**BONNIE L. SHEPARD**

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**Bonnie L. Shepard, M.Ed., M.P.A.**, Bonnie L. Shepard’s consulting practice focuses on evaluation, strategic planning, and program-related research, including needs assessments and case studies. She has more than 30 years of experience with program evaluation, especially those focused on: sexual and reproductive health and rights; advocacy; adolescent/youth health and development; girls’ and women’s health and rights; and community health promotion. She brings a commitment to social and gender justice and human rights to all her work.

Through interactive methods that build staff capacity, she assists a variety of NGOs, non-profits, foundations, and international agencies to design cost-effective and user-friendly monitoring, evaluation and learning systems based on a sound theory of change. She specializes in advocacy evaluations and portfolio evaluations for foundations and donor agencies. She has conducted numerous evaluations, design of outcome measurement frameworks, strategic planning processes, and program-focused research. Since 2014, she has served as an internal evaluation consultant for EMpower: The Emerging Markets Foundation, which supports youth development programs globally.

Her publications include a book of advocacy research and program case studies: *Running the Obstacle Course to Sexual and Reproductive Health: Lessons from Latin America* (Praeger: 2006), as well as several peer-reviewed articles and book chapters. She has an MPA from Harvard University and an M. Ed. from Boston University. She has advanced fluency in Spanish and Portuguese and working knowledge of French.

**PROFESSIONAL HIGHLIGHTS**

**PROGRAM MONITORING, EVALUATION AND LEARNING (MEL)**

Using participatory approaches, Ms. Shepard conducts evaluability assessments and evaluations, and designs monitoring, evaluation and learning frameworks and systems. She builds evaluation capacity among staff to concentrate on the most significant results, creating cost-effective and user-friendly systems for learning from experience and analyzing results.

**Design and Capacity Building in MEL:** Currently, she works as an internal consultant with *EMpower*, a global youth development foundation to design MEL frameworks and systems, conduct evaluations, and provide technical assistance for staff and grantees (2014-present).

* Past clients include: UN Women (2017); Girls not Brides (2012 & 2014); Ford Foundation, (2009-2013); UNFPA) Eastern Europe and Central Asia Regional Office (2011); Center for Health and Gender Equity (2011); Perkins International (2010 & 2015), the Africa and Asia & Pacific Divisions of UNFPA (2008), World Association for Sexual Health (2008), UNFPA Strategic Planning Office (2004 & 2006), Abortion Access Project (2005), & Católicas por el Derecho a Decidir in Mexico. (2002-4).

**Portfolio Evaluations for Foundations and International Agency Programs:** These multi-site and multi-project evaluations analyze effectiveness, relevance, and other criteria to inform future planning. In 2019, she was team leader for a portfolio evaluation and design of MEL systemsfor the *Building Bridges Program, Doris Duke Foundation for Islamic Art*. Other evaluations include:

* *Global Innovation Fund and UK Aid Direct (2018):* Peer reviewer for grant competitions.
* *UNFPA (June–October, 2016):* Team leader for India Country Programme Evaluation, including responsibility for analysis of findings on adolescent and youth programs
* *Partners of the Americas (May – November, 2016)* Re-design of M&E systems and portfolio evaluation for student exchange program between Latin American and US universities.
* *Universidad del Pacifico, Peru (2014):* Synthesized research and lessons learned from 50-year history of the Ford Foundation in the Andean Region and Southern Cone
* *Wellspring Advisors’ Women’s Rights Program* (Nov. 2012 – May 2013): Team leader for grant portfolio evaluation, including initial evaluability assessment.
* *UNFPA Global Programme, Technical Division* (2010): Team leader for mid-term review of all program areas, with main responsibility for reproductive and sexual health programs.
* *Ford Foundation, Sexuality, Reproductive Health and Rights Unit* (2008): Lead evaluator for Global Dialogues for Sexual Health and Wellbeing Initiative.
* *UNFPA, Inter-country Programme* (2007): Designed sampling and data collection tools, & evaluated programs in reproductive health, HIV, and youth/adolescent health.
* *UNFPA* (2006): Evaluated mainstreaming of gender issues in UNFPA
* Other evaluations:  *UNICEF (2007); UNFPA, 2004 Annual Report (2005); UNICEF Latin American & Caribbean Region (2004*); *Bill & Melinda Gates Foundation*’s adolescent reproductive health projects (2001).

