

Professional profile

Rob Lloyd is the Managing Partner of Itad, guiding the company's strategic direction and chairing its Executive Committee. He is a passionate advocate of the use of evidence and learning to improve social impact, and has spent the past two decades advising governments, foundations, and global alliances on how best to do this.

He has advised the Norwegian aid administration on results-based management and organisational learning, supported Porticus in its approach to portfolio strategy and systems change, and advised the Bill and Melinda Gates Foundation on its advocacy strategies in Family Planning, and Development Policy and Finance.

Previously Rob was at Bond where he led 320 UK development NGOs and their funders, in developing innovative sector wide approaches to measuring performance and impact and the One World Trust where he led the Global Accountability Project, an initiative that brought together International NGOs, companies and multilateral agencies to develop cross sector principles and practices of accountability and transparency.

Rob has published widely on issues of evidence and learning, and has had featured in the Guardian, Alliance Magazine, Ethical Corporation, the Journal for Development Effectiveness, and Global Governance.

Nationality

British

Languages

English (native), German (intermediate),

Country experience

Belize, DR Congo, Eritrea, Guatemala, India, Kenya, Nepal, Norway, Uganda

Education

2003	MA Governance and Development (Distinction) Institute of Development Studies, University of Sussex
2000	BA (Honours) Geography Kings College London, University of London

Employment

2022 - Present	Managing Partner Itad, UK
2019 - 2022	Partner Itad, UK
2016 - 2019	Associate Director Itad, UK
2012 - 2015	Principal Consultant Itad, UK
2010 - 2012	Head of Effectiveness Programme Bond, UK
2010	Shared Impact and Learning Coordinator Action Aid, UK
2007 - 2010	Projects Manager One World Trust, UK
2004 - 2007	Projects Officer One World Trust, UK
2003 - 2004	Research Assistant Institute of Development Studies, UK

Project experience

2019 - 2020	Portfolio review evaluation Role: Team Leader Client: Porticus Location: Global In 2017, Porticus aligned its grant-making under 12 thematic portfolios in the areas of education, society, faith, and climate, to better capitalise on its global presence and accelerate its efforts to support systemic change. Three years into this change process, Rob led an evaluation for the senior management team and
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board that assessed whether they were on the right track in supporting systems change and whether the portfolio approach was adding the value Porticus had hoped for.

2019 - Present

External Evaluation of BMGF's Family Planning Advocacy Portfolio

Role: Project Director | Client: BMGF | Location: India, Kenya, USA

Following a five year investment into family planning (FP) advocacy across LMICs, Europe and the US, Rob led an evaluation for BMGF that investigated what progress had been made on FP policy and financing across 10 countries, what advocacy tactics and strategies worked best in which country contexts, and advised BMGF leadership on its new FP advocacy strategy.

2017 – 2019

Evaluation of the Harvard Ministerial Leadership Program (HMLP)

Role: Team Leader | Client: Big Win Philanthropy | Location: UK

The HMLP supports Education, Health and Finance Ministers with economic and human development related responsibilities to exercise purposeful leadership and achieve transformative policy goals. Rob led an evaluation of the programme, to understand the extent to which it influences Minister's motivations and skills, creates greater ambition levels and clarity around the transformation they wish to pursue, and the extent the Ministers are able to position their agendas as core to national/ cabinet priorities.

2015 - 2019

Real-Time Evaluation (RTE) of Danida Country Programme for Kenya

Role: Project Director | Client: Danida | Location: Kenya

To support the Danish Embassy in Kenya's 2015-2020 Country Programme, Rob led a real time evaluation that provided on going evidence, insights and learning to inform its partners activities in the areas of democracy and human rights, climate change and economic development, and support strategic decision making at Embassy level.

2019

Evaluation of the Norwegian aid administration's approach to portfolio management

Role: Team Leader | Client: Norad and Norwegian MFA | Location: Norway

As part of the Norwegian Aid Administrations efforts to strengthen its management for results, Rob led an evaluation that explored how effectively the Administration had established and was managing portfolios of programmes and grants. This included investigating the clarity of portfolio strategies, the effectiveness of portfolio management structures, and approaches to portfolio learning.

