

RAKOTOARIMANGA NJARA TAHIANA

Monitoring, Evaluation, and Learning (MEL) | Impact and Performance Evaluation | Outcome Mapping and Harvesting | Adaptive Management

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Current location: Rouen, France

PROFESSIONAL SUMMARY

Multilingual Monitoring, Evaluation, and Learning (MEL) Expert and Principal Consultant with over 15 years of international experience across Africa, Southeast Asia, and Europe. Founder of AKO Consulting (France), specializing in Performance and Impact Evaluation, ESG/SDG measurement, and AI-enhanced analytics. Demonstrated success in leading large-scale donor-funded programs (USAID, EU, DFAT, FCDO, World Bank, UN) and providing strategic advisory on evidence-based planning, climate resilience, and sustainability. Skilled in theory of change, mixed-method evaluation, and participatory learning, with a proven ability to connect data, decisions, and impact. Fluent in English and French.

PROFESSIONAL EXPERIENCE

INDEPENDENT CONSULTING AND ADVISORY (France and Madagascar) | 2025 – Present

➤ **Founder and Principal Consultant | AKO Consulting**

Paris and Rouen, France | Mar 2025 – Present

- Lead consulting services in Monitoring, Evaluation, and Learning (MEL), impact measurement, and ESG/SDG performance for NGOs, UN agencies, and corporate partners.
- Design and deliver MEAL and impact measurement systems integrating AI-enhanced analytics and participatory approaches.
- Advise on evidence-based decision-making, adaptive management, and sustainability reporting.
- Oversee cross-regional collaboration with Cabinet CAST (Madagascar), representing the firm in Europe.

➤ **Senior Evaluation and Research Consultant (Part-time, Remote) | Cabinet CAST**

Madagascar | Apr 2025 – Present

- Provide technical leadership on evaluation design, baseline studies, and mixed-method research for donor-funded projects.
- Contribute to proposal development for bids, quality assurance, and methodological innovation.
- Integrate AI-assisted qualitative coding and statistical analysis in evaluation processes.
- Strengthen CAST's technical positioning in ESG and Sustainability.

LEADERSHIP IN MEL AND ADAPTIVE MANAGEMENT (Philippines and Madagascar) | 2009 – 2025

➤ **Technical Advisor II / Director for Monitoring, Evaluation, and Learning**

USAID Climate Resilient Cities Project (5 years – USD 15 Million) | CRS Philippines

Sep 2021 – Mar 2025

- Supported the Project Management Team and the Project Steering Committee in collaboration, learning, and adaptive management.
- Designed and implemented a Monitoring, Evaluation, Accountability, and Learning (MEAL) system for a consortium of international non-governmental organizations (INGOs) and local institutions,

encompassing 25 key performance indicators, thereby enhancing program efficiency and facilitating data-driven decision-making.

- Led the Mid-Term Review (MTR), influencing the allocation of over \$10M in project funds towards climate-resilience interventions.
- Enhanced climate change programming and planning in six urban cities through the design and implementation of climate change institutional capacity assessment of local government units and stakeholder collaboration assessment frameworks.
- Developed a learning agenda and knowledge management systems, integrating resilience measurement, NBS, climate adaptation strategies, and private sector engagement frameworks to enhance program learning and adaptive management.

➤ **Country Program Head of Monitoring, Evaluation, Accountability, and Learning (MEAL)**

Multi-sectoral and multi-donor projects | CRS Philippines

Apr 2019 – Aug 2021

- Led institutional MEAL framework covering CRS' signature program areas on food security, economic growth, peacebuilding, climate resilience, disaster risk reduction, and local governance.
- Oversaw national program learning strategy and learning agenda.
- Led program evaluations and donor reporting, ensuring compliance with donors and international frameworks and quality standards.
- Conducted capacity-building workshops and training sessions for staff and partners to strengthen MEAL integration into program strategies.
- Supported proposal development, resulting in grants exceeding USD 50 million.

