

Jindra Monique Cekan, Ph.D.

CEKAN CONSULTING LLC: *Valuing Voices: Sustainable Solutions for Excellent Impact*

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### **EXPERTISE:**

**Political Economist. Jindra Cekanova, Ph.D.** has used participatory methods for 28 years to connect with participants, ranging from villagers in Africa, Central/ Latin America and the Balkans to policy makers and Ministers around the world for her international clients. Their knowledge has informed **strategic planning content and facilitation, project design and organizational learning**. Cekan has also led **assessments, baseline and final evaluations, including a focus on gender through food security and livelihoods** during 13 years of running her own consulting firm for international development clients in the US, Czech Republic and abroad. **Formed and led teams of consultants** for clients such as USAID (PPL), the Bill and Melinda Gates Foundation and Johns Hopkins University. Main focus has been **learning from and celebrating the best and worst**, supported by Appreciative Inquiry for organizational and global learning as well as Rapid Rural Appraisal in **28 countries**.

### **REGIONAL SPECIALIZATIONS:**

- **Africa:** *Anglophone:* Ethiopia, the Gambia, Ghana, Kenya, Malawi, Nigeria, Sierra Leone, Sudan, Uganda, Zambia and Zimbabwe. *Francophone:* Benin, Burkina Faso, Mali, Niger, Senegal.
- **Latin America/ Caribbean:** Dominican Republic, Guatemala, Haiti, Honduras and Peru
- **Europe:** Albania, Armenia, Bulgaria, Czech Rep., Kosovo, Macedonia, UK

### **EDUCATION:**

- **Ph.D. / M.A.L.D.** The Fletcher School of Law and Diplomacy, Tufts University, 1994, 1990. Thesis: 'Listening to One's Clients' a Political Analysis of Mali's Famine Early Warning Systems"
- **University of Cambridge, Research Associate** (UK) and **Pew Charitable Trust Fellow** 1992-5
- **B.A.** Gettysburg College: Economics and Political Science, 1983
- **e-Certified Knowledge Professional** certificate from Knowledge Management Institute, 2011

**Languages:** Bilingual English and Czech (FSI 5/5), proficient French (FSI 4S/3R), basic Spanish (FS1)

**Dual Citizenship:** USA and Czech Republic (EU). Mother of two sons, living in Prague 2014-2015.

### **KNOWLEDGE FOSTERING (Monitoring & Evaluation, Learning, Best Practices, Strategy)**

**Valuing Voices Catalyst for self-Sustainable Development** and President 2013-present  
Sustainable community- and national-evaluator led design/evaluation technical expert and team leader.

#### **1) Catholic Relief Services Team Lead, Ex-post Sustainability Evaluation (Zimbabwe) 2016**

Leading team of qualitative and quantitative evaluators to assess sustainability of PRIZE, an emergency transition USAID food assisted program targeting over 100,000 people. Evaluating sustained and emerging impact of agriculture and livelihood activities and partnerships in two of eight districts.

#### **2) USAID E3 Basic Education: Management Systems International Case Study Research Lead, Ex-post Evaluation (Uganda) 2016**

Designing, managing and implementing an evaluation of sustained outcomes of USAID-funded project in Uganda, leading 4 researchers and experts with Palladium. This case-study is part of a 4 country comparative study using a systems approach and involves secondary analysis and primary field research.

#### **3) Catholic Relief Services: Post-Project Evaluation Consultant: (Niger) 2015**

A mixed-method post-project evaluation, three-years post-project closeout of CRS Niger's Nutritional and Food Security Program (PROSAN). Designed tools and process and led teams for exploring self sustainability of activities and groups. Researched sustained outcomes, uptake by national partners and unexpected impacts among participants of this highly sustainable food security/ resilience project. Did gender and youth analyses. Presented findings of successful project via webinar across CRS.

#### **4) Federatn of the Red Cross/ Red Crescent: M&E and Sustainability Consultant (Ethiopia) 2014**

Evaluated Ethiopian Red Cross' Society (ERCS) food security project in Tigray on credit, health knowledge, NRM by gender for impact and sustainability. Led team of six, trained staff, led presentations at meetings with 50 stakeholders. Created self-sustainability processes with communities and ERCS.

#### **5) Lutheran World Relief (LWR): Participatory Rural Appraisal M&E Consultant (Niger) 2006-10**

Created, conducted community-based participatory M&E system assessment and evaluation for Gates Foundation-funded drought relief for 4,000 women's pastoralists on sheep restocking, wells, fodder and transhumance. Trained local staff in PRA process in French and wrote up RRA recommendations. Special focus on impact of program on women and equitable livelihoods. Published article in PLA Notes.

