

Jindra Monique Čekan/ová, Ph.D. Updated April 2025
Valuing Voices: Sustainable Solutions for Excellent Impact at Cekan Consulting LLC
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Expertise:

Political Economist. Jindra čekan/ová, Ph.D. focuses on **sustainability**, creating **Sustained and Emerging Impacts Evaluations at Valuing Voices**. Valuing Voices team of consultants researchers evaluates, and advocates for **ex-post-project sustained and emerging impacts** for the last decade. She has used participatory methods for 37 years to learn from participants and policymakers, 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, project design, organizational knowledge management. Sectorally, she focuses on food security, livelihoods, and gender.** Dr. čekan/ová founded her consultancy 23 years ago, serving international development clients in 32 countries, including non-profits, foundations, for-profit enterprises and governments. A former investment banker and management consultant, she manages her family's Czech Rep. [family forest](#), is a (grand)mother & loves giraffes.

Regions worked:

- **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:** Guatemala, Haiti, Honduras and Peru;
- **Europe:** Albania, Armenia, Bulgaria, Czech Republic, Kosovo, Macedonia, United Kingdom;
- **Remote** evaluations & ex-post: Argentina, Bangladesh, Ecuador, India, Mali, Mozambique, Samoa

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 & Czech (FSI 5/5), proficient French (FSI 4S/3R), basic Spanish (FS1)

Dual Citizenship: USA and Czech Republic (EU). Mostly now in the Czech Rep, partly in the USA.

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

Valuing Voices Sustainable Solutions for Excellent Impact President & Catalyst 2013-present

The Rockefeller Foundation *Ex-post/ Sustainability Strategic & Technical Advisor to the Strategic Learning & Impact team (via a consultancy at ITAD)* 2025-date

Climate Investment Funds (via ICF) *Ex-post sustainability & transformation evaluation* [PPCR](#) consultant 2024-25

Leading 3 ex-post case studies' methods and tools, overseeing national evaluation consultants in Bangladesh, Mozambique, and Samoa. Contributing to overall ICF's M&E methods, including retrospective Theory of sustainability, transformational change methodology that includes real-time 'signals', and updating skills of the existing Valuing Voices ex-post team, training new evaluators, supporting fieldwork design, execution, and learning. Adding to the final report & presentations.

Adaptation Fund Technical Evaluation Reference Group *Ex-post evaluation consultant* 2021-23
Team Lead for [research and development of a framework & training to conduct ex-post sustainability evaluations](#), pilots in Samoa, Ecuador and Argentina. Shortlisted completed projects as pilots for ex-post evaluation via transparent criteria review process with colleagues, developed training materials on sustainability and trained national evaluators and UNDP/ WFP/ IBRD stakeholders. Four [ex-post evaluations](#) piloted 3-5 years post closure for sustainability/adaptation of infrastructure and resilience to climate change. Oversaw evaluation design, provided support during fieldwork, reviewed reports, discussed results, and shared findings to inform AF guidance and did trainings and presentations.

Also ground-truthed sustainability ratings at closure, drafted remote ex-post process, influenced the Fund's evaluation processes and policy. Designed/ implemented [training modules](#).

USAID Mali/ Assess *Ex-post evaluation Team Lead* 2022
PAJE-NIETA: Project d'Appui aux Jeunes Entrepreneurs [3 years post closure, created new ex-post](#) methods re-creating outputs/outcomes from three sub-projects, did presentation on report to USAID.

World Vision International *Consultancy Support to Strengthen World Vision's Theory of Sustainability and Sustainability Drivers* 2022
Analytic research report and presentation to identify & monitor Drivers towards Child Well Being

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

The Bill & Melinda Gates Foundation *Advocacy Consultant* (via Sambodhi Co., 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, wrote exit strategy/sustainability plan.

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

Charles University Center for Knowledge and Technology Transfer *M&E Advisor* 2023
Technical assistance, presentation and brainstorming on M&E and Learning for three projects under [Charles University](#) and Ministries.

E Co. Consultancy for the GCF 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. 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* Global 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 A.Inquiry 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
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 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.

World Vision: Food Security/ Livelihoods & Health & 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.

