

Curriculum Vitae

Name:	Nabanita Sen Bekkers
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Nationality:	Bangladeshi; Netherlands permanent resident
Academic Qualifications:	Honours Bachelor of Science, Specialist in Actuarial Science and Economics, University of Toronto, Canada, 2005
Country Experience:	Austria, Azerbaijan, Bangladesh, Cambodia, Fiji, Germany, Indonesia, Kenya, Kosovo, Malaysia, Myanmar, Nepal, The Netherlands, Pakistan, Papua New Guinea, Philippines, Sierra Leone, Sri Lanka, Switzerland, Timor Leste, Thailand, United Kingdom (UK), Zambia

Summary of Qualifications

- Fifteen years of experience with results measurement and market systems development (MSD) programs
- Specialist in Private Sector Engagement and applying its principles in different development approaches including Market Systems Development (MSD), financial inclusion, trade facilitation, Corporate social responsibility (CSR), skills development, local economic development and business enabling environment.
- Specialist in results measurement
- Extensive experience in conducting research and evaluation that can guide programme management.
- Multi-country experience in working with different stakeholders including donor and government institutes, private sector actors, project staff involved in all aspects of management from field implementation to higher management.
- Auditor of the Donor Committee for Enterprise Development (DCED) Standard for Results Measurement.
- Fluency in English and Bengali and spoken Hindi.

Nabanita Sen Bekkers has fourteen years of experience in working in different aspects of private sector development including implementation of projects, communication and project development. From 2006 to 2012 she worked in Katalyst, one of the leading projects which contributed towards the development of the DCED Standard for results measurement. She subsequently joined Swisscontact South Asia Regional Office (SARO) leading the design, implementation and results measurement in different projects applying MSD in sectors such as agriculture, skills development, urban economy and healthcare. Nabanita is a technical person who likes to get into the nitty details of problem solving. Through her ongoing work with DCED she is continuously involvement in the development of new techniques that can be applied in research, evaluation and results measurement so that learning from different programmes can also contribute to the overall learning for the development community. Nabanita is well known for her strong interpersonal skills which allows her to develop and maintain a trustworthy relation with her clients. In addition to her career in development Nabanita is a passionate supporter of a more inclusive society and blogs often in Huffpost UK.

Employment History Summary

- > **Senior Private Sector Engagement Specialist**, Opportunities Unlimited B.V., 2012-present
- > **Results Measurement Specialist**, DCED, UK, 2010-ongoing. Leads the development of results measurement initiative including the development and dissemination of the DCED Standard for results measurement in DCED. Currently working on a new initiative on adaptive management.
- > **Private Sector Development Advisor and Results Measurement Specialist**, Swisscontact SARO, 2009-2012. Played a pivotal role in set-up of Swisscontact SARO and played an integral role in business development, set-up and implementation of new projects.

- **Business Consultant**, Katalyst, Bangladesh, 2006-2009. Nabanita worked in programme implementation applying MSD principles in project implementation.

Details of Selected Positions and Consultancies

United Kingdom: Results Measurement Specialist, DCED, 2010-ongoing

Nabanita is working for DCED to develop current thinking in results measurement. Overall, she has following responsibilities:

- Preparing theoretical guidance and examples on results measurement and applying different components of the Standard and more generally on results measurement.
- Developing linkages and finding synergies in different efforts on results measurement.
- Supporting donors, member agencies and programme with ongoing technical assistance to set up credible results measurement system in form of workshops, hands on consultancy, in-person and online advisory support, seminars and webinars.
- Conducting international seminars and webinars to increase knowledge on good results measurement practice.
- Building knowledge on different themes of private sector development including adaptive management, private sector engagement, women's economic empowerment and impact investing.
- As a certified auditor for the Standard, conducting program audits according to the Standard and sitting on the review committee for audits conducted by other auditors.

Belgium and Global: Results Measurement Consultant to EU funded Technical Assistance Facility for improving the business environment and wider investment climate through a structured dialogue

Nabanita is supporting the Facility to develop a monitoring and evaluation framework and develop standardized approaches that will help them to assess impact of their work (business environment and investment climate improvement initiatives; capacity building of development finance institutes) in multiple countries across African, Caribbean and Pacific Group of States.

Netherlands: Results Measurement Consultant to Challenge fund for Youth Employment (CFYE), 2020-ongoing

Nabanita is supporting CFYE to design their results measurement system to assess their results credibly. She is supporting them to adopt the DCED Standard for results measurement in their challenge fund approach.

