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CURRICULUM VITAE

NAME Laure-Hélène Piron
NATIONALITY British and French
LANGUAGES English and French: Fluent
Spanish: Advanced

EXPERTISE

- Twenty years of experience in international development policy and management
- Senior expert in governance, political development, human rights, justice, conflict and fragility
- Experienced manager of multi-disciplinary and multi-national teams
- Track record in programme design, review and evaluation as well as policy and strategy development
- Assignments for bilateral, multilateral and civil society organisations (e.g. DFID, DFAT, Danida)
- Country experience: Afghanistan, Balkans (Albania, BiH, Kosovo, Serbia), Bangladesh, Bolivia, Chad, DRC, Ghana, Guatemala, India, Kenya, Malawi, Nepal, Nigeria, Pakistan, Papua New Guinea, Rwanda, Sierra Leone, Somalia, Timor-Leste, Tunisia, Uganda, Yemen, Zimbabwe

QUALIFICATIONS

1996-98 Master of International Affairs (Human Rights and Humanitarian Affairs)
Columbia University, New York, USA (Fulbright Scholar)
1994-98 M. Phil in Politics, Oxford University, UK (British Academy Studentship)
1991-94 B.A. in Philosophy, Politics and Economics, Oxford University, UK (First Class)

EMPLOYMENT

- **Director, The Policy Practice Ltd** (since April 2019) **and Independent International Development Consultant** (2014-present). Design, evaluation and review of governance policies and programmes, including implementation of political economy analysis and thinking&working politically approaches.
- **Deputy Head, Governance, Open Societies and Anti-Corruption Department, UK Department for International Development (DFID)**, London (May 2013-May 2014). Department had a £40.8m annual budget and 46 staff in London and Glasgow. Stepped down to take up sabbatical.
- **Senior Governance Adviser, Governance, Open Societies and Anti-Corruption Department, DFID**, London (November 2011-May 2014; part-time to July 2017). Supported UK Prime Minister international development agenda, including 2030 sustainable development goals. Responsible for UK development policy on rule of law, public sector reform, service delivery, capacity development. Oversaw UK investment in \$100m World Bank Governance Partnership Facility.
- **Head of Governance Reform Team, DFID Afghanistan**, Kabul (May 2010-October 2011). Responsible for 15 staff (Afghan and international), overseeing a £27m annual budget covering support to elections, civil society, public sector reform, sub-national governance, anti-corruption and rule of law.

- **Senior Governance Adviser, South Asia Strategy and Operations Dpt**, DFID, London (September 2009-May 2010). Managed professional network to support governance and conflict advisers in DFID offices in Afghanistan, Bangladesh, India, Nepal and Pakistan.
- **UK International Development White Paper Team**, DFID, London (January-August 2009). Drafted chapter on building peaceful states and societies. Managed extensive consultation process.
- **Justice Adviser, Conflict, Humanitarian and Security Department**, DFID, London (April 2006-December 2008). Policy and guidance development on safety, security and access to justice, support to DFID country programmes, establishment of HMG Justice Assistance Network. Collaboration with international organisations, multilateral and bilateral donors and civil society organisations.
- **Research Fellow, Poverty and Public Policy Group, Overseas Development Institute**, London (June 2002-March 2006). Member of ODI Management Committee. Policy and programme advice on political development, justice and human rights. Set up and managed human rights research programme.
- **Independent Governance Consultant** (March 2001-May 2002).
- **Governance Associate Professional Officer**, DFID, London and Lagos (January 1999-Feb 2001).
- **Human rights intern**, New York. Office of the United Nations High Commissioner for Human Rights (January-July 1998). Amnesty International Office to the United Nations (July-December 1998).

SELECTED ASSIGNMENTS

Political governance and political economy approaches

Thinking and Working Politically Community of Practice (2015-present)

- Regular presenter and steering committee member (since 2019)

Political economy analysis and capacity development of The Asia Foundation Timor-Leste tourism team (February-March 2020)

- Design and facilitation of TAF's local tourism team so they build their in-house capacity to update their political economy analysis and implement 'adaptive management' approaches.

