



FABIO BEZERRA

EVALUATION AND MANAGEMENT
SPECIALIST

I am dedicated to understanding development through the lenses of the most vulnerable, and aim to develop meaningful evidence systems for results-based management. I am passionate for human rights, multiculturalism, and heavily driven by solidarity.



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Brazilian | In Mozambique



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EDUCATION

2017 Advanced Master in
Development Evaluation and
Management - IOB -
University of Antwerp

2016 LL.B. Bachelor of Laws -
Federal University of Paraiba

2013 BSc in Business
Management - Federal
University of Paraiba

RECENT HIGHLIGHTS

2017-2022



MANAGEMENT FOR RESULTS

Developed and delivered +150h of RBM training to public sector officers and CSO staff.

Designed 4 MEAL systems

Co-led the development of the **governance structure for the Mozambican National M&E Subsystem**



EVALUATION CONDUCT AND USE

Managed 29 evaluations (design, management of consultants, feedback to management)

Led 9 evaluations

Diversified evaluation products to include videos and briefs

Supported technically 12 researches



CAPACITY STRENGTHENING AND PARTNERSHIP

Coordinated **2 evaluation trainings** for 80 participants

Introduced **participatory evaluability sessions** with programme staff at UNICEF Mozambique

Co-founded and advise the Mozambican M&E Association, EvalYouth Brasil



CORE WORK EXPERIENCE

EVALUATION MANAGER (CONSULTANT)

UNICEF Mozambique | Feb 2020 - Dec 2022

Evaluation Leadership

- Technical lead on evaluations at the Research, Evaluation and Study Committee, advising on IMEP;
- Collaboration for the development of the Evaluation SOP for Mozambique CO;
- Revision of Research and Study SOP and RESCom Terms of Reference;
- Technical lead for evaluation during the development of the CPD 2022-2026 package, including the Costed Evaluation Plan and Programme Strategic Notes;
- Construction of guidelines to standardize the design of MCO evaluation products - currently used as a benchmark at ESARO;

Evaluation in Emergencies:

- Production of the Guide on Alternative Approaches to data and evidence generation during Covid-19 crisis;
- Development of the M&E framework for Social Protection response to COVID-19 emergency: construction of the response's theory of change, results logic, M&E plan and performance matrix.
- Responsible for the Evaluability Note on the Social Protection Response to Covid-19 emergency.
- Technical assistance to Education Section and Ministry of Education to improve the MEL framework for Covid-19 emergency response and creation of a real-time monitoring call-center.
- Development of an Emergency Integrated M&E Plan for MCO response to Covid-19



Costed Evaluation Plan

Integrated M&E Plan

Research & Evaluation Committee

Evaluation SOP

Emergency M&E Framework

CORE WORK EXPERIENCE

EVALUATION MANAGER (CONSULTANT)

UNICEF Mozambique | Feb 2020 - Dec 2022

Evaluation Conduct and Use

Evaluation Lead

- Summative Evaluation of the Right to Have Rights Project - 2021 - GEROS: Highly Satisfactory
- Evaluation of the UNICEF Mozambique Country Programme of Cooperation 2017-2021 (co-lead) - 2021 - GEROS: Highly Satisfactory
- Learning Focused Evaluation of the UNICEF response to L2 Emergency in Cabo Delgado (co-lead) - 2021 - GEROS: Highly Satisfactory
- Impact evaluation of the Accelerated School Readiness Pilot Programme - 2021 - GEROS: Satisfactory
- Final evaluation of the WASH in small towns programme in Inhambane province (AGUASANI) - 2020 - GEROS: Highly Satisfactory
- Impact and Process Evaluation of the Child Grant Pilot Programme - 2022
- Summative Evaluation of the Shock Responsive Social Protection to Covid-19 emergency (ongoing)
- Endline Evaluation of Programme: Improving Nutrition Status of Children in Mozambique in Zambézia, Nampula (ongoing)

- Evaluation of the VAC Referral Mechanism in Schools (ongoing)
- Formative Evaluation of the WASH in Health Care Facilities (ongoing)
- Mid-term Evaluation of Every Newborn Action Plan 2019-2023 (ongoing)

Evaluation Support

- Technical support (evaluation design and management advisory) to three government-led evaluations, in the areas of education and child protection.
- Country focal point and technical coordination for three ESARO-led evaluations, in the areas of ECD, Emergency and CRVS.

