

Alexandra Pittman, PhD

EDUCATION

Post-Doctorate Fellowship Harvard University

Senior Research Fellow

Hauser Center for Nonprofit Organizations

October 2010-December 2011

The Role of Brand in Nonprofit Organizations

Methodology

PhD Boston College

Sociology & Cultural Psychology

September 2004-August 2009

Transforming Constraint: Forging Transnational Feminist Movements for Gender Equality in the Middle East and North Africa

Committee: Ali Banuazizi (Chair), Sarah Babb (Co-Chair), Bill Gamson, Brinton Lykes. Reader: Patty Ewick

EdM Harvard University

International Education Policy, June 2004

Gender, Community Involvement, and Political Participation

BS Portland State University

Psychology, *Cum Laude*, June 2003

Concentration in Women's Studies

RESEARCH SPECIALIZATIONS

Monitoring and evaluation, impact tracking and advisement, gender and diversity audits & advisement in organizations, projects and corporations, research methodology, tech for good, impact metrics and outcome analysis training, data visualization, social entrepreneurship, international funding/resource mobilization and investments, gender mainstreaming and gender analysis, participatory research, gender and law reform, strategic planning, women's rights, human rights and social justice, movement building and organizing, curriculum development, coaching, advising, feminist tech

PROFESSIONAL EXPERIENCE

IMPACTMAPPER

Founder and CEO

August 2014- present

[Impact Mapper](#) is an all-in-one data analysis and visualization tool to track social impact that helps organizations and evaluators get more out of their qualitative and quantitative data. The tool helps track changes in qualitative data and turn that data into quantitative data to be aggregated and visualized. I am the product developer, founder of the tool and currently serve as the CEO of the company.

Some of the biggest foundations, multilaterals, nonprofits and corporations are using ImpactMapper, such as UNDP, UNFPA, UN Women, Oak Foundation, Arcus Foundation, the Equality Fund, Fund for Global Human Rights, Oxfam International, Oxfam Canada, Islamic Forum for Intercultural Dialogue, TRAG, MIT Civic Media Center, +impact accelerator, Saalt, to name a few.

AVP GLOBAL CONSULTING, LLC

Founder, and Independent Research and Evaluation Consultant

December 2005-present

Past clients include: Association for Women's Rights in Development (AWID), Foundation Center, FRIDA | The Young Feminist Fund, Hauser Center for Nonprofits, Harvard University, Open Society Foundations (NYC Office and Armenia Foundation), Oxfam International, Oxfam Great Britain, UN Women, and Women's Learning Partnership.

I work collaboratively, designing and managing research and training processes to:

- Conduct strategic reviews of current practices and policies, providing specific recommendations for strengthening implementation and learning in alignment with the mission, vision and values.
- Advise or implement any stage of the research or evaluation process—from methodological design, data collection, analysis, to reporting.
- Provide recommendations on how to use research/evaluation results for more effective external communication and to strengthen existing programs or organizational practices.
- Frame organization's work to optimize fundraising possibilities and to strengthen the public impact of their work.
- Develop and lead participatory trainings to enhance specific research and evaluation skills/capacities.
- Develop meaningful monitoring and evaluation (M&E) systems and learning processes that work for organizations.
- Co-create creative and usable systems, tools and processes for assessing change processes, outcomes, and impact.

Some examples of clients and projects that I have worked on appear below.

United Nations Development Programme (UNDP)

Senior Gender Consultant and Methodologist
October 2013-April 2016

Methodology and Quality Assurance

Designed methodology and conducted data quality assurance for UNDP Global Thematic Evaluation on Gender Mainstreaming and Gender Equality and Women's Empowerment 2008-2013. Developed a background paper on gender, evaluation, and gender mainstreaming to feed into a workshop with UNDP, UN Women, and others to conduct the Thematic Gender Evaluation (October-December 2013).

Analysis and Writing

Designed a unique participatory methodology for data collection integrating Most Significant Change and Outcome Harvesting to collect outcomes from UNDP Country Office staff. We then coded the outcomes collected according to a scale I developed for assessing the quality of gender results, called the Gender Results Effectiveness Scale (GRES). The GRES is now in other UN entities to track gender related outcomes as well. The outcomes were analyzed in Impact Mapper. I also wrote the methodology, context and overview chapters of outcomes in the evaluation report.

