

# HEATHER L. DOLPHIN

4321 Parkwood Ave. ♦ Baltimore, MD 21206 ♦ 443-202-1710 ♦ [heather.dolphin@crs.org](mailto:heather.dolphin@crs.org)

## PROFILE

- More than 15 years' experience in development and emergency MEAL system design and implementation
- Experienced developing strategy and successful using these to secure numerous proposal wins
- Sector specific program research and evaluation experience in cash transfer, agriculture, health, nutrition, psycho-social, education and governance programming
- Effective deputy director, manager, supervisor and natural team builder of diverse teams
- Effective facilitator, trainer and coach
- Full professional fluency in French and Spanish

## EXPERIENCE

### **Deputy Director MEAL (Monitoring, Evaluation, Accountability and Learning)**

April 2018-Present

Catholic Relief Services

Baltimore, MD

- Ensure continued enhancement of CRS' MEAL systems to meet or exceed donor requirements including MPP v.3, Sensemaker Guidance, SMILER +, Data De-Identification Guidance, Environmental and Social Safeguards, BSDI KPIs, among others
- Overseeing MEAL D Pro course development to increase MEAL staff and partner competencies
- Managing guidance development process for new research and accountability tools
- Organize MEAL training events including the MEAL, HoP & BD Summits, Fellows Orientation, ProPack I training all of which took place in 2018 and the DFSA MEAL workshop in February 2019
- Supervise staff of 5 Technical Advisors and respond to all technical requests
- Represented CRS at JHU panel on Evaluation Careers, foster collaboration with University of Notre Dame, Cornell, Fordham among others
- Provide field level support to Nigeria Global Fund, LACRO Regional Inter-Sectoral Summit, Malaria Roadmap

### **Acting Director MEAL (Monitoring, Evaluation, Accountability and Learning)**

Dec.2018-July 2019

Catholic Relief Services

Baltimore, MD

- Strategically leading and managing MEAL, by ensuring appropriate MEAL role within new FFP DFSA award, proposing MEAL staffing to accommodate changing donor requirements and to better engage project participants, advising on new Environmental and Social Safeguards and Responsible Data responsibilities, advising/contributing tools to Agency Metrics Working Group, provide MEAL perspective to executives assessing current agency risks
- Advancing learning and innovation by overseeing diffusion of ICT4MEAL solution across DFSA's, exploring Artificial Intelligence and Responsible Data with University of Notre Dame to allow timely data use for adaptive management
- Represented CRS at recent JHU Evaluation Careers event, planned presentation at Humentum April conference. Foster success of MEAL team members who are advancing publications in ET and SILC
- Supporting now MEAL staff formerly supervised by Director (ICT, Research)

### **Head of Programs, Sierra Leone**

2015- 2018

Catholic Relief Services

Freetown, Sierra Leone, West Africa

CRS Sierra Leone is a \$14 million-dollar Country Program with 202 staff members in FY 17.

- Developed sectoral and growth strategies that guided program investment decisions
- Secured these proposal wins: USAID funded GDA and Feed the Future awards, ELMA Foundation project extension, Sackler Foundation Nutrition Operations Research project and WASH Manager workplan. Some achievements of the country program under my direction:
  - Oversaw Malaria Indicator Survey that demonstrated an 18% reduction in malaria prevalence in 3 years
  - Increased literacy of primary school students by 31% in 18 months (Food for Education 3)
  - Used cash transfer to increase dietary diversity from 2.3 to 5.5 and decrease household hunger by 50% (EFSP)
  - Won a \$16.9 million the Feed the Future award over 5 years serving as partnership lead

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- Secured 5 local education policy wins; 3 national school health and nutrition policies currently under review
- Oversaw budget management for a \$14 million/year country program budget
- Improved field staff competency across the country program in adult learning methods and facilitated specific staff capacity in markets, horticulture, Malaria, Health Systems Strengthening, WASH, Shelter and Settlement, and Monitoring Evaluation, Accountability and Learning (MEAL)
- Supervised, mentored and motivated diverse group of 5-10 direct reports from Chiefs of Party to national staff to fellow, providing tailored supervision based on needs and preferences assessment