➤ **Monitoring, Evaluation, Accountability, and Learning (MEAL) Program Manager**

USAID Food for Peace Project (5 years – USD 45 Million) | CRS Madagascar

Jul 2014 – Mar 2019

- Led the design and implementation of the MEAL system, which covered 75 complex indicators, for a USD 45 million USAID-funded Food Security Program (*Fararano*), supporting interventions in agriculture, microfinance, rural infrastructure, health and nutrition, disaster risk reduction, environment, and social protection, ensuring evidence-based decision-making and adaptive learning.
- Provided technical and leadership support for the execution of the program baseline assessment and Mid-Term Review, supporting evidence-based actionable recommendations and strategic orientations.
- Led annual participant-based surveys to assess project outcomes and sustainability, resulting in policy recommendations that improved food security and resilience for over 150,000 households.
- Strengthened learning and adaptive management systems, supporting continuous program improvement and knowledge sharing.
- Provided technical support on MEAL methodologies, data analysis, and reporting, ensuring high-quality data for strategic planning and adaptive management.

➤ **Reporting and Evaluation Specialist / Livelihood Monitoring and Evaluation Coordinator**

Multi-sectoral and multi-donor projects | CRS Madagascar

Sep 2009 – Jun 2014

- Led the implementation of the MEAL system for a USD 36 million USAID-funded Food Security Program (*SALOH*), ensuring data quality assurance, real-time performance dashboard, outcome and sustainability analysis, and evidence-based reporting.

- Led the implementation of the MEAL system for a livelihood and income project (ASARA Project) funded by the EU (Euro 15 Million), ensuring data quality assurance, learning and adaptive management, and outcome and sustainability reporting.
- Developed and implemented monitoring and evaluation frameworks for health and nutrition, agriculture, environment, and disaster risk reduction programs.
- Led the design and execution of baseline, mid-term, and final evaluations, ensuring alignment with donor expectations.
- Provided evidence-based data and information for proposal development, donor reporting, and strategic project reviews and planning.
- Designed Theories of Change, Result Frameworks, and Performance Management Plans, enhancing MEAL effectiveness.

➤ **Agriculture and Food Security Project Officer**

Multi-sectoral and multi-donor projects | CRS Madagascar

Dec 2006 – Mar 2009

- Supported the design and implementation of a food security program, ensuring alignment with best practices in agricultural productivity and nutrition.
- Coordinated field activities related to food security interventions, including farmer training, community engagement, and livelihood diversification initiatives.
- Monitored and reported on project outcomes, ensuring accountability and alignment with donor and organizational objectives.
- Facilitated capacity-building sessions for local partners and communities, strengthening sustainable agricultural practices and food security strategies.

➤ **Consultant: Project Management – Business Development – Monitoring and Evaluation**

Feb 2003 – Dec 2005 | April 2009 – Sept 2009 | Madagascar

- Led the final evaluation of a WASH project, developing key recommendations for future interventions (Red Cross Madagascar).
- Led a team of consultants and conducted a socioeconomic study to establish a marine protected area (WWF Indian Ocean).
- Assisted smallholder farmer organizations in designing projects for the World Bank Rural Development Program in Madagascar, ensuring alignment with the World Bank's framework, sustainability strategy, and impact goals.
- Provided training on project management, agriculture productivity, and financial planning to cooperatives and rural entrepreneurs.
- Conducted baseline studies, feasibility assessments, and value chain analysis, supporting sustainable agriculture and community development programs.

EDUCATION AND PROFESSIONAL DEVELOPMENT

- **Mini-MBA in Project Management** – *European Institute of Leadership and Management* (2024 – 2025)
- **Environment, Social, and Governance (ESG)** – *Duke University* (2025)
- **SDG Management and Impact Measurement** – *Duke University* (2024)
- **Planning, Monitoring and Evaluation for Complex Programs** – *University of Bologna* (2014)
- **Technical Approaches to Impact Evaluation** – *University of Witwatersrand* (2014)
- **Gender Statistics for Data Users** – *U.S. Census Bureau* (2013)
- **Master's Degree in Agronomy** – *University of Antananarivo* (1997 – 2002)