2018

Evaluation and MLE system design for the Development Policy and Finance Portfolio (DPAF)

Role: Project Director | Client: BMGF | Location: USA

At the end of a five year strategy period, BMGF wanted to understand the progress it had made in influencing development policy and finance at global and national levels. Rob led an evaluation that investigated BMGF investments in shaping norms and standards around ODA, development financing in Nigeria and the use of evidence in policy advocacy to identify, identified lessons and advised on areas for course correction.

2017 - 2018

Evaluation of Results Based management Practices in the Norwegian aid administration

Role: Project Director | Client: Norad | Location: Norway

To strengthen its use of evidence in decision making, the Norwegian Aid Administration Rob led an evaluation that investigated how the Norwegian Aid Administration uses results evidence (monitoring data, evaluations and research) in decision making at the level of individual grants, portfolios and in the setting in overall policy and strategy on ODA. The evaluation report featured in the Norwegian press, was discussed in Parliament, and was presented to the Minister of Foreign Affairs.

2017- 2018

Evaluation of INASP's Strengthening Knowledge and Research Systems (SRKS) Programme

Role: Project Director | Client: DFID | Location: UK

The SRKS programme, implemented by INASP, worked at individual, organisational and national level to strengthen knowledge systems across the global south. Rob led an end of grant evaluation of the programme, that reviewed what it had achieved, and lessons, to inform future INASP programming and DFID and SIDA funding.

2017-2018

Development of theory of change and evaluation framework for the Global Challenge Research Fund

Role: Project Director | Client: BEIS | Location: UK

As part of the preparation for a cross-fund evaluation of the £1.2bn GCRF, Rob worked with BEIS to develop a fund level theory of change, an evaluation framework and strategy; and to conduct a process evaluation to assess early grant making of the fund.

- 2017-2018** **Evaluation of the global health research and development advocacy portfolio**
Role: Project Director | Client: BMGF | Location: USA
The global health research and development advocacy portfolio, invests in organisations that advocate for greater policy focus and funding to neglected tropical diseases. Rob led an evaluation for BMGF leadership, that evaluated what advocacy strategies and tactics have been most effective in influencing policy and resources on global health research and development in three advocacy markets (EC, Germany and Australia.)
- 2014 - 2018** **Evaluation of Approaches to Building the Capacity for Use of Research Evidence (BCURE)**
Role: Project Director | Client: DFID | Location: Afghanistan, Pakistan, South Africa, Malawi, Kenya, Bangladesh, Liberia, South Sudan, Sierra Leone, Ghana, Zambia
BCURE was DFID's flagship investment in strengthening evidence use in government across LMICs. It supported a range of partners across 12 countries to use different approaches and strategies to strengthen capacity and evidence use in government policy. Rob led a 4 year evaluation that sought to strengthen the evidence base on how capacity building can promote evidence-informed policy, to inform decisions within and beyond DFID about whether to fund and how to design this type of programme in future.
- 2016 - 2017** **Evaluation of the Quality of Reviews and Decentralised Evaluations in Norwegian Development Cooperation**
Role: Project Director/Team Member | Client: Norad | Location: Norway
Within the Norwegian Aid Administration grant and programme evaluations are an important source of evidence and learning. Rob led a study that investigated the quality of these evaluations, and whether and how they were being used. The study informed the Administration approach to how it can best support grant and programme managers in using evidence in their decision making.
- 2015 - 2017** **Global Fund Advocacy Portfolio Level Assessment**
Role: Project Director | Client: BMGF | Location: Global
The GPAF portfolio is focused on supporting CSOs to advocate for the Global Fund for AIDS, Tuberculosis and Malaria. At the end of its 5 year strategy, BMGF wanted to undertake an assessment of the portfolio to understand what impact it had had on government funding to the Global Fund. Rob led an evaluation which assessed the contribution of the portfolio to the Global Fund 5th Replenishment, and provided advice to BMGF leadership on the portfolio strategy moving forward.
- 2015 - 2016** **Communication for Development (C4D): An Evaluation of UNICEF's Capacity and Action**
Role: Project Director | Client: UNICEF | Location: USA/UK
Following a significant investment in building internal capacity to undertake C4D as part of its development and emergency response objectives, UNICEF wanted to understand how well C4D was being implemented across the organisation. Rob led an evaluation to understand the extent to which C4D have been integrated and mainstreamed within UNICEF's policies and practices, the effectiveness of its capacity development efforts and to guide future efforts.
- 2015 - 2016** **Meta-Evaluation of DFATD's Decentralized Evaluations**
Role: Team Member | Client: Global Affairs Canada | Location: Canada / UK
As part of its efforts to strengthen the use of high quality evidence in decision making, Rob led an assessment for Global Affairs Canada that assessed the quality of decentralized evaluations; advised the Evaluation Division on how to improve the quality of tools, guidance and planning processes to increase the credibility and use of evaluations; and provided guidance on how to improve management information systems supporting the storing and sharing of evaluation knowledge.
- 2014 - 2016** **Evaluation of Support to Capacity Development**
Role: Project Director | Client: Norad | Location: Norway
Capacity development support to the public sector in LMICs, is a major area of investment for the Norwegian Aid Administration. Rob led an evaluation that assessed what support in this area has achieved over the past two decades, what has worked, and what hasn't. The evaluation supported decision-making and strategy development regarding Norwegian support to capacity development in developing countries.
- 2014 - 2020** **Learning partnership with the international decision-making support initiative (iDSI)**
Role: Project Director | Client: BMGF | Location: USA / UK / India / Ghana

