

CV: Catherine Squire

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Areas of expertise

Thirty- years' experience of international development and humanitarian work 20 years in capacity-building programmes; 18 years as consultant.

Key areas of expertise:

- Organisational development including organisational assessment and capacity strengthening strategies, processes and methods.
- Evaluation of capacity strengthening programmes
- Capacity building with smaller civil society organisations / CBOs
- Designing and facilitating participatory workshops and training courses
- Online facilitation for training, workshops and meetings
- Management development and skills training
- Partnerships and working collaboratively (partnership frameworks, communication and conflict resolution)
- Extensive experience in French speaking countries and Middle East

Current position and roles

Member of Framework consultants' collective since February 2011

INTRAC Associate, Organisational Development and Capacity Building since 2003

Recent Work

Civil Society Capacity Building

- **Design of capacity building toolkit** for multi-stakeholder CB programme, including developing training materials, M&E design and accompaniment for Enabel in Koulikoro region of Mali (2018-2019)
- Participatory **Review** of British Red Cross's partner capacity building approach; production of detailed tailor-made guidance for programme staff (2017)
- **Formative and summative evaluation** of the impact of Fight for Peace's Global Alumni Programme during 2014-2016 covering outcomes of the OD support given to 4 cohorts of organisations in Kenya, South Africa, UK and

Jamaica (total of about 20 organisations), including case studies of 6 organisations.

- **Evaluation** of outcomes and impact of Concern Worldwide’s management development programme (2015)
- **5-year evaluation** of KHFS (Cambridge, UK) programmes and organisation for Big Lottery Fund (2009)

Organisational Assessments (OA) and Organisational Reviews

- **Review** of Rakeen Foundation’s Organization Capacity Assessment Tool and design of participatory process with stakeholders (2018)
- **Review** of British Red Cross’s partner capacity building approach including detailed guidelines on the use of OA tools (2017)
- **Design of OA tool** for Bond UK (2011), and assessment process with Methodist Relief and Development and other UK charities.
- **OA process** with AI Mauritius chapter (2009); various small UK charities (2007-11). Participatory assessment process leading to capacity building or change strategy.

Learning and Training for NGO managers and staff

Training courses developed and run 2004-2019 included:

- **Management and Leadership skills** (Mauritius NGOs, INTRAC Open Training for NGOs, Muslim community organisation Ethiopia, Concern Worldwide staff in Haiti, Burundi, Niger, Dubai, Kenya, Dublin and Sisters of Saint Louis in Nigeria).
- **Organisational Assessment and Capacity Building** (Rakeen Foundation, Mauritius CBOs, DTalk Irish NGOs, STARS Foundation, CNVOS Slovenia, EBRD, Swedish Development Partner, NAMA Foundation)
- **Partnerships** (Mauritius CBOs, D-Talk Irish NGOs, Iran activists and CBOs, Comic Relief Peer Learning Programme)
- **Participatory methods** (Ethiopia community groups, CNVOS Slovenia)
- **Project Cycle and M&E** (Rakeen Saudi Arabia; Article 19 Kenya and Senegal; IRD Jordan; Swedish Mission Council; Save the Children Pakistan; Cyprus NGOs)
- **Consultancy Skills** for consultants working in NGO capacity building (Rakeen, Saudi Arabia)

I was part of the award winning team of trainers on Concern Worldwide’s Management Development programme ‘Pathway’: Best Training Programme 2015 in the National Training Awards, IMD, Ireland

Other Experience and Skills

Online Facilitation	Online facilitation of 4 month programme for developing consultancy skills (INTRAC) 2017-8; Design and facilitation of Concern Worldwide's online management development programme, 2020 and INTRAC's Partner Capacity Strengthening open training 2020
Training of Trainers	Trained trainers for civil society development work in Cyprus (2007), Iran (2000-3) and Mauritius (2008-10), Afghanistan (2013). Curriculum development, training skills, ToT handbooks.
Strategic Planning	Strategic planning process and report for CBM's multi-million dollar worldwide Eye Care programmes (2016)
Partnerships	Handbook/Guide for staff for Amnesty International (2011), Partnerships Training for community diaspora organisations in London (2012)
Coaching and support	Coaching staff of BRC, Concern, NAMA and Australian Red Cross who are working in NGO management and Capacity Building (2012-present) Facilitation and support for Board meetings and processes for CBM, Young Lives, Headway, and others (2005-2018)

Education and Qualifications

1981	BSc (Econ) International Trade and Development, London School of Economics
1985	MSc Human Nutrition, London School of Hygiene and Tropical Medicine
2010	Certificate in Community Mediation and Workplace Mediation
2016	Online Facilitation Skills (Adobe Connect), Institute of Cultural Affairs

Employment History

Iran
2000-2003 Noavaran Pars, Co-Founder and Board Member of indigenous NGO support organisations in Iran

Iran
1996-2000 Representative: International Consortium for Refugees in Iran including organising conference for 150+ participants from government, NGOs and other stakeholders.

UK
1987-93 Disaster Response Officer: HelpAge International

Thailand &
Sudan
1983-85 Training Coordinator / Field Officer, CARE International (1983-85)

Clients

British Council | INTRAC | Comic Relief | Concern Worldwide | International Relief and Development | EU Decentralised Cooperation Programme, Mauritius | Save the Children | Bond | UNHCR | UNDP | Cambridge Council for Voluntary Service | UNICEF | UN Office for Drugs and Crime | Amnesty International | Swedish Mission Council | Article 19 | Transparency International | Fight for Peace International | World Association of Muslim Youth | Management Centre Cyprus | Sisters of St Louis | STARS Foundation | CNVOS/Min. Public Admin. Slovenia | European Bank for Reconstruction and Development | British Red Cross | CBM | NAMA | IM/Swedish Development Partner | Rakeen Foundation | Enabel (Agence Belge de Développement) | F3EClient | Oak Foundation

Languages

French Fluent

Farsi/Persian Intermediate

Country experience

Burundi, Cyprus, Eritrea, Ethiopia, France, Haiti, India, Iran, Ireland, Jordan, Kenya, Liberia, Mali, Mauritius, Mozambique, Niger, Nigeria, Pakistan, Rwanda, Saudi Arabia, Sierra Leone, Slovenia, South Africa, Sudan, Sweden, Tanzania, Thailand, Turkey, Uganda, UK, Zambia, Zimbabwe

Publication

Building Organisational Capacity in Iranian Civil Society: Mapping the Progress of CSOs, Praxis Paper No 8, INTRAC, 2006