

Jindra Monique čekan/ová, Ph.D.

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Valuing Voices: Sustainable Solutions for Excellent Impact at Cekan Consulting LLC

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Expertise:

Political Economist. Jindra Čekan/ová, Ph.D. has used participatory methods for 33 years to learn from participants and policy makers, ranging from villagers and foreign aid implementers to ministers in Africa, Central/ Latin America, the Balkans, and Asia. Their knowledge has informed **monitoring and evaluation for strategic planning content, project design, organizational knowledge management** and she created **Sustained and Emerging Impacts Evaluations at Valuing Voices**. **Sectorally she focuses on food security, livelihoods and gender**. Dr. Čekan/ová founded her consultancy 18 years ago, serving international development clients in 28 countries, including government, foundations, non-profit and for-profit enterprises. **She founded Valuing Voices in 2013, that researches, evaluates and advocates for ex-post-project sustained and emerging impacts**. Co-founded **SDG INGO/ Impact Investor work** <http://www.ImpactGuild.org>

Regions:

- **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 Republic, Kosovo, Macedonia, United Kingdom;
- **Asia:** India

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"
- **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 2017-20

Post-Project Sustained and Emerging Impacts Evaluation, and Exit Strategies

Valuing Voices *Catalyst for self-Sustainable Development* and President 2013-present

Technical Evaluation Reference Group of the Adaptation Fund *Ex-post evaluation consultant* 2021
Team Lead research and development of a framework & training to conduct ex-post evaluations, pilots in Samoa and Ecuador. Also shortlisted completed projects as pilots for ex-post evaluation plus reports.

ResultsInHealth, Exit & Ex-post Sustainability Training & Capacity Strengthening Consultant 2021
8 weeks of trainings and capacity development for exit and ex-post evaluation for INGO's HQ M&E team

Sambodhi and The Bill & Melinda Gates Foundation *Advocacy Consultant* (India) 2020-21
Sustainability Advisor Consultant for Health Advocacy and Evaluation, advising Indian NGOs/ CSOs

American Red Cross, International Services *Exit for Sustainability Consultant (Global)* 2018-19
Benchmarking of Exit and Sustainability Strategies to inform the AmRC global Graduation Strategy

Terre Des Hommes Italia *Exit for Sustainability Consultant* (Bangladesh) 2018-19
Evaluated ex-post lessons for adolescent migrant partners, developed exit strategy/sustainability plan.

USAID E3 Basic Education: Management Systems International Case Study Research Lead, Ex-post Evaluation (Uganda) 2016-17
Designed, managed and implemented and led 4-person team evaluating sustained outcomes of USAID-funded project: *Ugandan Evaluation of Sustained Outcomes (2018)- primary education*, 15 years "ex-post" project systems evaluation. Added to [Synthesis Report](#) across the four SOBE cases.

Catholic Relief Services Team Lead, Ex-post Sustainability Evaluation (Africa) 2016
Leading team of qualitative and quantitative evaluators to assess sustainability of an African project targeting 100,000 people. Evaluating sustained and emerging impact of agriculture and livelihoods.

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). Researched sustained outcomes, uptake by national partners and unexpected impacts among participants of this highly sustainable food security/ resilience project.

Federation 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. Created self-sustainability processes with communities and ERCS.

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. Published in [PLA Notes](#).

Monitoring & Evaluation/ Learning

E Co. Consultancy for the Global Climate Fund Readiness Grants and Funding Proposals "M&E services through the Communities of Practice" M&E & Sustainability Consultant (Global) 2021-22
Provided M&E support and M&E rubrics. Also advised on sustainability for GCF's tranches of proposals.

USAID PPL/LER (Policy, Planning, Learning Bureau, Office of Learning Evaluation and Research), Organizational Learning Direct Consultant (USA) 2012-13
Supported Organizational Learning at USAID/ HQ and field. Designed and trained team in Appreciative Inquiry (AI) process doing 100+ qualitative interviews of USAID/ HQ staff technical and regional learning products and processes adapting AI to [Discovery, Design, Discussion, Dissemination and Determination](#). Interviewed 22 Missions, wrote up M&E and Learning report on best practices on evaluation and performance monitoring platform contracts. [Discussion note](#)

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) 2012-2013
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.

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.

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. Recommended knowledge sharing process with donors and

foundations. Drafted two concept papers for Africa. Won \$1million grant from WalMart for African retail vocational training with African Affiliates in 2014.

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, analyzed data and wrote report.

Bill & Melinda Gates Foundation Sanitation & Hygiene Advocacy *Researcher* (Global) 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/ won proposal and technically managed Food Security Midterm Evaluation in Zimbabwe.

The Partnership to Cut Hunger and Poverty in Africa *Technical Consultant* (DC) 2011
Wrote about Feed the Future's measurement criteria and USAID's learning prospects for a white paper for the Bill and Melinda Gates Foundation.

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* (Global) 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* (Global) 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. Created Red-Cross-wide tools/ systems for food security project design, proposals and commodity management. 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.

Catholic Relief Services *Head of Food Security Unit* (Global) 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.
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.