IDSi is a global network working to increase the value and impact of health spending through the use of evidence in health decision making. Over several years Rob led Itad's long term learning partnership with IDSi. This involved designing a bespoke network wide evaluation and learning strategy and approach, delivering literature reviews, country case studies and annual synthesis of progress to inform Board level learning and adaption. He also led the mid-term evaluation of IDSi for its major funders: BMGF and DFID.

2014 - 2015**Evaluation and learning support to Girl Hub**

Role: Project Director | Client: GirlHub / Nike Foundation | Location: UK

Girl Hub, the predecessor organisation to Girl Effect, was a strategic collaboration between DFID and the NIKE foundation designed to bring together the expertise of both organisations to transform the lives of adolescent girls in Rwanda Ethiopia and Nigeria. To support its research, evaluation and learning agenda, Rob led an evaluability assessment followed by an organisational evaluation of Girl Hub, that identified what was working well and less well in the strategic collaboration between DFID and the NIKE Foundation, and informed the ongoing organisational evolution of Girl Hub.

2012 - 2015**Impact Evaluation of DFID's Beneficiary Feedback and Transparency Pilots**

Role: Deputy Team Leader | Client: DFID | Location: Pakistan / India / Tanzania / Ethiopia / Somaliland / Zimbabwe / Myanmar

Recognising the value that feedback mechanism play in producing real time evidence and insights to improve development and humanitarian programming, DFID established a pilot programme which tested different approaches to collecting, analysing and using feedback data. Rob led an evaluation for DFID which sought to understand which feedback mechanisms work best in which organisational and country contexts. The evaluation informed DFID future funding in this area, and internal guidance on the use of feedback mechanisms in DFID programming.

2012 - 2014**Evaluation of NICE International's Health Partnership Scheme**

Role: Team Leader | Client: NICE International | Location: India/China

NICE International was established to share best practices and expertise from NICE to help drive improvements in health and case decision making globally. Rob led the evaluation of early pilot partnerships between NICE International in India and China. The worked was used to inform the country engagement strategies, and shape the NICE International offering to governments.

