

Curriculum Vitae – Rachel Hayman

Personal Details	
Nationality	British
Employment Status	Research, Learning and Communications Director, International NGO Training and Research Centre (INTRAC)
Country Experience	Rwanda, Tanzania, Ghana, Cyprus, MENA, Europe
Languages	English (mother tongue), French (fluent), German (good), Spanish (basic), Italian (basic), Dutch (basic), Modern Greek (basic)
Key Skills and Experience	
<ul style="list-style-type: none"> • Research expertise in: civil society; sustainability; aid effectiveness, governance and poverty; politics and theories of international development; aid, democratization and governance in developing and post-conflict countries; monitoring and evaluation methods; participatory research methods; knowledge and evidence in NGOs. • Research management and team leadership • Training and teaching expertise in: development theory & practice; social science research methods; action research methods; short courses for practitioners (face-to-face & virtual); university & and post-graduate supervision; African development & politics. • Advanced social science research skills (qualitative and quantitative) • Publications and written outputs for practitioners, policy-maker and academic audiences • Academic-practitioner research collaboration • Geographic knowledge of development and civil society globally 	
Research Projects and Consultancy	
2015-16 Civil Society Sustainability	Leading on a multi-dimensional programme for INTRAC aimed at changing policies and practices regarding the sustainability of civil society organisations. Includes policy influencing, generating evidence, organisational support and convening debates.
2016 Humanitarian Leadership Academy	<i>Needs assessment for the HLA in the Middle East.</i> Support with methodology, data analysis and reporting
2014-16 Bond/NIDOS	<i>Research Programme on the use and application of Effectiveness Tools and Services.</i> Research to gain further insight and understanding of the processes and mechanisms by which Bond/NIDOS work increases organisational effectiveness (or not) and to generate evidence of how their support can contribute to improved development outcomes.
2014-15 5 UK-based NGOs	<i>Action Learning Set on Programme Exit.</i> Coordinating a 12-month facilitated action learning project for 5 UK-based NGOs on programme, project and country exit strategies and experiences.
2014-16 ESRC-DFID (Poverty Alleviation Research Grant 2013)	<i>Local governance and accountability.</i> Partner in a collaborative research project with the University of Mzumbe (Tanzania) and the Foundation for Civil Society in Tanzania on designing and implementing a local governance performance index.

2013-2016 DFID	<i>Beneficiary Feedback Mechanisms</i> . 3-year programme in partnership with World Vision and SIMLab to pilot different approaches to beneficiary feedback in eight countries in Africa and South Asia.
2013-14 British Council	<i>Support for designing and implementing Action Research projects</i> for Women Participating in Public Life Programme in Morocco, Tunisia, Libya, and Egypt. Includes designing guidelines and training materials, and providing mentoring on methods for participating organisations.
2013-14 EADI: European Association of Development and Training Institutes	<i>Research on NGO operating space in fragile contexts</i> for the German Ministry of Foreign Affairs (two phases, covering 12 countries). This included designing the research framework for short case studies to be written by a research team, coordinating the team of researchers, hosting webinar discussion on the findings, and producing final papers.
2013 Christian Aid	<i>Support for design and implementation of a digital data gathering pilot</i> . Support with designing appropriate questionnaires and report formats
2012 Trócaire	<i>Review of Learning & Development on M&E Baselines</i> . Reviewing and analysing country baseline studies in several languages; running webinars with staff around the world; conducting interviews; contribution to analysis and report-writing; preparation of Guidelines for conducting baselines
2012 Christian Aid	<i>PPA Independent Programme Review at the mid-term</i> . Partner survey methodology and management
2012 Development Studies Association RESEARCH	<i>Cracking Collaboration: a new look at partnerships in international development research</i> . Grant awarded under the New Ideas Initiative to explore research collaboration between NGOs and academics. Involved: grant management, running a workshop, coordinating and contributing to case studies and written outputs
2011-12 RCUK Shared Services	<i>Evaluation of ESRC-DFID Joint Scheme for International Development (Poverty Alleviation), RCUK Shared Services</i> . INTRAC reviewed the effectiveness of the Scheme and the quality and impact of the research funded by it. This involved designing and conducting a mapping study of all research projects funded by the Scheme; designing and conducting online surveys of successful and unsuccessful applicants to the Scheme; and conducting case studies through the use of semi-structured interviews and focus groups.
2011 MS/ActionAid Denmark	<i>Evaluation of Mellempfolkeligt Samvirke/ActionAid Denmark</i> . INTRAC conducted a large-scale evaluation of MS ActionAid Denmark's work and programmes. Responsible for surveys and tracer studies, including design, implementation and analysis.
2011 European Commission	<i>Developing Trust and Cooperation: Research to improve civil society practice</i> , Cyprus. After joining INTRAC, I took on the overall management and oversight of this research project which explored reconciliation through civil society engagement between the Turkish and Greek Cypriot communities. The research was carried out by a team based in Cyprus.
May 2010 – Jan 2011	Systematic Review of the evidence of the impact of new aid modalities on maternal health. Under a senior Principal Investigator, I

