

Ema Kelly BSc, PgDPA

EXPERTISE: institutional health partnerships, evaluation, consultancy management, organisational development, financial management, strategic and operational planning, capacity development,

PROFILE

Ema Kelly is a senior manager and international health consultant with more than 15 years' experience working in social enterprise, universities, private sector and NGOs. In the last three years she has focussed on delivering evaluations, strategic facilitation and think pieces for the institutional health partnership (IHP) community. She has worked with the European ESTHER Alliance (a network of European countries active in IHPs) to evaluate their network, facilitate their 2015-2020 strategic plan and produce a literature review on the effectiveness of institutional health partnerships. This latter piece of work has been accepted for publication in *Globalisation and Health*. In 2015 she completed an evaluation of a multi-country partnership funded by THET for the University of Manchester. In 2012 she completed an evaluation of the predecessor of the HPS scheme from a southern partner perspective.

Ema Kelly's core technical expertise is in strategic planning, capacity development, institutional development and evaluation. Her ability to think conceptually and use systems thinking to understand the interactions between the technical and management aspects of organisations and projects has resulted in unique contributions to the design of robust organisational strategies and project evaluations. She has facilitated strategic planning for African owned research NGOs in Ethiopia & Uganda. Emma has managed consultancies and multi-million pound health programmes predominantly in Africa. She has designed and delivered bespoke training and capacity development programmes to a range of organisations in Europe & Sub-Saharan Africa. Emma has headed multi-disciplinary teams managing large international health programmes up to a value of £29 million.

QUALIFICATIONS

Postgraduate Diploma in Public Administration (focus institutional development)	University of Warwick	2008
BSc Geography (focus International Development)	University of Liverpool	1993

SELECTED CONSULTANCIES

Jun 16 – Jul 16	UK	Sanyu Research Unit
Facilitator. Developed and delivered a series of two workshops to facilitate the strategic thinking of the University of Liverpool based Sanyu Research Unit which focusses on innovative solutions to maternal mortality and morbidity in LMICs.		
Apr 16 – Jul 16	Europe	European ESTHER Alliance
Joint Lead Consultant. Developed and tested an evaluation framework for institutional health partnerships focussing on the embeddedness of capacity development, implementation best practice and added value of working in partnership.		
May 16 – Jul 16	Ireland	Oxfam Ireland
Lead consultant. Developed a series of workshops to facilitate the development of Oxfam Ireland's next programme of work to include Livelihoods, Essential Services, Gender and Humanitarian work. Provided call down quality assurance services.		
Mar 15 – Apr 16	Ethiopia	LSTM
Consultant. Conducted baseline assessment of research capacity of the public health departments at Jimma and Hawassa Universities.		
Nov 15 – Jan 16	5 African countries /Ireland	Oxfam Ireland
Lead consultant. Conducted a review of Oxfam Ireland's self and Irish Aid funded programme in 5 African countries which focusses on Gender, Livelihoods and Essential Services.		

2015 – 2016	UK	UK Med
Organisational development consultant – call down contract. Providing advisory services and mentoring to humanitarian aid NGO on the systems, policies, procedures and workflows required to deliver services.		
Dec 14 – Mar 15	UK/6 countries	University of Manchester
Evaluation consultant. Evaluation of the Lugina Africa Midwives Research Network in Kenya, Uganda, Tanzania, Zimbabwe, Malawi and Zambia. A 2-year capacity development project focussed on building midwifery research leadership and capacity funded by THET under the Health Partnership Scheme, multi-country programme.		
Dec 14 – Jan 15	UK	European ESTHER Alliance (EEA)
Research consultant. Rapid evidence review of published and grey literature on the effectiveness of institutional health partnerships.		
Nov 14	UK	THET
Author. Technology for effective partnership collaboration. A guide identifying online and electronic tools that can help partnerships and are low cost, multi-platform and can work in low bandwidth settings. http://www.thet.org/resource-library/technology-for-effective-partnership-collaboration		
Sep-Oct 14	Tanzania, Ghana, Malawi	Liverpool School of Tropical Medicine on behalf of the Malaria Capacity Development Consortium
Research Consultant. Data collection and report writing for a baseline assessment and recommendations to improve research support systems to support international standard research in African universities prior to capacity building programme funding from MCDC.		
Mar 14	UK/7 countries	Royal College of General Practitioners (RCGP)
Joint Lead Consultant. Conducted a strategic business review of the RCGP's international exam MRCGP[INT] which provided recommendations to inform the future programme and operational and financial frameworks.		
Sep 13-Apr 14	8 European Countries	European ESTHER Alliance (EEA)
Joint Lead Consultant. Facilitated the strategic planning process for the EEA and produced a strategic framework and five-year roadmap for this Alliance of European Countries that have institutional health partnerships programmes working in LMICs.		
Nov 2013	Ethiopia	HHA
Lead Consultant. Developed a five-year business plan and financial projection for Ethiopian indigenous research NGO developing community-based interventions in health. (Desk based in UK)		
Oct-Dec 2013	UK/Global	THET
Lead Consultant. Developed and delivered a series of participative workshops to explore ideas that would inform the development of THET's long term organisational strategy.		
Feb 13 - Jun 13	Europe/Global	European ESTHER Alliance
Lead Consultant. Qualitative evaluation of the European ESTHER Alliance and its members' health partnership work that spans across 40 countries in sub-Saharan Africa, North Africa, Central and South America, Central and South-East Asia.. http://capacity-development.com/wp-content/uploads/2013/07/Background-Note.pdf		
June 12 - Oct 12	Uganda, Malawi, Zambia	Tropical Health & Education Trust (THET)
Mar 2012	UK/Sudan	Liverpool School of Tropical Medicine
Trainer. Development and delivery of bespoke training in personal management and development for study tour of Senior M&E MoH officials, Sudan, Liverpool School of Tropical Medicine.		
2003-2004	Kenya	Liverpool Voluntary Counselling and Testing
Capacity building in the management of consultancy services. (Intermittent support provided during this period).		