Review: Timor-Leste Governance for Development Program (July 2019-February 2020)

- Team leader for review of DFAT's flagship AUD 72 million governance programme. Assessment and recommendations on the extent to which it is Thinking and Working Politically.

Evaluation: UK North Africa Good Governance Fund (June 2019 – January 2020)

- Team leader and lead author of evaluation of the Fund's governance portfolio across Algeria, Egypt, Libya, Morocco and Tunisia. Author of field-based Morocco and Tunisia case studies.

Swiss Agency for Development and Cooperation (2017, 2018 and 2019)

- Planned and delivered three-day training on PEA/TWP for Tunisia/Great Lakes (in French)
- Planned and delivered peer-to-peer workshop on TWP (SDC headquarters)
- Planned and delivered workshop for Western Balkans teams on PEA/TWP

Political economy analysis: Chad local governance and basic services (March-May 2019)

- Team leader for targeted PEA process to inform new Swiss Agency for Development cooperation regional interventions in Moyen Chari and Batha provinces.

Political economy analysis: Tunisia Accountability sector (December 2018 – July 2019)

- Team leader for comprehensive PEA process to inform design of new Swiss Agency for Development cooperation programme

Westminster Foundation for Democracy Balkans programme (November 2017 – March 2019)

- Supporting WFD's adoption of PEA and Problem-driven Iterative Adaptation in its new Balkans Embedding Democratic Culture programme (covering political parties, parliaments, civil society)

Evaluation of Westminster Foundation for Democracy (November 2017 – May 2018)

- Team leader for two evaluations of WFD and UK parties' political party assistance

Political economy analysis: Nigeria health sector (October 2017-May 2018)

- Team leader for political economy analysis of Jigawa State health systems reform
- Quality assurer to provide political economy advice for DFID's new health sector strategy

Saferworld (February 2018)

- Planned and delivered two-days training on political economy analysis for conflict adviser

- Quality assurer of political economy research of donor support to security and justice
- Netherlands Institute for Multiparty Democracy** (July 2017-June 2018)
 - Expert support for the adoption of a political economy analysis approach
 - Pilots of new approach in Mali, Kenya and Ethiopia programmes
- Developmental Leadership Program (DLP) Mid-Term Review, DFAT** (May-August 2016)
 - Reviewer of Australian Department for Foreign Affairs and Trade strategic partnership with DLP, looking at how DLP is facilitating uptake of thinking and working politically within DFAT
- Review of DFID politically-informed approach, DFID** (June-December 2015)
 - Leader author of desk review with wide stakeholder consultations to identify DFID practices and make recommendations on how DFID could improve its political economy approach
- Evaluation of Netherlands Institute for Multiparty Democracy** (June-September 2015)
 - Managed 6-member team evaluating NIMD political party assistance in three countries
 - Lead researcher and author of Guatemala evaluation report. Author synthesis report
- Accountability and empowerment policy development, DFID** (February-April 2015)
 - Think piece on how to support the integration of political and economic inclusion
- Design of BBC Media Action Phase 2 grant, DFID** (November 2014-December 2015)
 - Team leader to design grant for £100m+ media and communication programming by BBC Media Action in 10 countries with focus on fragile states and improved value for money
 - Delivered high quality Business Case approved by DFID Quality Assurance Unit
- Options paper, UK Prime Minister's Office** (July-August 2014)
 - Presented options for scaled up UK government support to democratic governance
- UK elections support to Afghanistan, DFID** (May 2010-May 2011)
 - Lead adviser on UK contributions to ELECT 2, UNDP-led support to elections in Afghanistan
- Review of Government of Rwanda / Donor Memorandum of Understanding** (February 2005)
 - Team member to review political commitments made by the GoR under its MoU with donors
- Empirical study on political conditionalities in Africa, DFID** (October-March 2005)
 - Team leader for research on the design, use and impact of political conditionalities attached to DFID budget support to 10 African countries. Responsible for Ghana, Kenya, Malawi, Rwanda and Uganda case studies
- Design of DFID Ghana civil society programme** (June-July 2004)
 - Human rights lead for the design of the £4.7 m Rights and Voice Initiative
- Poverty Reduction Strategy Papers and Politics, DFID** (November 2002-May 2004)
 - Lead author of synthesis paper on the political dimensions of PRSPs reviewing Bolivia, Uganda, Vietnam and Georgia case studies and drawing out practical lessons for donors
 - Lead author of Uganda case study and participation in Bolivia research
- Political Empowerment Programme, DFID East Africa, Kenya**, (February-November 2002)
 - Strategic mid term review of DFID Kenya's Political Empowerment Programme, including donor co-ordination and management, evaluation of programme activities and impact of donor activities on civil society. Preparation of revised logframe and phase 2 programme document
- Pakistan Federally Administered Tribal Areas Support, DFID** (December 2016-June 2017)
 - Provision of senior governance and management advice to develop a £100m+ programme in conflict-affected FATA. Coordination across British Embassy and DFID teams.
- Peace-Building and State-Building Policy Refresh, DFID** (January-June 2016)
 - Provision of senior governance advice to develop an updated UK approach to building stability. Evidence notes on fair power structures and on capable and legitimate institutions
- Service delivery and legitimacy in Lebanon** (February-August 2016)
 - Led literature review on the impact of the Syrian refugee crisis on Lebanon's municipal service delivery, legitimacy and social cohesion for the Developmental Leadership Program
- Senior Governance Adviser and Team Leader, DFID** (2009-11)
 - As Governance Reform Team Leader in Kabul, managed DFID Bilateral Aid Review and an increased budget to integrate peace-building and state-building objectives (2010)
 - Oversaw review of £74m UK government sub-national governance portfolio to improve strategic focus and impact, including links between Kabul and Helmand province (2010-11)
 - Worked closely across British Embassy, international community and with military to improve understanding of political and governance factors, and prepare for end of military presence