**Single Program Evaluations:**  Evaluation of the Boston Women’s Fund girls’ leadership program (2011-2012); international policy programs for the International Women’s Health Coalition (2005) and Ipas (2006); three Mexican programs for the John D. and Catherine T. MacArthur Foundation (2002 & 2006); advocacy and training programs for the Abortion Access Project (2005); and Reprosalud, a large-scale rural health promotion program in Peru (2001).

**STRATEGIC PLANNING AND PROGRAM DESIGN**

Ms. Shepard approaches strategic planning, program design, and evaluation as inseparable elements in program development. In strategic planning processes, she conducts stakeholder interviews, needs assessments, reviews of evidence, and analyzes past evaluation findings. She develops M&E frameworks as the last step in planning. Recent clients have included:

* Perkins International (2015), review of country scorecard design for programs to benefit visually impaired children and young people
* Strategic plans for: Group on Reproductive Health and Rights (2014): for Partnership on Maternal, Newborn, and Child Health, adolescent health strategy (2013); and for International Association for the Study of Sexuality, Culture, and Society (2008 & 2012).
* *Earlier assignments (*2000-2008): UNFPA, Latin American and Caribbean Division; UNICEF Adolescent Development and Participation Unit; UNICEF and the Ministry of Health in Jordan; Parliamentarians for Global Action; the International Health and Human Rights Program at Harvard School of Public Health; Catholics for the Right to Decide in Mexico; Family Planning Advocates of the State of New York; the Massachusetts Emergency Contraception Coalition.

**RESEARCH: SUMMARIES OF EVIDENCE, NEEDS ASSESSMENTS, AND CASE STUDIES**

**Synthesis of Evidence & Program Guidance:**

* *Tulane University* *and SSDS* (2011): Review of evidence on prevention of HIV among adolescents in South Africa, and assessment checklist for readiness for RCT evaluation.
* *UNFPA’s Gender, Culture, and Human Rights Branch and UNIFEM (2009-2010):* Developed content for knowledge hub based on review of evidence on incorporating attention to violence against women and girls into health services.
* Conducted two global and three regional reviews of current program evidence on adolescent health and development: UNICEF Adolescent Development & Participation Unit (2009): UNICEF’s Latin American & Caribbean (2004) and MENA regional offices (2005); Gates Foundation (2001) and UNFPA/Pathfinder (2000) in the Southern Africa (SADC).

**Case studies and research**:

* *Center for Health and Gender Equity* (2011): Baseline case study on implementation of the US government’s Global Health Initiative in Guatemala
* *Best Practices Foundation in Bangalore, India. (2009-2010)* Designed multi-state case studies for the Indian Government’s women’s empowerment and education program*.*
* *Plan International* (2007): Case studies of two child survival programs in Latin America.
* *Ford Foundation Andean and Southern Cone Regional Office* (2006): Conducted a situation analysis on abortion-related policies and practices in Chile.
* *Peer-reviewed publications and book chapters:* (1998-2004) Researched and wrote six studies on sexual and reproductive health advocacy programs in Latin America. See publications list.

**MEETING FACILITATION, TRAINING and Curriculum Design**

Designs and facilitates interactive workshops using adult learning methods; the focus of training has included strategic planning, monitoring and evaluation, program design, and basic fundraising skills. Develops and designs training curriculum. List of clients available on request.

**EMPLOYMENT HISTORY**

Since 2000, Ms. Shepard has been working as a consultant, performing the work described in this CV, either independently or under the auspices of a sponsoring organization.

**2014- present EMpower:The Emerging Markets Foundation,** *Monitoring and Evaluation Consultant*

**2000 - 2006 &**

**2016 to 2018 Our Bodies Ourselves,** *Board of Directors (Chair for last 2 years)*

**2014 - June 2015 Outer Cape Health Services,** *Program Evaluation Manager.*

**2006 - 2011 Social Sectors Development Strategies, Inc.** *Senior Planning and Evaluation Specialist*

**2000 - 2006 International Health and Human Rights Program, Harvard School of Public Health,** *Visiting Scientist and Program Manager*

**1998 – 2000 David Rockefeller Center for Latin American Studies, Harvard University.** Visiting Research Fellow

**1992 - 1998 The Ford Foundation, Andean and Southern Cone Regional Office**

*Program Officer:*Responsible for program strategy and oversight of the sexual and reproductive health grantmaking program in Colombia, Peru, Chile, and Argentina.