Foundation Center

Researcher

March 2014- October 2014

Conducted interviews and analysis for the State of Disaster Philanthropy project, by Center for Disaster Philanthropy Project with Seema Shah.

July 2013-October 2013

Conducted interviews and analysis for a Rockefeller sponsored research project on Sustainable fisheries with Gabi Fitz.

Oxfam America

Trainer

September 2013-October 2014

Gender Analysis Trainer

Trained Oxfam staff on gender analysis skills-building for integration into their grant application process (GAP) for two country offices in El Salvador and Boston, and the Extractives and Aid Effectiveness teams in Washington DC.

Women's Learning Partnership (WLP)

Research and Evaluation Specialist, Trainer, Curriculum Developer

December 2004-August 2013

Simplified Evaluation Process and Grant Writer (March 2012–August 2012)

Designed a simplified M&E system and process for the Partnership aimed to stimulate greater learning and more concrete outcomes. Provided research and writing support for their work on advocacy and law reform in transitions. Wrote a grant proposal and raised \$1.6 million in core, flexible funding for 2 years from the SIDA. This was 40% of the annual budget.

Curriculum Development (April-June 2011)

Wrote *Measuring Change: Monitoring and Evaluating Leadership Programs*

Strategic Planning Facilitator (January–February 2011)

Co-facilitated a two-day strategic planning session with Valentine Moghadam. Prepared the facilitation agenda and was lead facilitator to develop and write WLP's 2011-2015 Strategic Plan.

Training, Evaluation Design and Facilitation (December 2004-August 2008)

From 2004-2008, designed, pilot-tested, and implemented a collaborative evaluation process for the WLP participatory leadership program, based on the Moroccan training and implementation pilot test (see below), including the writing of an evaluation manual that draws from real case examples of women's rights NGOs' experiences with evaluation in Morocco, Jordan, and Nigeria and highlights best practices. The manual was translated into Arabic and pilot tested in early 2007 and is currently in the final stages of editing before publication.

INVITED SPEAKING ENGAGEMENTS

2020. Panel conversation. "The Collective: Creating Value on a Purpose-Built Technology Ecosystem. With Kerrin Mitchell (Fluxx), Alexandra Pittman, Chris Worman (Tech Soup), and Erik Arnold (Microsoft) Peak Grantmaking Conference. Seattle, WA. March 9-11, 2020.

2019. "[The power of story and using stories as datasets.](#)" Xynteo Exchange. Oslo, Norway.

2019. "AI for good in philanthropic and humanitarian contexts: Exploring questions of ethics and values." Panel presentation with Google, IBM and Microsoft's AI for Good on the [Ethics of AI in humanitarian and philanthropic contexts](#). The Battery. San Francisco, CA.

2019. "Sustainability reporting in corporations and technological solutions". [Sustainability Hub](#). Oslo, Norway. May 2019.

2019. "The role of coding text and machine learning in tracking the SDGs." October 2019. UN Women Data Fair. NYC, NY.

2018. "Choosing the right impact metrics for impact investing." Tech Festival. Copenhagen September 2018.

2017. "Living your passion. Building a business you love. Women's entrepreneurship panel." Impact for Breakfast. Nordic Impact. Oslo, Norway.

2018. "[What you need to know about data for bigger social impact.](#)" Podcast interview. Change Creator with Adam Force.

Invited Workshop Presentations and Trainings

2018-2019. "Setting up impact KPIs to measure and communicate your company's success." Copenhagen, Denmark.

2017-2018. "Getting more out of your storytelling data." Mexico City, 2017; Sarajevo, B&H 2017; Washington DC, 2018; Brooklyn, NY, 2018.

2018. "Crash course in data preparation, analysis and storytelling for foundations." Week-long training for Prospera.

2018. "[Webinar: How to Use Data Visualization Tools to Track Social Change.](#)" Tech Soup.

2017. "Gender analysis training for the UNDP Independent Evaluation Office. Integrating Gender Equality and Women's Equality into the Annual Development Reports (ADRs)." UNDP. NYC, NY.

