

Partner

Professional profile

Rob is a Partner at Itad and jointly leads the Governance and Institutional Strengthening Practice. He is an expert in evidence-informed policy making, organisational reform, capacity development, policy advocacy, Quality Assurance and evaluation and learning systems. Rob has worked on these issues with a wide range of clients including Norad, Danida, DFID, EC, UNICEF, GIZ, the Bill and Melinda Gates Foundation, Nike Foundation and Big Win Foundation.

Rob has managed numerous large, complex, multi-country evaluations, including an evaluation of DFID's support to building the capacity of policymakers in eight countries to access, appraise and use evidence (BCURE) and an evaluation of DFID's Humanitarian Innovation and Evidence Programme. From 2015 until 2017, Rob hold the role of Project Director for the external assessment of the BMGF's Global Fund Advocacy Program. Currently, he is the team leader of an evaluation of the Harvard Ministerial Leadership programme. Rob is particularly seasoned in reviewing and developing theories of change as well as assuring quality of evaluations and data; for the Real-Time Evaluation (RTE) of the Danida Country Programme for Kenya, which started in 2015, he is undertaking a quality review of the programme's theory of change. Between 2016 and 2017, Rob was the Project Director of the evaluation of the quality of reviews and decentralised evaluations in the Norwegian Development Cooperation.

Prior to joining Itad, Rob led the Bond Effectiveness Programme and hold the role of Impact and Shared Learning Manager at ActionAid where he led the development of their M&E systems. Between 2007 and 2010, he was the Projects Manager at One World Trust where he led the production and revision to the Global Accountability Report between 2007-2009, an index that compared 90 organisations from the public, private and NGO sectors in the areas of evaluation, transparency, participation and complaints handling.

Nationality British

Languages English (native), German (intermediate), Spanish (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

2018 - Present	Partner Itad, UK
2015 - 2018	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
2005 - 2006	Projects Officer One World Trust, UK
2003 - 2006	Research Assistant Institute of Development Studies, UK

Project experience

2019	Evaluation of the Norwegian aid administration's approach to portfolio management Role: Team Leader Client: Norad and Norwegian MFA Location: Norway As Team Leader, Rob Lloyd is leading the evaluation and has ultimate responsibility for the project. He is leading the engagement with the MFA and Norad, the facilitation of the co-creation workshop and will present the final evaluation report. He will also lead the writing of the inception and final report, with inputs
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from the rest of the team. Overall, this project is a utilisation focused and formative, ensuring stakeholders have sufficient ownership of the evaluation process and outputs. The overall aim is to assess the efficiency and effectiveness of the portfolios' governance structures, test if they support portfolio objectives and then identify lessons for improvement. The portfolios include: tax for development and the programme to combat marine litter and microplastics.

2017 - 2021 Evaluation of the Harvard Ministerial Leadership Program (HMLP)

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

Leading a team of four consultants to evaluate the HMLP. This involves 1) assessing the extent to which a Ministerial Leadership Forum in Harvard for Education, Health and Finance ministers influences their motivations and skills, in addition to creating greater ambition levels and clarity around the transformation they wish to pursue and leave behind as their legacy; 2) following a sample of ministers to understand the extent they are able to position their agendas as core to national/ cabinet priorities. Rob leads the engagement with the ministers and presenting findings to the Harvard team.

2015 - 2020 Real-Time Evaluation (RTE) of Danida Country Programme for Kenya

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

Directing the RTE of Danida's Kenya Country Programme during the timeframe for the programme of 2015-2020. The evaluation is using the theory of change as a point of departure for following progress and trajectories towards impact. Evaluation activities include: a review of existing M&E systems and data, a quality review of the Kenya country programme theory of change, the development of an overall RTE design, a review and synthesis of secondary data to identify areas for primary data collection, the design and scoping of additional studies, and a synthesis of primary and secondary data since 2015.

2018 Evaluation and MLE system design for the Development Policy and Finance Portfolio (DPAF)

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

Responsible for leading a team of seven consultants in conducting three portfolio level evaluations of DPAF's policy and advocacy efforts in influencing global development policy and finance; and designing a wider MLE framework for supporting adaptation and learning of future portfolio investments and strategy.

2017 - 2018 Evaluation of Results Based management Practices in the Norwegian aid administration

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

Led a team of five consultants in evaluating 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. Rob led the design of the evaluation, the co-creation of recommendations with aid officials, writing the final report and presenting the final report. The evaluation report featured in the Norwegian press 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

Led a team of nine consultants in evaluating the DFID and SIDA funded and INASP implemented SRKS programme. The evaluation involved assessing the programme's work across 22 countries through desk reviews and four country case studies, a gender analysis and a VFM assessment. Rob led the design of the evaluation, co-creating the findings with INASP, writing the final report and presenting the final findings and recommendations to DFID and SIDA to inform future funding decisions.