Myanmar: Results Measurement Consultant to CARE GRO, 2018-ongoing

Nabanita gave a training on best practices in monitoring and results measurement and application of the DCED Standard to the CARE GRO project staff. She is currently working with the team to design intervention results chains, measurement plans and conduct research to understand the impact of their work in rubber and land sectors.

Philippines: Market Systems Development Consultant to Habitat for Humanity Philippines, 2018-2020

Nabanita supported the Philippines team to develop their strategy for work in the construction market sector for housing. She is supporting the team to develop partnership ideas with lead firms aligned to the overall strategy for housing for lower income households.

Switzerland and Global: Independent Reviewer of monitoring system in International Trade Centre (ITC) 2019-2020

Nabanita reviewed the performance monitoring system of eight large EU funded projects to assess if the performance monitoring systems in the individual projects and overall ITC wide is effective and efficient in its performance and provide guidance on improving the system. The review was conducted using OECD DAC's evaluation criteria. She provided specific guidance on how elements of the DCED Standard can be applied centrally and across their different projects to get credible results and manage projects more efficiently.

Uganda: Mid-term review Consultant to IFDC REACH Project, 2018

Nabanita worked with a team of consultants to evaluate the project strategy and theory of change to assess whether the programme is effective in using a market systems approach and suggest way forward.

Fiji, Pakistan, Sri Lanka, Timor Leste, Papua New Guinea; Results Measurement Advisor, Market Development Facility (MDF), DFAT; 2016-2018

Supported the development of the Results Measurement initiative in Pakistan and Fiji to design results chains, measurement plans and conduct research in complex scenarios and use information to steer programme management, which led to a successful audit

against the DCED Standard for Pakistan in 2017 and Fiji in 2018. Helped in developing the aggregation system to measure and report on facility wide impact for Fiji, Timor Leste, Pakistan, Sri Lanka and Papua New Guinea.

Indonesia: Results Measurement Specialist for Australia Indonesia Partnership for Promoting Rural Income through Support for Markets in Agriculture (AIP-PRISMA), DFAT; 2016

Nabanita undertook a detailed pre-audit review mission to assess review the results measurement system for PRISMA to check quality and conformance with the DCED Standard.

Bangladesh: Lead Monitoring and Results Measurement Consultant; Making Markets Work for Chars (M4C), SDC; 2012-2016

Nabanita helped in designing the results measurement system for M4C in its work to reach vulnerable and marginalized people living in small riverine islands called chars. She conducted training for staff to implement different components of results measurement and helped write the RM manual for the programme. She helped in developing a system that would also help assess impact of cross-cutting issues such as Women's Economic Empowerment (WEE) and Disaster Risk Reduction (DRR). Nabanita helped develop intervention guides, bringing together essential information on: key impact indicators as per the M4C logframe, making projection of those indicators and supported research conduction to assess those impacts. She conducted pre-audit review for M4C to identify gaps in meeting the DCED Standard and chalk out a plan on how to address those gaps. Nabanita assisted the programme in getting successfully audited against the DCED Standard in 2014.

Sierra Leone: Results Measurement Specialist; Sierra Leone Market Development Programme (SLMDP), DFID; 2013

Nabanita undertook a review of the results measurement system for SLMDP to provide advice on how to improve the results framework and comply with the DCED Standard for results measurement.

Kenya: Technical Specialist; Financial Services East Africa (FSEA), SDC; 2013

Nabanita undertook a detailed review to assess status of FSEA's RM system and help devise specific solutions to be compliant with the DCED Standard for Results Measurement. Nabanita worked with the team on several interventions including its work with savings groups, financial literacy and partnership with banks and financial institutions to design specific products for its beneficiaries to develop different components of a credible RM system (making theory of change, defining indicators, developing research plan to measure attributable change, how to do adaptive management with monitoring information).

Australia, Fiji, Cambodia: Results Measurement Specialist, Enterprise Challenge Fund (ECF) AusAID; 2011

Nabanita undertook a detailed review to assess status of ECF's results measurement system in two countries and provide advice on how to improve the results framework and comply with the DCED Standard for results measurement.

Netherlands, Bangladesh: Lead researcher to assess impact of work in maize, Katalyst, 2012-2013

Nabanita collaborated with LEI Wageningen University to develop a mixed method design for evaluating ultimate income effects of Katalyst's market system interventions in maize. She worked closely with the team in the implementation of the research and conducted analysis of the data to prepare a report on research findings.