2017. "Using a gender lens and analysis in extractives industries for better outcomes." Oxfam America. Washington, DC.

2015. "Diverse Methodologies for Measuring Change." International Women's Health Coalition and CREA workshop on Comprehensive Sexuality Education. Greentree Institute, NY May 27-28,

2015. "Contributing to Social Change: Tips on Building a Career that Bridges the Academic and Nonprofit Sectors." University of Massachusetts Amherst. Psychology of Peace and Violence Program. April 9, 2015.

2015. with Chandi Kadirgamar. "Experiences using Outcome Harvesting and Most Significant Change in the UNDP Gender Thematic Evaluation." United Nations Evaluation Group Conference. March 12, 2015.

2014. "Methods for Measuring Gender Equality and Women's Empowerment." UNDP IEO.

2011. "Overview of Alternative and Participatory M&E Methods and Tools to Address the Intersection between VAW and HIV/AIDS". UN Trust Fund to Eliminate VAW. New York City. 9 September 2011.

2011. Invited Lecture and Q&A on "Capturing Change in Women's Realities." Oxfam Canada. Ottawa, Canada. 10 June 2011.

2011. Invited Discussion and Q&A on "Contextualizing Funding for Women's Rights: An Oxfam Research Brief." Oxfam Canada. Ottawa, Canada. 10 June 2011.

2011. Invited Keynote Presentation on "Making Gender Based Violence Programming Explicit. An Oxfam Review." Oxfam International workshop, *Towards a more Unified OI Approach to Ending Gender-Based Violence*. Montreal, Canada. 6 June 2011.

2011. Invited Presentation on Feminist M&E and "Capturing Change in Women's Realities." *Measuring Gender Equality Initiative*. Gender@Work and Institute for Development Studies. West Sussex, UK. 19-20 May 2011.

2010. Invited Keynote Presentation on "Making Women's Leadership Explicit: An Oxfam International Learning Review." Oxfam International workshop *on Transformative Women's Leadership*. 13 September 2010.

2009. "Beyond the Local: Movement Learning in the Nationality Reform Campaign in Morocco." South Asia Pathways of Women's Empowerment Program. Bellagio, Italy. November 1-6, 2009.

2006. "Cultural Reconstructions: The Case of the Moroccan Family Law Reform." Institute for Development Studies, Participation and National Policy Working Group, Lewes, UK. November 1-3, 2006.

2005. "The Moroccan Case to Change the Moudawana." Session on Working in Alliances or Coalitions." AWID Forum. October 27-30, 2005. Bangkok, Thailand.

PUBLICATIONS

2020. "The Data Problem, Need and Benefits of Preparing Gender-related SDG Information in the UN System for Machine Learning Projects." UN Women. Internal Report.

2020. "A Data Preparation Protocol and Potential Uses of an Efficient Machine Learning Process at UN Women." UN Women. Internal Report.

2019. (with Sarah Fohl, Glaiza Veluz, Sanjukta Moorthy, Sara Vaca). ["Getting to Zero. Good Practices on Ending preventable maternal deaths Ending unmet need for family planning Ending gender-based violence and all harmful practices."](#) UNFPA.

2019. (with Glaiza Veluz, Zayid Douglas, Maria Jose de Leon Pellecer, Benosit Conti and Jaghada Sivan). "UN Women's 2018 UN SWAP Evaluation Performance." UN Women. Internal report.

2019. (with Glaiza Veluz, Zayid Douglas, Maria Jose de Leon Pellecer). "2018 UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS) Report." UN Women. Internal report.

2018. ["What Type of Data Should My Nonprofit or Foundation Collect?"](#) Tech soup. Blog.

2018. ["UNEG Guidance on evaluating institutional gender mainstreaming."](#) UNEG.

2018. ["Synthesis of UNDP Independent Country Programme Evaluations."](#) UNDP.

2018. "Final Review and sense-making exercise for the gender justice change goal: Assessing Oxfam's approaches to changes in social norms in VAWG/GBV programming globally. Oxfam International.

2018. (with Nanette Pyne). Women's Learning Partnership Evaluation.