2013 - 2014**Evaluation of Norway's Approach to Ensuring Grant Evaluability**

Role: Deputy Team Leader | Client: Norad | Location: Desk-based

In an effort to improve understanding and practice of results based management in its grant making, Rob led an evaluation for the Norwegian Aid Administration of the extent to which grants disbursed through the Norwegian aid administration are designed and delivered in such a way that they can demonstrate results and be evaluated. The evaluation received wide coverage in the Norwegian media, and won the best evaluation of the year award in Norway in 2014.

2013 - 2017**Evaluation of the DFID Humanitarian Innovation & Evidence Strategy**

Role: Project Director | Client: DFID | Location: Global

DFID's Humanitarian Innovation and Evidence Programme was an effort to strengthen the generation and use of high quality evidence in humanitarian setting. Rob led the 4 year evaluation that followed the programme, generating ongoing evidence and insights to inform the work of partners to use evidence more effectively and support DFID in its advocacy and influencing of the wider humanitarian sector.

2013-2014**Design and Implementation of an Impact Monitoring System for Transparency International**

Role: Project Director | Client: Transparency International

Recognising the need to monitor and learn more consistently and effectively from its work tackling corruption, TI invested in developing a movement wide MEL framework. Rob provided conceptual and technical support to the TI Monitoring Evaluation and Learning (MEL) unit in the conceptualisation, development and piloting of a TI-wide approach to measuring and monitoring outcome and impact by Chapters and the Secretariat.

2013**Quality Review and Synthesis of 2012/13 AusAID Operational Evaluations**

Role: Team Member | Client: AusAID | Location: Desk-based

Grant level evaluations are a key source of evidence and learning within AUSAID. Rob led a review of the quality of the operational evaluations commissioned by AusAID in 2012/13, and conducted a synthesis across the best evaluations, to extract key insights and learning to inform AUSAID programming.

2013**Training of Trainers in Evaluation**

Role: Project Director | Client: GIZ | Location: Uganda

As part of GIZ's support to the government of Uganda to strengthen its use evaluations in policy making, Rob led the design and deliver of a 6 week residential training of trainers course for Ugandan civil servants, researchers and civil society representatives, on evaluation. Modules covered: designing and planning an evaluation, qualitative methods, quantitative methods, quality assurance.

2011 – 2012**Understanding the added value of strategic funding to UK development and humanitarian NGOs**

Role: Team Leader | Client: Bond | Location: UK

Strategic funding is untied donor funds that NGOs can use in a flexible way. In the face of DFID ending core support to key UK development NGOs, Rob worked with Bond to conduct an evaluation into how strategic funding – specifically PPAs - has been used by organisations that have received it, and the impact it has had on their organisational development.

2011 – 2012**CSO accountability standards and guidelines**

Role: Team Leader | Client: Commonwealth Secretariat | Location: Uganda, Belize, India, Pacific Islands

As part of its efforts to protect civil society space across the Commonwealth, the Commonwealth Secretariat supported CSO networks in four regions to develop shared principles and standards of accountability. Rob led this work, working closely with CSO platforms in Belize, Uganda, India and Pacific Islands to convene member organisations to discuss accountability, agree common standards, and develop accompanying toolkits, guidance and training.

2011 – 2012**Development of feedback mechanisms for Amnesty UK**

Role: Team Leader | Client: Amnesty UK | Location: UK

As part of its efforts to strengthen its accountability, Rob worked with Amnesty UK to develop a feedback mechanisms that could be used to systematically capture suggestions, comments and complaints from the public and supports and feed these into internal decision making.

2011 – 2012**Review of Cordaid's accountability to southern partners**

Role: Team Leader | Client: Cordaid | Location: Netherlands

Cordaid is a partner led organisation. Therefore accountability to them is an important element of its operations. Rob led a review to assess how accountable Cordaid was to its southern partners in practice, and identified areas for improvement.

2011 – 2012**Development of system for engaging affected communities in programme monitoring, evaluation and learning**

Role: Team Leader | Client: Oxfam GB | Location: Eretria, Uganda and DRC

As part of its broader agenda to improve accountability to the communities that it serves, Rob worked with Oxfam GB to understand and advise on how best it could involve these groups more in its monitoring, evaluation and learning activities.