- USAID PPL/LER (Policy, Planning, Learning Bureau, Office of Learning Evaluation and Research) Organizational Learning Direct Consultant** (DC) 2012-2013  
Supported Organizational Learning at USAID/ HQ and field. Designed and trained team in Appreciative Inquiry (AI) process doing qualitative interviews which celebrated USAID/ HQ staff technical and regional learning products and processes adapting AI to *Discovery, Design, Discussion, Dissemination and Determination*. Co-facilitated the inter-Bureau SILK Community of Practice launch with Learning Champions across nine Bureaus. Gathered 300 supporters from around the agency. Helped design the Thought Leaders in Learning speaker series via QED, the *Learning Buzz* e-newsletter. See <http://usaidlearninglab.org/library/organizational-learning-usaid-strengthening-technical-practice-presentation-0> Well-versed in the PPL/LER's CDCS processes and Adaptive learning. Also did qualitative interviews with 22 Missions, wrote up M&E and Learning best practices on evaluation and performance monitoring platform contracts, sharing findings. Final [Discussion note](#) on M&E Platforms published 9/13.
- Global Giving Consultant for Well-constructed Collaborative Experiments** (DC) 2014  
Created and led session for 30 staff based on surveys, interviews on research methods for development.
- ITECS Innovative Consulting, Project design/ Evaluation Consultant** (East Africa) 2012-present  
Project design/ proposal development consultant to ITECS, providing technical advice for Maternal Child Health linking, African NGOs, a large international for-profit medical device corp and US donors.
- Elizabeth Glaser Pediatric AIDS Foundation, KM Strategic Planning Consultant** (DC) 2012  
Reviewed current KM strategic plan, did interviews with senior HQ and international staff, analyzed findings and made a wide number of recommendations to become a premier Learning Organization.
- TOPS/ Food Security and Nutrition Network, Knowledge Sharing Consultant** (DC) 2012  
Did 20 qualitative surveys, analysis and wrote five briefs on knowledge sharing about programming, learning, incentives and knowledge supports among 11 int'l non-profits mostly using USG Title II funding. Co-presented findings at the World Bank KM conference with Joan Whelan of TOPS/ FSNN, June 2012.
- InterMedia, Health Policy Researcher** (DC, Global) 2012  
In-depth qualitative interviews on international health policy with 12 African, Asian and American senior experts and policy makers for The Bill and Melinda Gates Foundation. Wrote up key findings for report.
- The Partnership to Cut Hunger and Poverty in Africa, Technical Consultant** (DC) 2011  
Drafted section on Feed the Future's measurement criteria and USAID's learning prospects for a white paper for the Bill and Melinda Gates Foundation. Also provided edits to this evaluative prognosis.
- World Vision: Food Security/ Livelihoods and Health and Hope Strategic Planning Consultant** 2011  
Created a retreat agenda and facilitated meetings and the retreat for first the Livelihoods then the Health and Hope strategic planning processes. Primarily used Appreciative Inquiry methods process.
- OIC International Food Security, Strategic Planning Consultant** (DC, W. Africa) 2010-11, 13-14  
Assisted OIC with strategic planning around their food security, agriculture/ livelihoods and vocational training portfolio in Africa. Surveyed field programs, met with senior management and staff to revise materials, focus sectoral programming, including special needs of female youth. Recommended knowledge sharing process with donors and foundations. Drafted two concept papers for Africa.
- Johns Hopkins University Knowledge for Health, Evaluation Consultant** (DC, Global) 2010  
Created and led team to research existing eLearning practices for public health, analyze existing data from 35 international public health eLearning courses, survey a subset of 15,000 eLearning users. Developed a comprehensive strategy for evaluating eLearning, focusing on African health eLearners.
- InterMedia AudienceScapes, M&E Consultant** (DC, Africa) 2010  
Analyzed and revised questionnaire, two field reports, wrote an interview protocol to assist the Gates Foundation to know how high-level policy makers in Ghana, Kenya and Zambia access, learn from and disseminate policy information. Integrated gender into questionnaire, analysed data and wrote report.
- Bill & Melinda Gates Foundation Sanitation & Hygiene Advocacy, Researcher** (World) 2009

Created and lead team of seven to research and evaluate advocacy around sanitation and hygiene in 10 countries in Africa and Asia, Europe and the US. Our team interviewed 103 public, non-profit and private key informants to inform Foundation and partners' priorities. Wrote recommendations including gender analysis in report and did presentation to key Gates Seattle staff with G. McAuliffe (Data Harvest).