Research and Data support

- Technical advice for research design and selection of consultants, and ad-hoc quality control, of 12 researches and studies, including: Monitoring exercise of Social Protection Response to Cabo Delgado Emergency, SitAn 15-21: Situation of Children in Mozambique, Lessons Learned Exercise - Building Resilience through Education (ongoing).



17
Evaluations

12
Researches
and
Studies

More Highly
Satisfactory
Ratings

CORE WORK EXPERIENCE

EVALUATION MANAGER (CONSULTANT)

UNICEF Mozambique | Feb 2020 - Dec 2022

Evaluation Capacity Strengthening and Partnership Building

- National Evaluation Capacity Development:
 - Co-lead on the development of the governance structure for the National M&E Subsystem;
 - Technical coordination for the development of the Government's M&E Manual.
 - Technical Assistance for evidence integration on VNR exercise (MEF);
 - Participation in the debates and technical review of Financial and Administrative Systems law and regulation (creation of M&E sub-system);
 - Supervision of a Needs Assessment of the Evaluation Capacity of the Mozambican Government;
 - Coordination of workshop (with CLEAR-LAB) on Evidence in the Policy Cycle for technicians of six line-ministries;
 - Mentoring (learning in action) for government evaluation managers during evaluation exercises;
- UNICEF MCO capacity development:
 - Coordination of training on Evaluation for Development (with Crown Agents) for 40 participants (UNICEF staff, partner CSOs and line ministries);
 - Introduction of participatory evaluability sessions with programme staff during early stages of evaluation planning - learning by doing.



National M&E
System

2 Evaluation
Trainings

Participatory
Evaluability
Sessions

Evaluation
Mentoring

CORE WORK EXPERIENCE

REPORTING CONSULTANT

WHO Mozambique | Sep 2020 - Jan 2021

Authored the WHO-Mozambique Biannual Report 2018-2019 to document WHO's contribution to the country's efforts to improve the provision of health services and the well-being of Mozambicans towards Universal Health Coverage and the achievement of the Sustainable Development Goals (SDGs).

FOUNDER | PLANNING AND EVALUATION DIRECTOR

Minds for Development | Apr 2015 - present

Led 6 evaluation contracts, and 4 capacity building consultancies, hired 8 people in the process and increased the number of partner institutions. Key areas of work: Local and Regional Development, Public Education, Livelihood strategies, Youth Empowerment, Participatory methods.

Responsibilities

- Design and implementation of monitoring and evaluation strategies.
- Management of evaluation teams.
- Results-based planning focused of theory of change and individual empowerment.
- Organizational capacity building / management training.
- Fundraising.
- Improved evaluation use through design techniques.



Evaluations and Assessments:

- Formative Evaluation of the Education Leveling Programme (Instituto Qualidade no Ensino) - 2019
- Impact Assessment of the Education through Culture Programme (Instituto Alpargatas) - 2019
- Evaluation informing study on the socio-economic-cultural profile of teachers from the QualiEscola Programme (Instituto Qualidade no Ensino) - 2018
- Monitoring and quality assessment of the QualiEscola Programme in Paraíba State (Instituto Qualidade no Ensino) - 2018
- Impact Evaluation of the Education through Sports Programme (Instituto Alpargatas) - 2017
- Process Evaluation of the Education through Sports Programme (Instituto Alpargatas) - 2015

Trainings and Organizational Development

- Design and Planning of Development Projects: Development and delivery of a 20h training on Results based management for 15 participants from the PUA Project (Paraíba State University) - 2020
- Project Management and MEAL for the Education Improvement Programme (IQE/Fundação Itaú Social) - 2019
- Evidence based Management: Development and delivery of a 60h training programme for public school directors, participants of the Education Improvement Programme (IQE/Fundação Itaú Social) - 2018/2019
- Institutional Volunteer Programme - Needs Assessment, strategic concept, policy development and guiding materials design for the Volunteer Programme of Instituto Alpargatas - 2018/2019.

PROFESSIONAL NETWORKS

Mozambican M&E

Association (2020-present)

co-founder and advisor to the board of AMMA, currently supporting the development of the strategic plan.

SAMEA (2022)

Invited by ESARO to engage with SAMEA as UNICEF focal point for planning two strands of their Evaluation Conference (Made in Africa evaluation: evaluation and evaluation systems fit for context and diversity; Capacity Building for Emerging Evaluators).

