aid program has the right approaches and strategy in place to contribute to addressing malnutrition in Timor-Leste. She developed the Review plan and methodology and undertook an 18 day in-country visit together with the team (of two) to conduct interviews with over 70 stakeholders, present preliminary findings and recommendations at a validation workshop, and then produced the final evaluation report for publication as part of DFAT's Aid Evaluation Policy requirements. April – September, 2017.
- Senior Consultant, M&E, Evaluation of the Integration of Cross Cutting Issues into the New Zealand Aid Program, New Zealand Ministry of Foreign Affairs and Trade (MFAT). Clear Horizon was commissioned to undertake a formative evaluation to inform future integration of Cross-cutting issues in the Aid Program. Ms Moriarty undertook an extensive literature review, co-facilitated two workshops in Wellington to develop a forward-looking Theory of Change,

conducted interviews with key staff, and developed preliminary findings from Stage one of the evaluation, March - November 2016.

- Qualitative Evaluator, Evaluation of Australia's non-core contributions to the World Bank and the Asian Development Bank, Office of Development effectiveness, DFAT. Undertook a thematic analysis of quality assurance reporting and provided the first draft on the Performance Reporting chapter of 'Banking on Aid', published September 2015, May – October 2014.
- Office of Development Effectiveness Performance Assessment Framework Review: as the lead evaluator, conducted qualitative interviews with 29 senior AusAID managers and other stakeholders as well as analysing ODE website and social media data to assess ODE's Annual performance against the PAF, 2013.
- Qualitative Evaluator, AusAID-Red Cross Partnership Mid-Term Review: Refined the evaluation plan and acted as lead evaluator, completed the data collection, undertook a detailed thematic analysis, and presented the findings for validation and refinement before preparing the final evaluation report, August – September 2012.

Mid-Term Reviews and Appraisals

- M&E/Rural Development Adviser, Cambodia Agricultural Value Chain (CAVAC) program Mid Term Review, DFAT, Cambodia. Participated as part of a four person Review Team in this mid-term review and was specifically tasked with reviewing the program's Theory of Change and M&E system, making recommendations for improvement for the remaining 2.5 years of the program, March – April 2019
- M&E Adviser, Improving the way Knowledge on Forests is Understood and Used Internationally (KNOWFOR) – World Bank Program of Forests (PROFOR) component. Following 12 months of data collection on the dissemination and use of knowledge products produced by the program, Ms Moriarty has been contracted since 2016 to undertake a desk-based qualitative analysis of all progress and completion reports (totalling 66 in 2018) to complete the PROFOR Activity Tracking System data entry and analysis, and produce a summary report as an input to the report to the Board. These progress reviews have been undertaken annually over one month in 2016, 2017, 2018 and 2019.
- Team Leader, Mid-Term Review, Support to Strengthen the Capacity and Role of Civil Society Organizations in the Recovery of Communities in Aceh and Nias (CSO Project), Indonesia, United Nations Development Program (UNDP). Developed the evaluation plan and led the Mid-term Review of this project, August – September 2008.
- Team Leader, Stop/Go Review of the Nabire Health and Disaster Management Project, Papua, Indonesia (AusAID). Led a team of three to review the progress of 12 months of implementation of the program, June – July 2007.
- Mid Term Review of the AusAID Community Development and Civil Society Strengthening Scheme (ACCESS) in Indonesia. As part of 2 person review team, prepared an issues paper and evaluation plan before travelling to East Sulawesi, Lombok, Sumba, and Bali to review and report project progress, August 2004.

- Social Specialist/Natural Resource Management Adviser, East Timor Agricultural Rehabilitation Project II and III, World Bank. Developed the evaluation plans and undertook three supervision missions as part of a team, January 2003 – August 2005.
- Community Participation Specialist, Solomon Islands Forestry Management Project, AusAID, Solomon Islands. Planned and conducted a review of the community participation aspects of the project's reforestation strategy, November 2003.

Community Development / Participatory Planning Capacity Building

- Social Specialist, Rural Development Project – Sustainable Pasture, Arable and Forestland Management sub-project, Tajikistan, Asian Development Bank. Trained 23 project facilitators and Government of Tajikistan staff to facilitate a participatory planning process, May – July 2011, September – November 2010.
- Community Development Specialist, Qinghai Forestry Resource Management Project, AusAID (now Department of Foreign Affairs and Trade (DFAT)), China. Led the development and trial of a methodology for conducting participatory planning for NRM, and developed a participatory monitoring and review process for use by village committees. Provided associated training to 27 Government of the People's Republic of China (GoPRC) staff from the Forestry Bureau, 2003 – 2006.
- Participatory Planning/Capacity Building Adviser, Community Sector Program, (AusAID, Solomon Islands). Developed the participatory planning methodology for the program and prepared the Facilitator Handbook and Trainer's Manual. She then acted as principle trainer, training 20 program and NGO staff for the initial trial for developing Community Action Plans, 2006.
- Participatory Community Resource Management Adviser, Timor Leste Rural Development Project, AusAID. Developing and trialed a participatory resource management planning process in pilot villages in Bobonaro, Aileu and Viqueque districts and led the development of the logframe for this component based on the 12 month design phase, March – August 2002.
- Community Participation Specialist, Agricultural and Regional Planning Assistance Project, East Timor, Indonesia (AusAID). Developed the overall framework to implement the community activities component. Drawing on PRA methodologies, the implementation plan aimed to strengthen the GOI annual village development discussion process through provision of improved, intensive training to Directorate of Village Development and NGO facilitators. 1997 – 1998 (3 months).
- Gender and Development Adviser, Human Resources Development Project, Philippines (AusAID). Located in the Department of Environment and Natural Resources (DENR), the project worked to strengthen the DENR by improving its capacity to develop its human resources. Developed a strategy, to determine how project funds for GAD initiatives should be used, 1995 (1 month).
- Community Development Training Adviser, NTT Watershed Management Planning Project, Indonesia (AusAID). This planning project was supported by research activities and institutional strengthening to ensure that similar planning activities could be conducted by GOI authorities in

other watersheds. 1995 – 1996 (3 months).

- Training Adviser, Soil and Crop Evaluation Project, Fiji (AusAID). Developed an overall training strategy for the Research and Extension Divisions of the Ministry of Agriculture, Forestry and Fisheries (MAFF), assisted development of a promotional campaign to encourage women's involvement in agricultural careers, and develop a comprehensive, competency-based training program for the MAFF, including a unit on gender analysis in farming systems research and extension. 1995 – 1996 (2.5 months).

Other

- Program Manager, Save the Children Australia, Timor Leste. Following a decision for Save the Children to commence operations in Timor Leste, established a program office and developed the interim Country Program Strategy, July – October 2009.
- Social Specialist/Natural Resource Management Adviser, Timor Leste Agricultural Rehabilitation Project II and III, World Bank. Completed the Social Assessment and contributed to the design of Phase III, January 2003 – August 2005 (5 months).

Positions held

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| 2000–2012 | Freelance consultant, undertaking numerous short-term consultancies – principally for DFAT (formerly AusAID). |
| 1994–1999 | Consultant and Senior Consultant, ACIL Australia (now Cardno Emerging Markets), including undertaking Project Director roles on 3 major AusAID funded programs in East Timor, Philippines and Cambodia. |
| 1989–1993 | Community Development Volunteer with Australian Volunteers International (formally Overseas Services Bureau), working with NGOs in Solo, Central Java, Indonesia: Institute of Rural Community Development and Gita Pertiwi. |

Memberships

Australian Evaluation Society.