EMPLOYMENT

Feb 12 - Current	Director	Capacity Development International, UK
Joint founding director of Capacity Development International. Responsible for designing and delivering bespoke training and consultancy in technical assistance management, commissioning and delivery.		
2011	Head of Business Development & International Programmes	Liverpool Associates in Tropical Health, UK
Responsible for oversight of all LATH programmes and projects with a portfolio value of over £29 million. Responsible for planning and implementing end of programme close down on complex multi-office programmes. Member of the LATH Senior Management Team. Responsible for the training and capacity development of the staff and programme teams.		
2010	Head of Business Development	Liverpool Associates in Tropical Health, UK

Senior manager responsible for developing proposals for long term multi-million pound international health programmes as well as delivering and bidding for short term consultancy. Responsible for the capacity development of the staff and programme teams.

2008-2010 **Head of Technical Resource Centre** **Liverpool Associates in Tropical Health, UK**
Development of a new unit dedicated to bidding for and managing short term technical TA. Managing team of management and technical staff in UK and overseas. This department managed over 1200 days of TA per annum. Developing and teaching on the LSTM/LATH Course in International Health Consultancy. Member of the LATH Senior Management Team.

2006-2008 **Business Systems Manager** **Liverpool Associates in Tropical Health, UK**
Developed operational systems to support overseas programmes and internal business requirements. Responsible for setting up overseas offices including recruitment and capacity building of staff, development of systems, processes and procedures. Responsible for induction training for all LATH staff and for programme staff. Member of the LATH Senior Management Team.

2003-2006 **Programme Coordinator** **Liverpool Associates in Tropical Health, UK**
Programme management and bid development of major international health programmes. Coordinated the successful bid to DFID for the £11m Kenya Essential Health Services Programme.

2002-2003 **Consultancy Services Manager** **The Malaria Consortium, Liverpool School of Tropical Medicine, UK**
Responsible for all aspects of project management and consultancy services management for the Malaria Consortium (DFID funded project to 2003). Short term contracts managed had a combined contract value of over £1m.

1997-2002 **Finance & Systems Department Manager** **HIT, UK**
Member of the Senior Management Team that increased the size of this public health information and training specialist company seven fold over a period of 8 years. Responsible for financial management, strategic and operational planning, contract management, systems commissioning, design and development, IT utilisation, staff management, training and capacity building.

1994-1997 **Conference & Operations Manager** **HIT, UK**
Responsible for project managing large international conferences in the field of public health across Europe. Responsible for the financial and operational planning and management of the company.

SELECTED PROGRAMMES MANAGED

2005 - 2011 **Kenya** **DFID**
Support to the Delivery of Essential Health Services in Kenya £11 million flagship programme supporting the development of the SWAp and improvements in reproductive health in Nyanza Province. Ema provided contract and financial oversight working with the technical Programme Manager. Ema led the bid writing team which successfully tendered for this prestigious contract.

2010-2011 **8 countries in Africa** **Schistosomiasis Control Initiative, UK on behalf of DFID**
ICOSA programme. LATH was a partner in the consortium awarded the £25m DFID funding to control Schistosomiasis in 8 countries in Africa. Responsible for contract & financial management of the LATH element and was a member of the Management Board.

2005-2007 **Malawi** **DFID**
Support to the Ministry of Health's Sector Wide Approach. Ema coordinated the recruitment of 10 international long-term TA to support the development of the MoH's functions in finance, human resources, planning, M&E and financial management.

SELECTED TEACHING AND PAPERS

2008-current **UK** **Liverpool School of Tropical Medicine**
Lecturer and tutor on the postgraduate short course in International Health Consultancy since its inception.

2013 and 2014 and 2015 and 2016 **UK/Uganda** **SAFRI/SANYU (University of Liverpool)**
Joint Lead Consultant. Bespoke strategic planning workshop (2013) and cross cutting training to support research excellence (2014 and 2015) for new indigenous research NGO in maternal health (SAFRI) working alongside the University of Liverpool (SANYU).

Kelly, E, Doyle V, Weakliam D, Schonemann, Y "A rapid evidence review on the effectiveness of institutional health partnerships" **Globalisation and Health**. Accepted for publication in forthcoming edition.