**FOOD SECURITY/ LIVELIHOODS (Program Design, NGO capacity building, Proposals)**

**The Mitchell Group, Proposal Writing and Technical Manager Consultant (US)** 2015-16  
Wrote proposals for the client and technically managed Food Security Midterm Evaluation in Zimbabwe.

**OIC International, Proposal Writer (US)** 2014  
Won \$1million grant from WalMart for African retail vocational training with African Affiliates.

**SSG Advisors, KM/Learning and Food Security Proposal Consultant (US)** 2013  
Led proposal design team for USAID Knowledge Driven Agricultural Development's RFP.

**Women Thrive Worldwide, Food Security/ Gender Policy Consultant (World)** 2011  
Consultant and acting Director for agriculture/ food security and gender policy advice, including input to the US government on gender monitoring and evaluation for food security in Africa's CAADP/ Feed the Future, writing policy briefs, representing WTW at US Agency for International Development events.

**Mercy Corps, Agriculture/ Livelihoods Proposal Writer/ Technical Reviewer (E. Africa)** 2008, 2009  
Reviewed and rewrote two successful Food For Peace MYAP proposals with IMC for Uganda and Congo (>\$10 mil) and with Land O'Lakes in Malawi. Built NGO staff capacity in the field for proposal writing in agriculture, livelihoods and capacity building.

**World Vision SP&NK ICB Evaluation & Assessment, Consultant (DC, Global)** 2008  
Evaluated impact of the Specialized Programming and New Knowledge training and work-plan process including staff's knowledge of many sectors of food security programming and how well the SP&NK project supported staff's international cross fertilization and sharing of promising best practices. This covered 26 participants from 10 programs worldwide plus HQ staff.

**Congressional Hunger Center, Training Advisor (DC, Global)** 2007-2009  
Training Advisor for Leland class of 2007-09, providing fellows mentoring and information on key food security issues and training. Part-time, led two 10-day Leland International Hunger Fellow trainings on anti-hunger programming and policy, identified speakers and coordinated trainers.

**Save the Children USA, Consultant/ Principal Interviewer and Evaluator (Africa)** 2005-2006  
Facilitated the Integration of Food Security and HIV/AIDS and gave technical assistance in East and Southern Africa on integrating sectors' care & support. Reviewed 20 USAID and private projects, interviewed staff about project integration of food aid, HIV/AIDS, recommended joint knowledge sharing.

**Geneva Global, Grant Writer (Ethiopia and Ivory Coast)** 2006  
Wrote two successful PEPFAR HIV/AIDS New Partner's Initiative grant proposals for capacity building and prevention/ care with US and African staff totaling \$12 million. Trained field staff.

**Aga Khan Foundation, Food Aid Consultant (Mali, Tajikistan, Afghanistan)** 2006-2008  
Managed three USDA food aid monetization grants totaling \$30 million for milk and development programming in Tajikistan, Afghanistan and Mali. Oversaw monetization of 19,500 mt of milk for distribution to schools. Streamlined and improved project design and trained staff in project M&E.

**Lutheran World Relief (LWR), Participatory Rural Appraisal M&E Consultant(Niger)**2006-2008, 2010  
Created, conducted community-based participatory M&E system assessment and evaluation for Gates Foundation-funded drought relief for 4,000 women's pastoralists on sheep restocking, wells, fodder and transhumance. Trained local staff in PRA process in French and wrote up RRA recommendations. Special focus on impact of program on women and equitable livelihoods. Published article in [PLA Notes](#).

Advised the agency on a potential value-chain evaluation research in West Africa with CATIE/ Ford Foundation. Reviewed technical documents, attended meetings, made recommendations.

**North American Miller's Association (NAMA), Food Aid Consultant** (Ethiopia, Kenya) 2006  
With manufacturer's representative, arranged visits with 12 PVO offices in East Africa, discussed how to improve commodity management and food aid quality, especially in light of HIV/AIDS.

**SUSTAIN, Researcher/Consultant** (World) 2004-2006  
Assessed the quality, expectations and preferences for food aid for those infected/affected by HIV/AIDS, malnourished mothers/children and refugees. Designed and analyzed survey from 30 NGO and UN field programs in Africa, Asia and Latin America. Coordinated USAID/USDA, food industry and sci. experts.