Other: Salomon Brothers *Financial Analyst* NY 1984-89; **Nigerian Diocese of Ilorin** *Grant writer* 1987

Grants/ University Teaching/ Fellowships:

- * **Michael Scriven's Faster Forward Fund** post-project evaluation research grant 2017
- * **The Fletcher School of Law & Diplomacy, Tufts University** Adjunct Asst Profr. (USA) 1994
- * **Harvard University Faculty of Arts & Sciences, T.A. Certificate of Distinction in Teaching** 1993-94
- * **PhD Fellowships: African Studies Centre, University of Cambridge, UK** 1990-91
- * **Pew Charitable Trust and The Fletcher School of Law & Diplomacy Fellowships** 1990-2, 1993-4

Professional Affiliations, Board Memberships and Honors:

- [British Chamber of Commerce in Prague, Equilibrium Mentor](#) of Czech women business leaders 2020-21
- [University of Cambridge Advisory Mentor](#) for the Queen's Young Leaders and University of Cambridge in the Czech Republic Alumni Association 2018
- [KUSARD, Decent Living](#) (Kenyan NGO Board Advisor and donor) 2004-18
- **American, European and Czech Evaluation Associations** member and speaker 2005-present
- Washington D.C. & Czech (Buddhist) Mindfulness Community Board of Directors 1998, 2015-2021
- 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

Publication Examples

- Adaptation Fund documents our work on [ex-post sustainability and resilience research/guidance](#)
- Preston Stewart, Jindra Cekan [Valuing Voices Better Ex-Post Evaluation White Paper Series Part 1: Toward Building Better Evaluation Practices: A Series on the Ex-Post Evaluation Practices of Nordic Countries and the Netherlands: The Search](#) 2021
- Foluso Ishola, Jindra Cekan, [Evaluating the sustainability of health programmes: A literature review](#) 2019
- [“Impact Investing – International Development’s New Holy Grail?”](#) Medium 2018
- Transformation Forum: [“Valuing Voices: Why the 2030 Agenda Starts with Them“](#) Jindra Cekan, PhD, Carolien de Bruin and Peter Kimeu, 2018
- [Building the case for post project evaluation, Valuing Voices](#) Final Report for Michael Scriven’s Faster Forward Fund published 2017, presented at the American Evaluation Association Conference Nov 2017, featured on [Better Evaluation](#) 2017
- American Evaluation Association 365: [Measuring SEIE Impacts](#) 2017
- Six Degrees News Interview [“In 17 years, 1.6 trillion dollars spent on Sustainable Development; Very few undergo post-project evaluation”](#) 2017
- Better Evaluation [“Missing Link: Sustained and Emerging Impact Evaluations”](#) 2016
- [“How to Foster Sustainability“](#). Global Policy Journal, Vol. 7, Issue 2, 2016
- European Evaluation Society [“How to Foster Sustainability“](#). 2015
- American Evaluation Association blog [“Rolling the Dice: Impact or Self-Sustainability?”](#) AEA365 Article, 2015
- Stanford Social Innovation Review (SSIR) [“When Funders Move on“](#). 2015
- American Evaluation Association, [“Furthering Community self-Sustainability of our Projects”](#) 2014
- USAID’s PPL/LER [link](#) [“Monitoring and Evaluation Platforms: Considerations for Design and Implementation Based on a Survey of Current Practices”](#) Discussion Note key researcher, 2013.
- [“Increasing Nigerien women’s incomes, increasing peace: triangulation and unexpected results, Lutheran World Relief’s ARVIP project”](#) PLA Notes- IIED UK 2013 [link](#)
- [“Toward a Conceptual Framework of Household Coping: Reflections from Rural West Africa”](#) Cambridge University Press reprinted in 2011 from original [Africa](#) , [Volume 68](#) , [Issue 2](#) , April 1998
- [Seasonal Coping Strategies in Central Mali, 5 villages During the Soudure](#)
- [“Appreciative Strategic Planning at World Vision USA”](#) [link](#) Axiom News 2011
- [“Improving International Food Security”](#) in LBX Journal 2011 [link](#)
- [“One Chance to Get it Right: 7 Key Pillars for Achieving Food Security”](#) for Women Thrive 2011 [link](#) and Gender in Agric Bibliography: [link](#)
- A Wealth of Knowledge: Case Studies in Learning from a PVO’s Most Precious Assets” article in Monday Developments with G. McAuliffe <http://www.scribd.com/doc/17003730/MDDec2008>
- Field tools: [“ARC Food Security Proposal Review Checklists and Tools, Food Ration Calculation Exercise”, “White Paper”. 2001](#) and in <http://www.foodaid.org/food3.htm>
- [“Red Cross’ Humanitarian Mission to Assist the Most Vulnerable — Safety Nets Programs and The American Red Cross.”](#) Food Aid Management Food Forum Newsletter, II Q, 2000. Washington, DC
- [“Food security”](#) chapter in [CRS PRA/RRA Manual](#), Spring 1999. Baltimore, MD.
- [“Food Security Workshop: Developing Best Practices for Design and Implementation of Food Security Programs”](#) 1999.
- [“Toward a conceptual framework of household ‘coping’ – reflections from rural West Africa”](#) Co-authored with Alayne Adams and Rainer Sauerborn, Harvard’s Center for Population and Development. Africa. Vol 68, No. 2. Fall 1998
- [“NGO recommendation for U.S. Action Plan on Food Security: Mini-paper #13 – ‘Food aid to promote food security’”](#). Food Forum (FAM). With Ellen Levinson & TJ Ryan. Nov/Dec 1997, Washington, DC.
- [“Monetization – Links to Food Security?”](#) Relief and Rehabilitation Network Series, ODI. With Amy MacNeil and Steve Loeggering. November 1996. London: UK
- [“Foreign Aid Cuts – Food Security Effects”](#) Bread for the World Annual Report. With Kim Miller. 1996.
- [“Towards a conceptual framework of household coping: reflections from rural West Africa”](#) 1998, reissued online in 2011
- [“Five Malian Villages During the ‘Soudure’: Counter-Seasonal Coping Strategies Observed”](#) Disasters. March 1992. London: UK.

More information at: www.ValuingVoices.com