**Conflict,
fragility and
state-building**

- As South Asia regional adviser, supported DFID offices to understand and implement new state-building peace-building approach, including special support to DFID Pakistan (2009-2010)

UK International Development Government White Paper (January-July 2009)

- Wrote chapter on building peaceful states and societies, setting out a new policy approach and policy proposals on conflict, fragility and rule of law, managing complex consultation process. This was the first UK White Paper to prioritise the challenges of working in fragile contexts

Evaluation of Rwanda Poverty Reduction Strategy Paper (September 2005-January 2006)

- Governance lead in ODI-evaluation of Poverty Reduction Strategy Paper process in Rwanda for Government of Rwanda which informed preparation of a new PRSP

Sectoral and Conflict-Sensitive Approaches to Justice Reform (March-May 2004)

- Preparation of guidance for Saferworld, International Alert and FEWER

Poorly Performing Countries, DFID (April 2003-March 2004)

- Governance inputs into ODI-wide research project on aid in difficult environments
- Co-author of Rwanda case study

Governance and Conflict Research Programme Identification, DFID (May-July 2002)

- Preparation of work programme on governance and conflict for DFID's Governance Dept
- Preparation of related work programme on justice, security and conflict

PRSPs in Conflict-Affected Countries in Africa, DFID (March-April 2002)

- Development of guidance and strategic framework for DFID on the preparation of Poverty Reduction Strategy Papers in African conflict-affected states
- Led on bilaterals, non-IFIs multilaterals, NGOs and academic policies and practices

Institutional development and public sector reform

Strategic Review of DFAT Pacific Leadership and Governance Precinct (July 2018-Feb 2019)

- Team leader for the review of this high-profile leadership program in Papua New Guinea

DFID Senior Governance Adviser and Team Leader (2009-14)