2017. UN SWAP Analysis for UNDP. Internal review.

2017. Taxonomy for collective grantmaking for the Philanthropy Advancing Women's Human Rights (PAWHR) foundation network.

2017. "An Assessment of Progress of Wellspring's Stronger Women's Rights Field (SWRF) Program Strategic Plan for 2014-2017." Wellspring. Internal Document.

2016. "Integrating gender equality and women's empowerment in the Annual Development Reports. A training guide." UNDP IEO.

2016. ["Assessing Oxfam's Contribution to Changes in Social Norms in VAW/GBV Programming Globally."](#) Oxfam International.

2015. ["Visualizing Change. A Guide for Coding and Tracking Trends in Story of Change data—From Funder Portfolios to Nonprofit Projects."](#) INWF.
2014. ["Fast-forwarding Gender Equality and Women's Empowerment? Reflections on Measuring Change for UNDP's Thematic Evaluation on Gender Mainstreaming and Gender Equality 2008-2013."](#) UNDP IEO Occasional Paper.
2014. "Beyond the Local: Movement Learning in the Nationality Reform Campaign." In *Voicing Demands*, (eds. Maheen Sultan and Sohela Nazneen). Zed Books.
2104. (with Sabine Freizer). "Strengthening Partner Organizations to Promote Women's Rights and Peacebuilding: Lessons Learned and Recommendations for Strategic Decision Making on Future Programming. An Evaluation of Kvinna til Kvinna Program in Armenia and Azerbaijan 2008-2013 funded by the Norwegian Ministry of Foreign Affairs. Internal report.
2013. "Democracy and Women's Leadership: Assessing Transformative Changes from the Individual to the Collective Levels in the Women's Learning Partnership." WLP. 2013.
2013. ["Exploring Women's Rights and Feminist Movement Building in Armenia: Learning from the Past and Strategizing for the Future."](#) OSF Armenia. 2013.
2012. "Learning Assessment for the Mobilization of Women's Rights Organizations and Networks on the Road to Busan and Beyond project." Internal Report. (Public version forthcoming)
2012. (with Angelika Arutyunova, Vero Vidal Degiorgis, and Amanda Shaw). ["Where is the Money for Women's Rights? Preliminary 2011 Research Results."](#) AWID.
2011. Guest Blogger. Hauser Center Humanitarian and Development NGO Blog. [Blog on Feminist M&E, "Capturing Change: Isn't there a better way?"](#). Harvard University. May, 19, 2011.
2011. Blog on FRIDA and Participatory Grantmaking, ["Emerging Models of Participatory Philanthropy: FRIDA | The Young Feminist Fund."](#) December 5, 2011.
2011. ["Gender Equality and Women's Rights beyond Mainstreaming."](#) Devex, November 25, 2011.
2011. (with Anne Schoenstein and Lydia Alpizar). "An Assessment of Gender Equality and Human Rights Commitments in Paris Declaration/Accra Agenda for Action Plans." Reality of Aid Report 2011. Reality of Aid, pp. 321-328.
2011. "The Power Of Investing In Women's Rights And Empowerment: A Mid-term Summary Of The MDG3 Fund And Its Gender Equality Outcomes." AWID.
2011. [AWID's M&E wiki.](#) (author and moderator)
2010. (with Srilatha Battiwala). "Capturing Change in Women's Realities: The Challenges of Monitoring and Evaluating our Work." AWID.
2010. (with Rabéa Naciri). "Winning Women's Rights in Morocco: Cultural Adaptations and the Moroccan Campaign to Change the Moudawana." In *Citizen Action and National Policy. Making Change from Below*, edited by John Gaventa and Rosemary McGee. Zed Books.
2010. "A Summary of the 'Leading to Choices' Program Evaluation in Morocco: A Women's Learning Partnership Training Curriculum." WLP.
2010. "Making Women's Leadership Explicit: An Oxfam International Learning Review." Oxfam International. Internal report.

2010. "Making Gender Based Violence Programming Explicit. An Oxfam Review." Oxfam International. Internal report.

2010. "Contextualizing Funding for Women's Rights: An Oxfam Research Brief." Oxfam Great Britain. Internal report.

