

PAMELA BRANCH

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Education

Nov. 16 to Dec. 18 2015 Coursera/World Bank, Certificate Financing for Development
November, 1998, MOSAIC/Canadian International Development Agency, Results Based Management Course, 3 days, Ghana
1984-1986, University of Alberta, After Degree in Business Administration
1980-1984, University of Alberta, Bachelor of Arts (Economics)

Overview of Expertise

Pamela Branch has twenty five years of professional experience in international development, working for clients from the public sector, private sector, development agencies, international financial institutions and non-profit organizations from around the world and include the Aga Khan Foundation, Canadian International Development Agency (CIDA), East African Community, the Food and Agriculture Organization of the United Nations, International Institute for Democracy and Development, Organisation for Economic Co-operation and Development, Parliamentary Centre Canada and the United Nations Development Programme.

Ms. Branch has worked on all aspects of RBM, including designing RBM project management systems for the *International Institute for Democracy and Electoral Assistance (IDEA)* in 2013-14 and the *Lake Victoria Basin Commission (2012-13)*, developing Logic Models, theories of change, Performance Measurement Frameworks (PMF), risk registers, and providing training and coaching on RBM. She has also conducted performance review and measurement of results achievement, including internally as a project manager, and as an external monitor, evaluator, auditor and reviewer. She has led teams of up to five people on evaluations and many of her assignments included multi-country and regional programming.

In addition to her professional work she does extensive volunteer work for the Canadian Association of International Development Professionals (CAIDP).

Countries of Work Experience

Pamela Branch's assignments have taken her to 30 countries including, in **Africa and the Middle East** - Benin, Botswana, Egypt, Ethiopia, Ghana, Kenya, Malawi, Mozambique, Niger, Nigeria, Senegal, South Africa, Swaziland, Tanzania, Uganda, West Bank and Gaza, Zambia; **Asia** - Bangladesh, China, Pakistan, Singapore, Thailand; **Central and Eastern Europe and Former Soviet Union** - Albania, Croatia, Kosovo, Serbia, Ukraine; **Europe** – Italy, Sweden, Germany; **Latin America and the Caribbean** - Costa Rica, Mexico, Peru.