East Africa: Lead Results Measurement Specialist; Trademark, Belgian Development Cooperation, CIDA, DANIDA, Government of Finland, Government of Netherlands, Government of Norway, DFID, USAID; 2011-2012

Nabanita worked with TMEA country and regional level programmes and relevant partner organizations to provide support in the finalization of its Theory of Change, results chains and measurement plans for priority projects. She helped the programme to devise research strategies to think through how to measure impact of trade facilitation and policy work in the shorter and longer run through different approaches.

Cambodia: Lead Results Measurement Specialist; Cambodia Medium, Small and Micro Enterprise (MSME), USAID; 2009, 2011

Nabanita worked with the MSME team to build their capacity to apply the DCED Standard to their work in results measurement. She also did a research to see impact of the projects work in the pig value chain and produces a synthesis report on findings. She also did a pre-audit review of the project.

South Asia: Private Sector Development Advisor and Results Measurement Specialist, Swisscontact SARO; 2009-2012:

Nabanita worked in Swisscontact SARO to build, manage and implement its portfolio of interventions.

- Prepared and guided different projects within Swisscontact South Asia Regional Office to develop their results measurement system and work with a systemic development approach, including EU funded skills development programme SKILLFUL, EU funded health development project TARSAN, Nepal Market Development Programme, Katalyst, Making Markets work in the Chars (M4C), CSR health project.

- › Facilitated setting up and operationalizing the implementation of Monitoring and Evaluation framework for Swisscontact Programmes in South Asia including different projects working in market development, skills development, healthcare and corporate social responsibility (CSR).

Bangladesh: Business Consultant, Katalyst, SDC, DFID, CIDA, Ministry of Netherlands; 2006-2009:

Nabanita worked in project implementation and results measurement. following the principles of M4P approach.

- › Developed business models and implemented partnerships in fisheries sector.
- › Worked closely with manager in developing the Monitoring & Evaluation system and preparing the M&E manual.
- › Developed a M&E framework that is compliant with the Donor Committee for Enterprise Development (DCED) Results Measurement Initiative to prepare the organization for the DCED audit, which was successfully undertaken.
- › Performed research and fundamental analysis on surveys assigned to research organizations as well as on those conducted internally.
- › Conducted sector analysis and designed interventions that would lead to systemic change.
- › Prepared statistically based models, income and job forecasts for different sectors under coverage.
- › Outline strategies for measuring new entrants, sector growth through expansion of existing SMEs, outlining how income created within Katalyst sectors have an influence on outside sectors and defining the poverty strategy undertaken by Katalyst.
- › Managed, led and coordinated a team as their Unit Chair.

Selected Training Courses Delivered

- › **Results Measurement for Market Systems Development**, Trainer and Facilitator, DCED RM Webinar series, 2018 to present
- › **Donor Committee for Enterprise Development Standard for Results Measurement: Results Measurement for MSD**, Trainer and Facilitator to introductory workshops and trainings: 2010, Malaysia; 2010, Switzerland; 2011 Denmark; 2018 Kenya.
- › **Market Systems Development and Results measurement**, developed and conducted a training for Financial Sector Deepening Zambia (FSDZ), DfID on how to apply market systems approach for a pro-poor financial market and design a RM system to measure its results. She developed and presented specific examples pertaining to FSDZ's work with savings groups, digital finance and policy related interventions to map out how these interventions can improve access and benefit poor rural farmers and enterprises through financial inclusion. 2013, Zambia
- › **Results Measurement for Market Systems Development**, training M4C staff on results measurement and application of the DCED Standard, 2012, Bangladesh.
- › **Market Systems Development**, training Katalyst staff on the MSD approach. 2010, Bangladesh.

Selected Presentations and Publications

- › [Articulating the results chains](#) with Adam Kessler and Donna Loveridge. DCED 2017.
- › [Defining indicators of change and other information needs](#) with Adam Kessler and Donna Loveridge. DCED 2017.
- › [Measuring Changes in Indicators](#) with Adam Kessler, DCED 2018.
- › [Estimating Attributable Changes](#) DCED 2018.
- › [Reporting Costs and Results](#) with Adam Kessler and Donna Loveridge. DCED 2017.
- › [Managing the System for Results Measurement](#) with Adam Kessler and Donna Loveridge. DCED 2017.
- › [Monitoring Program Progress: The Case of Making Markets Work for the Jamuna, Padma and Teesta Chars in Bangladesh](#), DCED 2015.
- › [The Reader on Results Measurement](#) with Adam Kessler and Jim Tanburn. DCED Last updated 2018.
- › Mixed Methods in Impact Assessment of Value Chain Interventions. A case study on the maize sector in Bangladesh with Shovan Chakraborty, Marieke de Ruyter de Wildt and Gideon Kruseman.