DFID	took the lead on this consultancy project, involving a team of researchers across the university.
Aug – Oct 2009 Oxfam America	<i>Effectiveness of American aid in Rwanda</i> . The research work fed into a lobbying campaign in the USA to push for reforms of American aid
2007-2010 RESEARCH	<i>External Democracy Promotion in Post-Conflict States</i> (2007-2010), exploring the impact of external interventions on democratisation using case studies of Afghanistan, Tajikistan, Namibia, Mozambique, Rwanda, Bosnia, Kosovo, Macedonia and East Timor. Research project managed and funded by the Free University Berlin. Papers were presented at the American Political Science Association in September 2009 and the country studies were published in the <i>Taiwan Journal of Democracy</i> . I am currently co-authoring a book on the project findings.
2006 RESEARCH	<i>Global Economic Governance</i> with Oxford University (UK). I replaced the initial researcher on the Rwanda case study, completed the case study and collaborated in an edited book of research findings.
2004 UK Social Sciences and the African Continent (ESRC)	ESRC-funded consultancy project (£8,200). I was involved in the bidding process, some of the research and took a lead on coordinating the final report.
2004-06 RESEARCH	<i>Beyond the Basics: Education and Poverty</i> (2004-2006), research project funded by DfID (UK) £100,000. I was involved in the bid work, project preparation and organisation, as well as research on Rwanda, preparing publications and the final report
Nov-Dec 2004 Centre for British Teachers (CfBT), Rwanda	Principal consultant on Post-Basic Education and Training in Rwanda including managing two Rwandan research assistants.

Record of Employment

May 2011 – present INTRAC	Research, Learning and Communications Director Responsibilities include: support to Executive Director on overall management of INTRAC; strategic management of INTRAC's research, publications, events and external communications; research methodology and advisory support for INTRAC consultancies and training; design and contribution to thematic research projects (grant-funded and commissioned); co-convenor of the Development Studies Association NGO Study Group; supervision of research interns and university students.
2010 – 11 University of Edinburgh	Researcher and Visiting Fellow From September 2010 to April 2011 I worked independently as a researcher and consultant, retaining links with the University of Edinburgh as a Visiting Fellow. I was lead researcher on a Systematic Review funded by DFID until January 2011; I convened the Development Policy Group of the University's Public Policy Network including running a seminar series on aid effectiveness with Oxfam Scotland and the Network of International Development Organisations in Scotland (NIDOS); and I provided ad-hoc support to research students.