- Wrote new DFID guidance on capacity development and provided advice across DFID on the role of effective and inclusive institutions for sustainable development (2011-14)
- Developed partnership and oversaw DFID investment in new international Effective Institutions Platform to develop innovative and country led approaches to institutional development (2011-14)
- Oversaw DFID lesson learning and guidance on public sector reform, service delivery and decentralisation, including a move to more flexible and politically-informed approaches (2011-14)
- Oversaw design and management of DFID investment in \$400m World Bank Afghanistan Capacity Building for Results Programme and other UK support to civil service reform (2010-11)

Safety, security and access to justice

Security and Justice Policy Statement, DFID (June 2016)

- Consultation and drafting of short DFID policy statement on the role of security and justice to update DFID's approach as part of a new UK Government Building Stability Policy

DFID Senior Governance Adviser and Team Leader (2009-14)

- Led cross-departmental development of updated DFID rule of law policy (2013)
- Oversaw design of new DFID collaboration with UK legal and judicial community (2013-14)
- Member of UNIFEM Women and Access to Justice Report Advisory Board (2010)
- Oversaw design and management of strategic support to the Afghan Ministry of Interior (2010)
- Synthesised evidence and provided advice on how to address the drivers of radicalisation and violent extremism in South Asia (2009)

Justice Adviser, DFID (2006-2009)

- Rebuilt DFID policy interest and innovation in justice, including producing lessons learned and guidance notes (on overall approach to security and justice, and justice and accountability)
- Initiated new international partnerships on justice, including collaboration with Open Society Justice Initiative, international donor meeting towards a more 'balanced' approach to justice assistance and new UK support to UN Rule of Law team
- In-country support to DFID justice programmes in Afghanistan, Bangladesh, DRC, Sierra Leone, Malawi, Nigeria and Yemen and London-based support to programmes in Iraq, Nepal
- Established a UK government wide Justice Assistance Network and associated principles of engagement, launched by 4 Ministers in May 2007, improve UK government-wide assistance
- Designed and delivered a new UK government rule of law course, in partnership with US Institute of Peace

- Developed new support to international NGOs: International Centre for Transitional Justice, Avocats sans Frontières, Global Rights, and Harvard University measurement project

UNDP Somalia Rule of Law and Security Programme Review / Design (Dec 2004, Nov 2005)

- Part of review team, responsible for synthesis/report and strategic/access to justice issues
- Design of new phase of UNDP programme

Primary Justice Pilots Research, DFID Malawi (April 2004)

- Design of research on the impact of local level informal/formal justice mechanisms on poverty, human rights and governance for the Malawi Safety Security and Access to Justice Programme

Non-State Justice and Security Systems Guidance, DFID (March and July-August 2003)

- Inputs into the development of new guidance on how DFID can work with non-state justice and security institutions (e.g. traditional systems, mediation, local security groups)

Rwanda Safety, Security and Access to Justice Review, DFID (February and June 2003)

- Team leader in mission to provide advice to DFID on strategic policy engagement on justice and security issues with the Government of Rwanda as well as options for donor coordination

Evaluation of Danish Albania Justice Programme, DFID (April 2002)

- Evaluation of Danish programme to inform UK Balkans conflict prevention strategy
- In depth-evaluation of integrated local justice sector programme in Dibra prefecture, Albania

UK Conflict Prevention Fund, Balkans Access to Justice Strategy, DFID Central and Southern Eastern Europe Dept (June 2001-February 2002)

- Technical advice, management of consultants and participation in a 3-month Balkans Access to Justice scoping exercise (covering Albania, Bosnia-Herzegovina, Croatia, Federal Republic of Yugoslavia including Kosovo, and Macedonia)
- Drafted regional Balkans Access to Justice strategy for DFID, covering the design of a £12.5m, 3-year programme funded by the Balkans Conflict Prevention Fund

Governance Associate Professional Officer, British Deputy High Commission, Lagos, Nigeria

- In-country Task Manager for the development of a £30m, 7-year Safety, Security and Access to Justice programme during 2000-2001, including 100 participants stakeholders workshop
- Complex stakeholder management (Federal and State Ministries of Justice, judiciary, police, prisons, NGOs); close collaboration with other donors (USAID, World Bank, EU, UNDP)