## **Regional Technical Advisor (MEAL)** Catholic Relief Services

2010-2015  
Dakar, Senegal, West Africa

- Provided technical assistance to support growth and improved program quality for staff and partners
  - TA in proposal development contributing to DFID, USAID, USDA, BMGF, Global Fund wins
  - TA to prepare M&E Plans for Global Fund projects in Guinea, Niger, Sierra Leone and Mali
  - TA to establish operational MEAL systems (in 12 programs in 9 West African countries)
  - TA to expose WARO MEAL staff to innovations and CRS-supported technology
  - TA in emergencies: carried out Real Time Evaluations in Niger, Benin, Senegal and Liberia
  - Operations research design and implementation
  - TA to design and ensure high quality evaluations via M&E Plans, SOWs, evaluation tools & reports
- Designed curriculum to support M, E & L activities
- Designed impact evaluations for USDA in Sierra Leone, Burkina Faso, and DFID in Niger and Mali
- Managed impact evaluations: 1) Resilience of Niger's PROSAN, and 2) Student literacy in SL.
- Advanced academic partnerships in the region with Cornell University, Tufts University, Tulane University
- Promoted MEAL agency initiatives: Resilience, MEAL Strategy, Policies & Procedures, Evaluative Thinking
- CRS Resilience Workshop co-organizer, Dakar, 2013

## **Monitoring and Evaluation Manager**

Lutheran World Relief

2006-2010  
Baltimore, Maryland

- Improved accountability measures to board and donors by facilitating the adoption of an organization wide performance measurement system against new strategic plan
- Conducted a participatory evaluation of LWR's response to the 2004 Indian Ocean Tsunami
- Developed & implemented organization-wide M&E capacity assessment, provided concrete recommendations
- Technical trainings
  - Trained LWR staff and consultants on LWR's project design, monitoring, and evaluation tools
- Tool development
  - Designed LWR project evaluation framework for partners, evaluators and staff
  - Piloted and shared with staff methodology for Most Significant Change approach

## **Country Program Coordinator (2001-2003), Board Member & Committee Chair (2003-2006)**

Project Minnesota-Leon

2001-2006

Leon, Nicaragua

- Managed office and administered a portfolio of projects in consensus with community leadership.
- In charge of budget and reporting to donors according to organizational policies and regulations.
- Performance management of a portfolio 30 community development projects.
- Co-facilitated strategic planning process with stakeholders based on project evaluations
- Recruited staff and lead, managed and supervised staff and volunteers

## **Program Evaluation Intern**

Oxfam Great Britain

Summer 2005  
Guatemala-Belize Adjacency Zone

- Conducted a baseline study of 4 indigenous communities along the disputed border between Guatemala and Belize regarding identification of economic production alternatives in the zone, indigenous rights, women's rights and community participation and leadership capacity building.

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- Trained and supervised community member interviewers.
- Created a database in Access to analyze responses.
- Facilitated a group session for a participation-focused analysis.
- Wrote and presented final report to Oxfam Great Britain.

## Research Assistant

2004-2006

State and Local Policy Program Humphrey Institute of Public Affairs Minneapolis, Minnesota

- Conducted a state wide survey to improve access to public transportation by needy populations.
- Conducted a nationwide electronic survey to learn about best practices for successful telework placement of veterans returning with disabilities from Iraq and Afghanistan.
- Participated in the analysis, report writing and presentation of findings.

## Project Management Contractor

2004

American Express Minneapolis, Minnesota

- Coordinated all aspects of event planning for 86 Financial Advice software application training events
- Scheduled trainers and provided necessary support.