**American Red Cross, International Services Head of Food Security Unit** (World) 1999-2003  
Created first 'food security strategy' for ARC within Technical Assistance, Planning and Evaluation section of International Development with sectoral foci: agricultural recovery, health/nutrition, water/sanitation and safety nets. Built field staff capacity through trainings, created Red-Cross-wide tools/ systems for food security project design, proposals and commodity management. Trained over 80 global staff and hired two regional staff. Managed ARC's first ISA \$500,000 grant from USAID to improve 8 programs' food security best practices. As leader or member of grant writing teams, won over \$5 million in US Government (USAID, USDA, CDC) and Red Cross Federation/ICRC. Seconded to Kosovo 1999-2000.  
Field tools: "ARC Food Security Proposal Review Checklists and Tools", "Food Ration Calculation Exercise", "White Paper". 2001, "Food Security Workshop: Developing Best Practices for Design and Implementation of Food Security Programs" and Emergency Assessment [tools](http://www.foodaid.org/food3.htm), Published best practices papers <http://www.foodaid.org/food3.htm>.

**Catholic Relief Services, Head of Food Security Unit** (World) 1995-1999, 2005  
Created first conceptual food security framework covering the agriculture/ livelihoods, health, micro-enterprise, safety net, education and emergency sectors. Provided technical assistance and capacity building to field offices using food aid in 14 counties and trained over 200 international staff in person and by communities of practice. Special focus on female-headed households in safety net programs.  
Furthered best practices through conceiving of and editing PRA/RRA Manual including writing "Food security" chapter in CRS PRA/RRA Manual, Spring 1999. Baltimore, MD. Still being used today: <http://www.crsprogramquality.org/2009/10/rrapra/>. Published best practices papers on Food Security in Poverty Lending and Food Security in Monetization. Co-led grant-writing team that won grants totaling over \$30 million in US government grants and co-managed \$4 million of USAID ISA grant to CRS worldwide food security programming. Evaluated homes/clinics serving the disabled, aged and destitute with food aid. Kept US Government 'safety net' funding from being eliminated.

Other work: Salomon Brothers Financial Analyst NY 1984-1989, Nigerian Diocese of Ilorin 1987

#### **UNIVERSITY TEACHING:**

**The Fletcher School of Law & Diplomacy, Tufts University (USA)** 1994  
Adjunct Asst Prof of Politics  
Created and taught graduate-level seminar, "The Politics of Change in Central Europe".

#### **Harvard University (USA)**

Head Teaching Assistant, Faculty of Arts & Sci. Fall 1992-94, Spring 92 1992-1994  
Fall: "History of Modern Africa-1850 to the Present" (undergraduates). Led discussion sections, graded papers, examinations. Coordinated more than 100 students and three Teaching Assistants.  
Spring: "The Emergence of African Capitalism" (undergraduate). Same as above, 40 students.

Doctoral Scholarships and Presentations: **Pew Charitable Trust** (1990-92), **African Studies Centre, University of Cambridge, UK** (1990-91), **The Fletcher School of Law & Diplomacy** (1990, 1993-94)

#### **PROFESSIONAL AFFILIATIONS/ BOARD MEMBERSHIPS, HONORS:**

- KUSARD (Kenya Relief and Development NGO), Education for Hope and Fletcher Boards 2004-now
- Washington (Buddhist) Mindfulness Community Board of Directors 1998
- Member of American, European and Czech Evaluation Associations and Appreciative Inquiry DC
- Certificate of Distinction in Teaching, Harvard University Faculty of Arts & Sciences (based on student evaluations, in top 5% of Harvard's 1,000 Teaching Assistants 1993-94)

## **RECENT PUBLICATIONS/ PRESENTATIONS**

- [European Evaluation Society and American Evaluation Association and CARE/Africa Conferences \(2016\)](#) Global Policy Journal “[How to Foster Sustainability](#)” (2016)
- Stanford Social Innovation Review “[When Funders Move On](#)” (2015)
- Sirius XM Radio/ U Penn Wharton Business School “[‘Social Impact’ on Dollars and Change](#)” (2015)
- American Evaluation Association AEA365 “[Evaluation and Sustainability](#)” (2015)
- American Evaluation Association “[Furthering Community self-Sustainability of our Projects](#)” (2014)
- USAID’s PPL/LER “Monitoring And Evaluation Platforms: Considerations for Design and Implementation Based on a Survey of Current Practices” [Discussion Note](#) (key researcher, 2013)
- “Increasing Nigerian women’s incomes, increasing peace: triangulation and unexpected results, Lutheran World Relief’s ARVIP project” PLA Notes- IIED UK (2013) <http://pubs.iied.org/14620IIED.html>
- “Appreciative Strategic Planning at World Vision USA” [Axiom News](#) (2011)
- “One Chance to Get it Right: 7 Key Pillars for Achieving Food Security” for Women Thrive (2011) <http://womenthrive.org/images/7key-pillars.pdf> More publications and blogs at [www.ValuingVoices.com](http://www.ValuingVoices.com).

*References available upon request.*