**1981-1990Pathfinder International, Program Associate**.

Coordinated grantmaking and technical assistance, and conducted evaluations with family planning and women’s rights organizations globally. Coordinator of action/research women’s cooperative program in Latin America and the Caribbean. Co-led evaluation of adolescent projects.

**DEGREES AND CERTIFICATES**

**M.P.A.** Harvard University, Kennedy School of Government. 1988.

**M.Ed.** Boston University School of Education, 1979. Bilingual/ Multicultural Education.

**B.A.** Swarthmore College, 1975. Major in Psychology, Minor in Education.

**Certificates** The Evaluators Institute and American Evaluation Association: Evaluability Assessment, Stakeholder Analysis, Qualitative Evaluation Methods. List of additional certificates available on request

**SELECTED PUBLICATIONS** (Full list available on request)

1. Sanborn, C., Villanueva, A, Shepard, B.L. “Legados y lecciones: medio siglo de presencia en la Región Andina y el Cono Sur” in *La Fundación Ford y el cambio social en América del Sur, 1962-2012.* Eds. Sanborn, Villanueva. Lima: Universidad del Pacífico, 2019.
2. Shepard, B.L. *EMpower Tools for Monitoring and Evaluation*. <http://empowerweb.org/youth-development-tools/category/evaluating-programs-for-youth> Evaluation guidance for grantees.
3. Bradford, J., Cahill, S., Putney, J., Shepard, B., Sass, S., Rudicel. S. “Healthy Aging in Community for Older Lesbians” *LGBT Health*, (April 2016),
4. Shepard, B.L. *Addressing Violence Against Women and Girls in Sexual and Reproductive Health Services: A Review of Knowledge Assets.* New York: UNFPA, 2010.
5. Shepard, B.L**.** *Beijing at 15: UNFPA & Partners Charting the Way Forward.* UNFPA, 2010
6. Shepard, B.L. "Advocacy Strategies for Young People's Sexual and Reproductive Health," in L. Reichenbach and M.J. Roseman (eds.) *Reproductive Health and Human Rights: The Way Forward*. Philadelphia: University of Pennsylvania Press, 2009.
7. Shepard, B.L., Casas Becerra, L. “Abortion Policies and Practices in Chile: Ambiguities and Dilemmas.” *Reproductive Health Matters,* Vol. 15, No. 30, November 2007. Also published in the Portuguese.
8. Shepard, B. L. *Running the Obstacle Course to Sexual and Reproductive Health: Lessons from Latin America*. Westport, CT: Praeger, Greenwood Publishing Group, 2006. Also published in Spanish by FLACSO and Editorial Catalonia, 2009.
9. Shepard, B. L., J. DeJong. *Breaking the Silence: Young People’s Sexual and Reproductive Health in the Arab Countries and Iran*. Boston: François-Xavier Bagnoud Center for Health and Human Rights, 2005.
10. Shepard, B. L. “The “Double Discourse” on Sexual and Reproductive Rights: the Chasm between Public Policy and Private Actions,” in Gruskin, S., M. Grodin, G. Annas, S. Marks, Eds. *Perspectives on Health and Human Rights*. New York: Routledge, 2005.
11. Shepard, B.L. Literature Review of Situation of Adolescents in Eight Countries In Latin America and the Caribbean: Trends and Recommendations. Panama City: UNICEF, 2005.
12. Shepard, B.L. “Addressing Gender Issues with Men and Couples: Involving Men in Sexual and Reproductive Health Services in APROFE, Ecuador,” in *International Journal of Men’s Health*, Vol. 3, #3, 155-172, 2004.
13. Shepard, B.L. “NGO Advocacy Networks in Latin America: Lessons from Experience in Promoting Women's and Reproductive Rights in Latin America.” *North-South Agenda Paper #61* of The Dante B. Fascell North-South Center at the University of Miami, 2003.
14. Shepard, B.L. "When I Talk About Sexuality, I Use Myself as an Example': Sexuality Counseling and Family Planning in Colombia", and "Let's Be Citizens, not Patients: Women's Groups in Peru Assert their Right to High-Quality Reproductive Health Care." In *Responding to Cairo: Case studies of changing practice in reproductive health and family planning*, eds. N. Haberland & D. Measham. New York: The Population Council, 2002.
15. Helzner, J., Shepard, B.L. “The Feminist Agenda in Population PVOs”, in *Women, International Development and Politics: The Bureau­cratic Mire*. Kathleen Staudt, ed. Philadelphia: Temple University Press, 1997 & 1990.