## Program Counselor Supervisor

2000-2001

Lutheran Social Service St. Paul, Minnesota

- Created specialized programming for 8 developmentally disabled adult residents.
- Hired, trained and supervised 12 direct care staff.
- Ensured compliance with all state and federal regulations.
- Overall fiscal responsibility for payroll and budget.

## Community Education Promoter

1997-1999

Peace Corps Volunteer Villa Elisa, Dominican Republic

- Fundraised \$18,000 and managed the construction of a community library.
- Established computer school, served as director. Developed curriculum and trained 2 teachers.
- Streamlined the management and organization of the local development association.

## Assistant Supervisor and Researcher

1994-1997

Center for Social and Behavioral Research, University of Northern Iowa Cedar Falls, Iowa

- Conducted 2,000+ interviews to collect data for state and nationally funded research.
- Managed sample and prepared nightly reports for the supervisor and director.

## Researcher

1994

University of Northern Iowa Graduate College Nanning, Guangxi, People's Republic of China

- Designed research project examining perceptions of 36 Chinese female students embarking on careers in International Trade, collected data and co-authored article "This Job is not Suitable for a Girl!": Factors Contributing to Diversity in Career Choices Among Chinese Women Studying International Trade in Guangxi Province." with Catherine Farris (unpublished). Referenced in Farris, Catherine, Anru Lee and Murray Rubinstein, Eds. (2004) *Women in the New Taiwan: Gender Roles and Gender Consciousness in a Changing Society*. Armonk, New York, London: M.E. Sharpe.
- Researched and installed permanent Traditional Chinese Medicine exhibit at University of Northern Iowa Museum.

## PUBLICATIONS AND PRESENTATIONS

- "Impact Evaluation of an Early Childhood Stimulation Intervention in Sierra Leone", Co-author of pending article, expected June 2019.
- "Niger Resiliency Study", presented at American Evaluation Association Conference from study contracted to TANGO International, October 2013.
- "Maximizing the Value of Cash for Work: Lessons Learned from a Land Recuperation Project in Niger," Program Quality publication from Catholic Relief Services, June 2012.
- "Real Time Evaluation Methodology Identifies Advantages & Challenges of Market Vouchers to Benefit Disaster Victims & Small-Scale Retailers" African Evaluation Association Conference Presenter, January 2012.

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- “Impact Assessment of the Pastoralist Survival and Recovery Project Dakoro, Niger” American Evaluation Association Co-presenter with Abdelah Ben Mobrouk, in Portland, Oregon 2007

## EDUCATION

PhD Public Policy	Application pending	University of Maryland
Masters of Public Policy	Community and Economic Development Leadership and Management Program Evaluation minor	Hubert H. Humphrey School of Public Affairs, University of Minnesota
Bachelor of Arts	Anthropology major, French minor Graduated with High Honors	University of Northern Iowa

## PROFESSIONAL DEVELOPMENT

- Human Centered Design, Acumen course, Oct-Nov 2018
- Calculus I course, Fall semester 2018
- Contemporary Management Practices, March 2017
- Barrier Analysis & Designing for Behavior Change training, April 2014
- Interaction Evaluative Thinking Training, December 2013
- Impact Evaluation course, MEASURE Evaluation at the University of Pretoria, May 2012
- 2007 Access Database training, September 2012
- French language course, African Consultants International, Dakar Senegal, August-December 2010
- Principles and Practices of Dialogue Education, April 2007
- American Evaluation Association Presenter 2007; attending member 2006-08
- Interaction Program Effectiveness Roundtable co-host 2008; attendee 2006-08
- Peace Corps Training, Dominican Republic. Topics: community development, program planning, Dominican culture and Spanish language. 1997

## LANGUAGES, SKILLS, COMPETENCIES

- Spanish: Full Professional Proficiency
- MS Packages
- Mapping software: ArcGIS 10
- Quantitative and qualitative software: SPSS, STATA and Ethnograph;
- French: Full Professional Proficiency
- Database management: Access; Excel;
- Power BI, CommCare