2017-2018 Development of theory of change and evaluation framework for the Global Challenge Research Fund

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

Led a team of five consultants to 1) develop a theory of change for the £1.2bn GCRF; 2) an evaluation framework and strategy; and 3) 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

Led a team of eight consultants to evaluate 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)

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Role: Project Director | Client: DFID | Location: Afghanistan, Pakistan, South Africa, Malawi, Kenya, Bangladesh, Liberia, South Sudan, Sierra Leone, Ghana, Zambia

Overall responsibility for the evaluation supporting the Team Leader on the theory-based evaluation design, designing the approach to country level case evaluations, and providing technical direction to the team. The primary aim of the evaluation is 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

As Project Director, Rob acted as the point of contact for EVD around all contractual and budget matters related to the contract and inputs into all deliverables as requested by the Team Leader. He also conducted a sample of quality assessments as well as spot checking the assessments of others, and led a case study of a review/evaluation.

2015 - 2017 **Global Fund Advocacy Portfolio Level Assessment**

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

The Bill and Melinda Gates Foundation (BMGF) commissioned Itad to undertake an external assessment of the work of its Global Fund Advocacy Program (GFAP). The purpose of this work is to maximize the contribution of government donors to the Global Fund 5th Replenishment.

2015 - 2016 **Communication for Development (C4D): An Evaluation of UNICEF's Capacity and Action**

Role: Project Director | Client: UNICEF | Location: USA/UK

C4D is the application of the principles of effective communication to further development objectives and is used widely in emergency response. The aim of this evaluation, using a formative and theory-based approach was to understand both the extent to which C4D have been integrated and mainstreamed within UNICEF's policies and practices and the effectiveness of its capacity development efforts.

2015 - 2016 **Meta-Evaluation of DFATD's Decentralized Evaluations**

Role: Team Member | Client: Global Affairs Canada | Location: Canada / UK

Itad was commissioned to deliver a meta-evaluation of decentralized evaluations undertaken by Global Affairs Canada between April 2009 and March 2014. The purpose of this assignment is to provide Global Affairs Canada with: i) an assessment of the quality of decentralized evaluations; ii) a set of recommended actions for the Evaluation Division to improve the quality of Global Affairs Canada's tools, guidance and planning processes to increase the credibility, reliability, validity and use of evaluations; and iii) a set of opportunities to improve management information systems supporting the storing and sharing of evaluation knowledge. The team engaged with three main stakeholder groups: the commissioners of decentralized evaluations, the executors of decentralized evaluations and the users.

2014 - 2016 **Evaluation of Support to Capacity Development**

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

Provided direction for an evaluation the aim of which was to improve decision-making and strategy development regarding Norwegian support to capacity development in developing countries.

2015 **Mid-term review of the international decision-making support initiative (iDSI)**

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

Led a team of four consultants to conduct an evaluation of the operations, strategy and management of iDSI.

2014 - 2015 **Evaluation of Girl Hub**

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

Led team of a team of five consultants to evaluation GirlHub. This involved coordinating three country case studies and conducting a detailed assessment of M&E systems and a VFM analysis.

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

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Supporting TL in managing a team of 16 people; developing overarching evaluation framework, including a common theory of change; designing common data collection tools; overseeing seven country studies; quality assuring survey data; working with communication expert to design and implement communication and research uptake strategy.

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

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

Managing team of six people; facilitating workshops in India and China to develop and agree a theory of change; developing evaluation framework; leading the design and implementation of the programme evaluation.

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

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

This evaluation sought to understand 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 was framed around a series of hypotheses designed to test different possible barriers to effective results measurement: were the existing policies and procedures for planning results in grants adequately designed; were staff adequately trained to manage for results in grant management; were policies and systems correctly implemented when grants were approved? The study also checked to see if problems were arising in the way Norad's Evaluation Department (EVAL) designed and managed evaluations: did EVAL ensure evaluation designs place an appropriate emphasis on measuring results; and were consultants recruited to evaluate sufficiently competent? Data collection was designed around three lines of enquiry. Rob designed the overall methodology; led the analysis of the grant management procedures and processes; reviewed a sample of grants; Drafted final report.

2013 - 2014 **Evaluation of the DFID Humanitarian Innovation & Evidence Strategy**

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

Rob had overall responsibility for the evaluation, supporting the Team Leader on the theory base evaluation design, developing the approach to six country level evaluations and providing technical direction to the team.

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

Role: Project Director | Client: Transparency International

The main objective of this contract is to provide conceptual and technical support to the Transparency International (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. Support is provided in four phases: First, an assessment was made of the viability of having a TI-wide approach to measuring and monitoring outcomes and impact. This included a scan of the wider NGO sector. Second, the key components of the system were developed, as well as a clear indication of the operationalisation potential, including resources implications. Phase three involved developing the necessary manuals, data protocols, tools, documents that facilitate implementation of the new system and phase four, will involve supporting the MEL unit in the piloting of the approach at the TI secretariat and among a selection of Chapters. Rob was responsible for overall project management; client management; input into technical approach.

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

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

Conducted a review of the quality of the operational evaluations commissioned by AusAID in 2012/13. This involved: developing a quality checklist to test the robustness and credibility of the evaluations; applying this to over 80 independent evaluations; and analysing the results to identify common strengths and weaknesses. Following this, those evaluations that met basic quality standards were taken through to a synthesis. Rob's role, as member of the core team, included designing quality checklist; assessing the quality of a sample of evaluations; leading on the synthesis of key themes; report writing.

2013 **Training of Trainers in Evaluation**

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

Overseeing course development and quality assuring course content; delivery of courses on designing and planning an evaluation and qualitative methods in evaluation.