2010. (with Lydia Alpizar, Cindy Clark, Sarah Rosenhek, and Veronica Vidal). "2009-2010 FundHer Research Update. Brief 1: Trends in Bilateral and Multilateral Funding." AWID.

2009. "Communicating Change: Using Discourse to Persuade and Motivate for Global Women's Rights. AWID.

2009. "Transforming Constraint: Forging Transnational Feminist Movements for Gender Equality in the Middle East and North Africa Dissertation." Boston College.

2008. (with Rabea Naciri). "[Winning Women's Rights in Morocco.](#)" . In *How Change Happens*. Zed Books.

2007. (with Rabéa Naciri). "Cultural Adaptations: The Moroccan Women's Campaign to Change the Moudawana." For Institute for Development Studies 'Participation and National Policy' project. Retrieved from <http://www.ids.ac.uk/ids/Part/proj/pnp.html>

2007. "The Evolution of Discourse: The Women's Campaign to Change the Moudawana in Morocco. In *Building Feminist Movements and Organizations: Lessons from Diverse Experiences* (ed. Payne, N.), London, UK: Zed 258-269.

Manuals

2011. (with Rakhee Goyal and Anna Workman). *Measuring Change: Monitoring and Evaluating Leadership Programs. A Guide for Organizations*. Women's Learning Partnership.

2005. Pittman, A. *Evaluation of Social Programs: An Activist's Handbook*. Prepared for training with Association Démocratique des Femmes du Maroc. Translated to French by Women's Learning Partnership.

ACADEMIC TEACHING EXPERIENCE

2014. "Training on using Participatory Methods to Code, Aggregate and Visualize Change in Grantees' Stories." International Human Rights Funding Group Meeting. San Francisco, CA. January 2014.

2012. Invited Lecture. "Putting M&E in Context." Harvard University, Kennedy School of Government. Course taught by Nathalie Kylander.

2010. Professor. Gender in a Global Perspective. Emerson College. Spring 2010.

2008. Invited Lecture. Islam and the Law. Course taught by Iza Hussin, University of Massachusetts Amherst. "Women's Rights' Strategies for Law Reform in Morocco." October 2008.

2008. Gender and Society, Teaching Assistant. Boston College. Spring 2008.

2008. Invited Lecture. Gender and Society Class. Boston College. "Gender Construction in the Middle East and North Africa." April 2008.

Academic Conference Presentations

2008. "Navigating Transnational and Local Opportunities and Constraints in Moroccan Family Law and Nationality Code Reform." International Sociological Association. September 5-8, 2008.

Barcelona, Spain.

2008. "The Permeability of Seemingly Fixed Constraints: The Case of the Moudawana Reform in Morocco." American Sociological Association. Boston, MA. August 1-4, 2008.

2008. "Diversifying the Master's Tools: Moroccan Women's Rights Activists Transforming Family Law." Paper presented at the Law and Society Association Conference, Montreal, Canada. May 27-31, 2008.

2006. "Balancing Objectivity and Subjectivity in Cross-Cultural Collaborative Research Project: A Moroccan Case Study." Poster presented at SPSSI, Long Beach, CA. June 25, 2006.

ACADEMIC DISTINCTIONS, AWARDS AND FUNDING SUPPORT

2009 Honorable Mention. ASA Collective Behavior and Social Movements Best Graduate Student Paper Award.

2008-2009 Boston College Graduate School of Arts and Sciences. University Dissertation Fellowship. \$18,000

2008 Law and Society Graduate Student Workshop. Travel Support. \$200

2008 Best Paper Award. "Bridging Discourses: Moroccan Women's Rights Activists' Framing the Need for Islamic Family Law Reform." Severyn Bruyn Award. Boston College. \$300.00

2004-2008 National Science Foundation, Graduate Research Fellowship. \$121,500

2006-2007 Ford Foundation. Institute for Development Studies Project Case Study on Morocco. Travel and Stipend. \$7500

2006-2007 Association for Women in Development (AWID). Seed grant for global women's human rights survey. \$5000

2005 AWID Forum Travel Grant and Stipend. \$3000