Human rights and development

Lessons Learned of the Danish Human Rights Based Approach, Danida (June-October 2016)

- Co-author of lessons learned review of Danish government 2012 human rights-based approach. Mali and Tanzania case studies. Undertaken for Danish Institute for Human Rights

Overseas Development Institute "Rights In Action" programme manager (2003-2006)

- Established a new ODI-wide cross-cutting group to undertake research and policy advice on human rights and development

OECD DAC Human Rights Donor Review (March 2005-March 2006)

- Lead consultant for team of 20 donors in DAC Human Rights Task Team
- Published first DAC report on 'Human Rights and Development: Donor Policies, Approaches and Experiences', presented in Paris, Stockholm, Washington and Switzerland

UN OHCHR Human Rights and Good Governance Seminar (September-December 2004)

- Responsible for seminar report and outcome publication

DFID Social Protection Policy Paper (April-July 2004)

- Paper on human rights-based approaches to social protection

Swiss Agency for Development and Cooperation (SDC) Human Rights and Poverty Reduction Issues Paper (May 2004)

- Inputs into finalisation of issues paper aimed at updating SDC policy and practice

Right to Development: Uganda Case Study, DFID, December 2003-January 2005

- Team Leader for the analysis of how the right to development is being realised in Uganda

Development Partnerships and the Right to Development, OHCHR (March-October 2004)

- Team Leader for a review of development partnerships, aid effectiveness and human rights-based approaches of multilateral and bilateral organisations for the Office of the UN High Commissioner for Human Rights to inform inter-governmental discussions

DFID Human Rights Review (November 2003-July 2004)

- Team Leader for detailed review of the integration of human rights in all DFID activities
- Presentation of findings to OECD DAC Governance Network in Paris

Inequality in Middle Income Country Study, DFID (August-December 2003)

- Led analysis of discrimination and human rights-based approaches to better understand and tackle inequalities in Middle Income Countries

Evaluation of SDC's Human Rights and Rule of Law Documents (April-October 2003)

- Team Leader in the evaluation of the impact of SDC's guidance documents providing recommendation on how to further SDC's human rights and rule of law policies, and more generally improve policy change processes. Responsible for Rwanda case study

Evaluation of DFID support to OHCHR, DFID (September 2002-January 2003)

- Evaluation of the Partnership between the Office of the United Nations High Commissioner for Human Rights and DFID, commissioned by the Conflict and Humanitarian Affairs Department

Research into the Right to Development, DFID (Nov 2001-Nov 2002)

- Researched the 'right to development' debate. Drafted a reference 40 page report summarising legal and political debates surrounding the right to development, analysing DFID and international donor policies in this context and making recommendations for a DFID position

SELECTED REPORTS AND PUBLICATIONS

Piron, LH et al (2020) [Review of the Timor-Leste Governance for Development Program](#). London: The Policy Practice

Piron, LH et al (2020) *Independent Evaluation of the UK Government North Africa Good Governance Fund*. Brighton: Itad

McCulloch N, Piron L-H (2019). Thinking and Working Politically: Learning from practice. Overview to Special Issue. *Dev Policy Rev.* 2019;37:O1–O15. [https:// doi.org/10.1111/dpr.12439](https://doi.org/10.1111/dpr.12439)

Piron, LH et al (2019) *Political economy analysis of accountability institutions in Tunisia*. London: The Policy Practice

Piron, LH et al (2019) *Political economy analysis of local governance in Chad*. London: The Policy Practice

Piron, LH et al (2019) *Strategic Review of the Pacific Leadership and Governance Precinct Program*. Oxford: OPM

Piron, LH and Lyngge-Mangueira, H (2018) *Evaluation of the Westminster Foundation for Democracy Political Party Assistance*. London: The Policy Practice

Piron, LH and Lyngge-Mangueira, H (2018) *Evaluation of the Conservative Party Political Party Assistance*. London: The Policy Practice

Ananaba, A, Firdausu, U, and Piron, LH (2018) *Health financing study in Nigeria* Abuja: PERL-LEAP, November