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, 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 2006-08, 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 Global 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 countries 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 WORK: Forestry, Finance & Grant-writing: Lesy Čekanová, Forest Owner 1996-now,
Salomon Brothers Financial Analyst NY 1984-89, **Price Waterhouse/ Coopers, Management Consultant** 1989,1991, **Nigerian Diocese of Ilorin Grant writer** 1987

Grants Received/ University Teaching/ Fellowships/ Advisories:

- * **CGIAR** Independent Advisory and Evaluation Service (IAES) Subject Matter Expert 2024-25
- * **Michael Scriven's Faster Forward Fund** post-project evaluation research grant 2017
- * **The Fletcher School of Law & Diplomacy, Tufts University** Adjunct Asst Profsr. (USA) 1994
- * **Harvard University Faculty of Arts & Sciences, T.A. Certif. of Distinction in Teaching** 1993-4
- * **PhD Fellowships: African Studies Centre, University of Cambridge, UK** 1990-92
- * **Pew Charitable Trust & The Fletcher School of Law & Diplomacy Fellowships** 1990-92, '93-4

Professional Affiliations, Board Memberships and Honors:

- **British Chamber of Commerce in Prague, Equilibrium Mentor** of Czech women business leaders 2020-24
- **University of Cambridge Advisory Mentor** for the Queen's Young Leaders and University of Cambridge in the Czech Republic Alumni Association 2018-19
- **KUSARD, Decent Living** (Kenyan NGO Board Advisor and donor) 2004-18
- **European and Czech Evaluation Associations** member and speaker 2005-now
- **Love in Action** (founder, Czech aid to Ukrainian refugees incl African students) 2022-now
- **Washington D.C. & Czech (Buddhist) Mindfulness Community Board of Directors** 1998, 2015-now
- **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

Publications:

- **Valuing Voices blogs**, including: [Sustained and Emerging Impacts Evaluations](#), [National handover ex-post](#), [Sustainable Development Goals](#) and [Impact Investing and the SDGs](#)
- Cekan, J. [Fostering Values-Driven Sustainability Through an Ex-Post Capacities Lens](#) JMDE Special Issue: Evaluator Competencies, Vol 19, Issue 46 2023

- [Evaluating global aid projects ex-post closure: Evaluability... and how-to via Sustainability Evaluation training materials](#) Cekan, Spearman, & Vidal Merino for the Adaptation Fund 2023
- [“Can We Assume Sustained Impact? Verifying the Sustainability of Climate Change Mitigation Results.”](#) Cekan J., Legro S. In: Uitto J.I., Batra G. (eds) Transformational Change for People and the Planet. Sustainable Development Goals Series. Springer, DE 2022
- “Promises made and promises unfulfilled: Focusing evaluations after COP26” in Evaluation, [What should evaluation learn from COP 26? Views of evaluation practitioners](#) 2022
- 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
- [“Evaluating the sustainability of health programmes: A literature review](#) Ishola, F & Cekan 2019
- [“Impact Investing – International Development’s New Holy Grail?”](#) Medium 2018
- [“Valuing Voices: Why the 2030 Agenda Starts with Them”](#) Transformation Forum: J Cekan, PhD, de Bruin, C. and Kimeu, P on Medium 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](#) Zivetz, L. Cekan J and Robbins, C. 2017
- [“Measuring SEIE Impacts”](#) American Evaluation Association 365 2017
- [“In 17 years, 1.6 trillion dollars spent on Sustainable Development: Very few undergo post-project evaluation”](#) Six Degrees News Interview 2017
- [“Missing Link: Sustained and Emerging Impact Evaluations”](#) Zivetz, Cekan Better Evaluation 2016
- [“How to Foster Sustainability”](#). Global Policy Journal, Vol. 7, Issue 2, 2016
- [“How to Foster Sustainability”](#) European Evaluation Society 2015
- [“Rolling the Dice: Impact or Self-Sustainability?”](#) American Evaluation Association 365 2015
- [“When Funders Move on”](#). Stanford Social Innovation Review (SSIR) 2015
- [“Furthering Community self-Sustainability of our Projects”](#) American Evaluation Association 2014
- “Monitoring and Evaluation Platforms: Considerations for Design and Implementation Based on a Survey of Current Practices” USAID’s PPL/LER [link](#)& [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 [link](#) research with Hlaibi, J. 2013
- [“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](#) , with Adams, A and R. Sauerborn April 1998
- [“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
- Field tools: “ARC Food Security Proposal Review [Checklists and Tools](#), Food Ration Calculation Exercise”, “White Paper”. 2001
- [“Seasonal Coping Strategies in Central Mali, 5 villages During the Soudure”](#) Disasters #16 2007
- “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/RRR Manual](#), Spring 1999. Baltimore, MD.
- [“Food Security Workshop: Developing Best Practices for Design and Implementation of Food Security Programs” 1999.](#)
- “NGO recommendation for U.S. Action Plan on Food Security: Mini-paper #13 – ‘Food aid to promote food security’”. Food Forum (FAM). Ellen Levinson & TJ Ryan. Nov/Dec 1997, DC.
- “Monetization – Links to Food Security?” Relief and Rehabilitation Network Series, ODI. With Amy MacNeil and Steve Loeggering. November 1996. London: UK
- [“Five Malian Villages During the ‘Soudure’: Counter-Seasonal Coping Strategies Observed”](#) Disasters. March 1992. London: UK.

More information at: www.ValuingVoices.com