2009 – 10 Centre of African Studies, University of Edinburgh	Teaching Fellow I co-convened a new MSc programme in Africa and International Development which began in September 2009 (50% job-share position). Responsibilities included: curriculum design, teaching post-graduate courses, supervision of MSc and PhD dissertations, research on aid modalities and aid in post-conflict countries, design of a new e-learning Certificate in Africa and International Development, knowledge exchange work (Director of the Development Policy Group of the Public Policy Network).
2007-09 University of Edinburgh	Post-doctoral Research Fellow , funded by the Economic and Social Research Council (UK). The fellowship was undertaken part-time for family reasons, and included a break for maternity leave.
2006 – 07 University of Edinburgh	Temporary Lecturer in African Politics (6-month fixed-term post, maternity cover) . Responsibilities included acting as dissertations advisor for all final year undergraduate Politics students; and running undergraduate and post-graduate courses.
1998-99 Taalex, Belgium	Programme Administrator , Technical Assistance and Information Exchange Office (Taalex), Brussels, Belgium.

Education

2002 – 2006 University of Edinburgh	PhD African Studies Hayman, R. (2006) 'The Complexity of Aid: Government strategies, donor agendas and the coordination of development assistance in Rwanda 1994-2004'. PhD thesis. School of Social and Political Studies: the University of Edinburgh. Funded by the Economic and Social Research Council.
2001 – 2002 University of Edinburgh	MSc African Studies (with distinction). Dissertation: 'Reconciling Ownership of Development and External Assistance: Aid and Nation-building in Eritrea'. Funded by the Economic and Social Research Council.
2000 – 2001 Université Catholique de Louvain	Diplôme d'Etudes Spécialisées (DES) in Development Studies , (with high distinction)
1990 – 1994 University of East Anglia	BA Modern Languages (2:1)

Publications

Peer-reviewed Journal Articles

- Hayman, R. (2016) 'Unpacking civil society sustainability: looking back, broader, deeper, forward', *Development in Practice* (Special Issue), 26(5)
- Hayman, R. (2015) 'NGOs, Aid Withdrawal and Exit Strategies' in *Journal für Entwicklungspolitik/ Austrian Journal of Development Studies*. Vol 31, Issue 1, 2015
- Stevens, D., **R. Hayman** and A. Mdee (2013) 'Cracking collaboration' between NGOs and academics in development research', *Development in Practice*, 23(8)
- Taylor, E.M., **Hayman, R.**, Crawford C., Jeffery, P and J. Smith 'The Impact of Official Development Aid on Maternal and Reproductive Health Outcomes: a Systematic Review', *PLoS ONE* 8(2), 2013.

- Hayman, R. (2011) 'Budget support and democracy: a twist in the conditionality tale', *Third World Quarterly*, Volume 32, Number 4: 673-688.
- Hayman, R. (2010) 'Abandoned Orphan, Wayward Child: the United Kingdom and Belgium in post-1994 Rwanda', *Journal of Eastern African Studies*, Volume 4, No. 2: 341-360
- Hayman, R. (2009) 'Going in the 'right' direction? Democracy promotion in Rwanda since 1990', *Taiwan Journal of Democracy*, Volume 5, No.1: 51-75
- Hayman, R. (2009) 'From Rome to Accra via Kigali: 'aid effectiveness' in Rwanda', *Development Policy Review*, 27 (5): 581-599
- Hayman, R. (2007) 'Are the MDGs enough? Donor perspectives and recipient visions of education and poverty reduction in Rwanda'. *International Journal of Educational Development*, Volume 27, Issue 4, Pages: 371-382
- King, K., R. Palmer and **R. Hayman** (2005) 'Bridging research and policy on education, training and their enabling environments'. *Journal of International Development*, Volume 17, Issue 6, Pages: 803-817

Books

- Hayman, R., King, S., Kontinen, T. and L. Narayanaswamy (2016) *Negotiating Knowledge: Evidence and Experience in Development NGOs*, Practical Action Publishing
- Zuercher, C., Manning C., Evenson K.D., **Hayman R.**, Riese S. and N. Roehner (2013) *Costly Democracy: Peacebuilding and Democratization After War*, Stanford University Press

Book Chapters

- Hayman, R. (2015) 'Philanthropists, civil society and international development', in B. Morvaridi (ed.) *New philanthropy and social justice. Debating the conceptual and policy discourse*. Policy Press, University of Bristol, 2015
- Hayman, R. (2011) 'Funding Fraud? Donors and Democracy in Rwanda'. In *Reconstructing Rwanda: State Building & Human Rights after Mass Violence* eds., Scott Straus and Lars Waldorf. University of Wisconsin Press.
- Hayman, R. (2009) 'Rwanda: Milking the Cow? Creating Policy Space In Spite of Aid Dependence' in L. Whitfield (ed.) *The Politics of Aid. African Strategies for Dealing with Donors*. Oxford: Oxford University Press.