Piron, L.H. and Ogunbayo, D. (2017) *Jigawa health sector governance reform case study* Abuja: PERL-LEAP, November

Piron, L-H and Sano, H-O (2016) [Lessons Learned of the Danish Human Rights-Based Approach](#), [Danish Institute for Human Rights](#), October

Piron, L-H (2016) Independent Mid-term Review of the [Developmental Leadership Program](#) Partnership (Phase 2) with the Australian Department of Foreign Affairs and Trade, August

Mourad, L and Piron L-H (2016) [Municipal Service Delivery, Stability, Social Cohesion and Legitimacy in Lebanon: An analytical literature review](#) July

DFID (2016) DFID [Building Stability Framework](#) (co-author)

Piron, L-H (2016) "Fair Power Structures" Evidence Synthesis for DFID Stability Framework, June

Piron, L-H (2016) "Effective and Legitimate Institutions" Evidence Synthesis for DFID Stability Framework, June

Piron, L-H with Baker, A, Savage, L and Wiseman, K (2016) *Is DFID Getting Real About Politics? A stocktake of how DFID has adopted a politically-informed approach (2010-2015)*, DFID Discussion Paper (lead author), March

[Piron, L-H \(2015\) "Synthesis Report. Evaluation of NIMD Country Programmes" \(Guatemala, Georgia, Mali\)](#)

[Piron, L-H and Slowing, K \(2015\) "Evaluation of NIMD Guatemala Programme"](#)

Piron, L-H (2015) Policy Scoping Note: Inclusive Economic and Political Institutions (internal DFID think piece)

[DFID \(2013\) Rule of Law Policy approach paper](#) (co-author)

[DFID \(2012\) DFID How to Note on Capacity Development](#) (author)

[UK Government \(2009\) Eliminating World Poverty: Building our Common Future, International Development White Paper](#) (member of drafting team, author of chapter on Building Peaceful States and Societies)

[DFID \(2008\) Justice and Accountability Practice Paper](#) (co-author)

DFID (2007) *Explanatory Note on Security and Access to Justice for the Poor* (author)

Piron, L-H (2006) 'Time to Learn, Time to Act in Africa' in *Promoting the Rule of Law Abroad* ed. Carothers, T, Carnegie Endowment for International Peace, DC

[Piron, L-H and O'Neil, T \(2005\) "Integrating Human Rights in Development: A Synthesis of Donor Policies, Approaches and Experiences"](#). Report for OECD DAC Network on Governance [published as part of the OECD Dimensions of Development Series, 2006]

Beall, J and Piron, L-H (2004) *DFID Social Exclusion Review*, December (co-author)

Piron, L-H (2004), "The Right to Development: study on existing bilateral and multilateral programmes and policies for development partnership", study prepared for the UN Sub-Commission on Human Rights, E/CN.4/Sub.2/2004/15, August

[Piron, L-H and Watkins, F \(2004\), "DFID Human Rights Review", July](#)

[Piron, L-H \(2004\) "PRSPs and Politics: Synthesis Paper" \(with Evans, A\), ODI Working Paper, May](#)

[Piron, L-H \(2004\) "PRSPs and Politics: Uganda Case Study" \(with Norton, A\), ODI Working Paper, May](#)

[Booth, D \(2004\) "PRSPs and Politics: Bolivia Case Study" \(with Piron, L-H\), ODI Working Paper, May](#)

Macrae, J et al (2004) "Poorly Performing Countries: Conceptual Framework and Review of Evidence", March

[DFID \(2004\) "DFID Guidance on Non State Justice and Security Systems"](#) (contributor)

Anderson, E et al (2004) "Inequality in Middle Income Countries: Synthesis Paper", January (contributor)

Piron, L-H (2003) "Human Rights, Inequality and Discrimination: Background Paper" (with O'Neil, T), November

[Piron, L-H and Court, J \(2003\) "Evaluation of Swiss Agency for Development and Cooperation Human Rights and Rule of Law Policy Guidance Documents", November](#) [published March 2004 by SDC Evaluation Department]