Young UNICEF (2021-2022)

Supporting Young UNICEF through Young Management Team (ESAR representative in 2021, with presence at the RMT) and task forces to implement and integrate the initiative and activities.

Humanitarian Monitoring, Evaluation and Learning Core Group (2022-present)

Member in the HuMEL core group (IDEAL, FSN network) and co-lead on activities to improve learning and innovation in M&E practices in humanitarian context.

Brazilian M&E Network | Evalyouth Brazil (2019-present)

Co-founder of the EvalYouth Chapter, volunteer on the Evaluation Network Strand, collaborator on the Lusophone P2P+ initiative.

CORE WORK EXPERIENCE

TRAINEE – EVALUATION (FTP GRANT HOLDER)

UNRWA, HQ Amman | Oct 2017 – Apr 2018

Developed the manual and training on theory of change to improve organizational management capacity and integrate evidence generation in the programme cycle. Improved the quality of decentralized evaluations through better terms of reference and in-depth review of consultants' work. Created a user-friendly database for monitoring evaluation recommendations and reviewed internal guidelines for quality assurance.

Design of the Evaluation of UNRWA Education Reform and Evaluation of the transition to the e-card modality in Jordan, Lebanon and the west bank fields (Food to Cash transition).

Evaluation management and report writing for three evaluations in the areas of youth empowerment, strategies for reduction of gender based violence, and education infrastructure.

Recommendation Follow-Up management for 12 evaluations, including the construction of a data base to streamline analysis and reporting on KPIs.

AWARDS

Great Distinction Degree and Dissertation Prize
IOB - University of Antwerp | September 2017

Honours Degree - Summa cum Laude
Federal University of Paraiba | March 2013

Honorary Member
American National Honor Society (USA) | April 2007

ADDITIONAL EXPERIENCE

STUDENT REPRESENTATIVE AT THE EDUCATIONAL COMMISSION AND BOARD OF DIRECTORS - Institute for Development Policy and Management - IOB Sep/2016 - Aug/2017

MANAGEMENT ADVISOR - DEPARTMENT OF HUMAN RIGHTS PROMOTION - Fraterno Amor Association Oct/2015 - May/2016

PROJECT COORDINATOR - PROTOS (Involving Youth in the Construction of Human Rights International Agenda) - Federal University of Paraiba May/2015 - Dec/2015

PROFESSIONAL PRACTICES - Comisión Nacional de Derechos Humanos - México Sep/2014 - Dec/2014

INTERN - FISCAL AND TAX LAW DIVISION
MBAz Associated Lawyers Feb/2015 - May/2015

INTERN - AUDIT AND PROSECUTIONS OFFICE - State Auditing Court - TCE-PB Mar/2013 - Sep/2014

VOLUNTEER AT THE MISSING IMMIGRANTS SEARCH SECTOR - Servicio Jesuita a Migrantes - México Sep/2014 - Dec/2014

ACADEMIC ASSISTANT - FISCAL LAW COURSE
Federal University of Paraiba Feb/2014 - Jul/2014

RESEARCHER - SCHOLARSHIP HOLDER
National Counsel for Scientific Development
2008/2009 and 2011/2012

RESEARCHER/OEAD SCHOLARSHIP HOLDER
Fachhochschule Wiener Neustadt Sep/2010 - Jun/2011

COMPLEMENTARY EDUCATION

UNIVERSITY EXCHANGE

2014 Law (semester) | Universidad Nacional Autónoma de México, Santander
IberAmericano Scholarship

2011 Business Consultancy International (year) | Fachhochschule Winer Neustadt (Austria), OeAD Scholarship

TECHNICAL TRAINING

2019 Programme Management for Development Professionals (45h)

2012 Exploratory Data Analysis (30h)
I School of Business Research Methods (Brazil)

SHORT COURSES

2016 Debating Development - What future for democracy? (18h) IOB - University of Antwerp

2015 Human Rights Beyond borders (38h)
International Law Association

2013 International Crisis, Simulations and External Politics: Preparing National Powers (15h) Centre of International Relations Celso Amorim

2010 Business Culture in Italia and Poland (10h) International Sales Law (45h)
Fachhochschule Winer Neustadt

2009 -Educar (en) la ciutat: un futur incert (20h) CIG - Vniversitat de València

LANGUAGES



Portuguese - native



English - fluent



Spanish - fluent



French - intermediate