Working Papers / Occasional Papers / Reports

- Hayman, R. with J. Bartlett (2013) 'Getting to Grips with Evidence: How NGOs can tackle changing needs in the use of evidence and research', INTRAC, *Praxis Paper 28*
- Hayman, R.** T. Lawo, A. Crack, T. Kontinen, J. Okitoi and B. Pratt (2013) 'Legal Frameworks and Political Space for Non-Governmental Organisation. An Overview of Six countries', EADI Policy Paper Series, EADI, July 2013
- Fedeler, K. and **R. Hayman** (2012) 'Beyond the apolitical: private foundations and transformative development in sub-Saharan Africa', INTRAC Briefing Paper 33
- Popplewell, R. and **R. Hayman** (2012) 'Where, how, and why are Action Research approaches used by international development non-governmental organisations?', INTRAC Briefing Paper 32
- Pratt, B., Hailey, J., Gallo M., Shadwick, R. and **R. Hayman** (2012) 'Understanding private donors in international development', INTRAC Briefing Paper 31
- Hayman, R. (2012) 'The Busan Partnership: implications for civil society', INTRAC Briefing Paper 29
- Hayman, R, Taylor, M, Crawford, F., Jeffery, P, Smith, J. and I. Harper (2012), 'The Impact of Aid on Maternal and Reproductive Health. A systematic review to evaluate the effect of aid on Millennium Development Goal 5 outcomes', DFID, EPPI-Centre and The University of Edinburgh

- Hayman, R. (2010) 'Scottish aid: worthy aid from a 'responsible nation' or muddying the waters?', *Norrag News* No.44, September 2010, pp. 109-111
- Hayman, R. (2008) 'External Democracy Promotion in Post-Conflict Zones: Evidence from Case Studies – Rwanda', September 2008. Berlin: Freie Universität Berlin.
- Palmer, R., Wedgwood, R. and **R. Hayman** (2007) 'Educating out of Poverty? A Synthesis Report on Ghana, India, Kenya, Rwanda, Tanzania and South Africa.' *Researching the Issues* No 70, Department for International Development.
- Hayman, R. (2005). "The Contribution of Post-Basic Education and Training (PBET) to Poverty Reduction in Rwanda: balancing short-term goals and long-term visions in the face of capacity constraints." Post-Basic Education and Training Working Paper Series (Nº3). Edinburgh, Centre of African Studies.
- Hayman R. (2003) 'Reconciling Ownership of Development and External Assistance: Aid and Nation-building in Eritrea', CAS Occasional Paper N°95, Edinburgh: Centre of African Studies
- Hayman R., King K. and S. McGrath (eds.) (2003) *The New Partnership for Africa's Development (NEPAD): Internal and External Visions*. Centre of African Studies Conference Proceedings Series. Edinburgh: Centre of African Studies

On-Line Contributions and Journal Reviews

Online articles for: INTRAC blog; OpenDemocracy; SciDev net; LSE Impact of Social Sciences
Article reviews for: *Journal of Modern African Studies*; *African Affairs*; *Development in Practice*; *Third World Quarterly*

Membership and Appointments

- Council Member, Development Studies Association UK & Ireland (Sept 2011-Aug 2015); co-convener NGOs in Development Study Group of the DSA
- Board Member of Learning and Community Development (LINK) Scotland (August 2010- February 2011)
- Member of the Development Policy Advisory Group of the Scottish Catholic International Aid Fund (SCIAF) (2006-2010)
- Member of the International Society for Third Sector Research (ISTR), Royal African Society, and Development Studies Association