Citizenship Canadian

Languages English—fluent – spoken, reading and written comprehension

Assignments in Reverse Chronological Order

1. **July to December, 2017**, Plan:Net, Results Based Management Specialist working with the Results Based Management Centre of Excellence on developing a results based monitoring guide for international assistance programming.
2. **June to December, 2017**, Graybridge, Working with the Results Based Management Centre of Excellence to assist in the development of tools and indicators for the piloting the new reporting required under Canada's policy on results.
3. **April 10 to August 31, 2017** SOS Children's Villages Canada, Project Technical Consultant, led PSI team on development of a workshop to help the Colombia, Guatemala and Nicaragua country team refine a results based program design to help vulnerable and at risk youth transition from care into sustainable employment using Cirque du Soleil's Social Circus approach and review the project proposal developed by SOS based on this workshop.
4. **January 25 to March 31, 2017**, Plan:Net, Results Based Management Specialist working with the Results Based Management Centre of Excellence on identifying needs for support and guidance for results based monitoring in international assistance programming.
5. **December 2, 2016 to March 31, 2017**, Graybridge, Working with the Results Based Management Centre of Excellence on RBM training and coaching for Global Affairs Canada staff to assist in the development of Thematic Logic Models, Theories of Change, and Performance Measurement Frameworks for the new Performance Information Profiles required under Canada's policy on results.
6. **November 30, 2016 to August 2017, 2017** Department of Foreign Affairs, Trade and Development (DFATD), Evaluation Manager of a PSI/Plan:Net team conducting the *Evaluation DFATD's Development Assistance on Extractives and Sustainable Development*.
7. **October 13, 2016 to February 29, 2017** World Bank, [Review of Results Based Management at the Global Environment Facility](#) for the Independent Evaluation Office of GEF.
8. **August 2016 to March, 2017** Department of Foreign Affairs, Trade and Development (DFATD), Evaluation Manager of a PSI team conducting final evaluation of *Initial Training and Professional Development for the Haitian National Police's Managerial Staff (FIPCA-PNH)*.
9. **May 23 to August 31, 2016** SOS Children's Villages Canada, Project Technical Consultant, Participatory development of a program to help vulnerable and at risk youth in Latin America transition from care into sustainable employment using Cirque du Soleil's Social Circus approach. Work included research, development, facilitation of a workshop on results-based program development with project partners, developing the logic model, theory of change, risk register, performance measurement framework and concept paper.
10. **April 25 to May 12, 2016**, CGIAR, RBM Specialist, Analysis, development and facilitation of a workshop on results-based indicators for measuring capacity development activities under CGIAR's (formerly Consultative Group for International Agriculture Research) new Strategic Results Framework "Redefining how CGIAR does business to 2030." [Report published](#) by CGIAR.
11. **March 1 to 31 2016**, Graybridge, RBM Specialist, Results Based Management Training for iDE *Canada's Rural Sanitation and Hygiene Market Development in Northern Ghana* Project. Developed and delivered three day in country training focused on helping local partners understand the Canadian approach to RBM and utilizing this approach to produce a performance measurement framework for the project implementation plan.
12. **Jan. 4 to March 31 2016**, Graybridge, RBM Specialist, *Development of Performance Measurement Strategy for Engagement of Canadians as Global Citizens* Member of team reviewed the draft "Result- Based Management for International Assistance Program at Global Affairs Canada," 2nd Edition, 2016 and provided comments. Reviewed the Global Affairs Canada 2015-16 Program Alignment Architecture, the draft Performance Measurement Strategy, Logic Model and PMF for Public Engagement Programming, and the PMFs and Logic Models for the underlying projects. Assessed consistency, coherence and appropriateness and provided advice and training on data collection including testing baseline, indicators, data sources, collection methods and targets including a calculation methodology to allow project and program data to roll up to the corporate level.
3. **March 18 to May 8 2015**, Canadian Hunger Foundation (CHF), Technical Specialist. *Market-Led*

- Improved Livelihoods in Eastern Amhara Region (MILEAR) and Benishangul Gumuz Food Security and Economic Growth (BSG-FSEG)*. Pamela Branch was contracted to review the market-led development (MLD) and sustainable livelihoods under CHF's inclusive sustainable economic growth (ISEG) program in Ethiopia and provide strategic recommendations to strengthen the MLD activities of the BSG-FSEG and MILEAR projects by critically reviewing the approaches and strategies of the two projects and recommending appropriate solutions to improve achievement of intended results. Mission to Ethiopia April 11 to May 8.
4. **Oct. 2014 to March 2015**, PRI lead firm. Swedish International Development Agency (Sida), Senior Evaluation Specialist, organizational development [*Evaluation of Twaweza \(Strategic Planning Period 2009-2014\)*](#) This \$28.4 mil multi-donor initiative is working on citizen engagement, government accountability and transparency, education, health and water supply in Tanzania, Kenya and Uganda. Pamela Branch was responsible for the organizational assessment of the initiative as it prepared for its transition to an independent NGO, including all management systems and processes. Work included two missions to Tanzania (October 7-20 and November 19-30).
 5. **August 2014 to March 2015**, Department of Foreign Affairs, Trade and Development (DFATD), Evaluation Team Leader, *Summative Evaluation - Community Based Health Training and Practice Program in Mozambique (2009-2014)* an \$8 mil project supported by DFATD, Canada. Pamela Branch was responsible for recruiting and managing a local consultant, developing the evaluation workplan and framework and data collection instruments and conducting data collection and analysis, including a mission to Mozambique (September 16 to October 6) for key respondent interviews, site visits and focus groups as well as a visit to the executing agency, the University of Saskatchewan (November 10- 14). Prepared a debriefing report prior to departure from Mozambique, a draft evaluation report and a final evaluation report. Conducted a debriefing for the representatives of the Governments of Canada and Mozambique.
 6. **Nov. 2013-December 2014**, Dada International (lead firm), Senior Evaluation Specialist, Humanitarian Assistance, [*Evaluation of Canadian Humanitarian and Development Assistance to the West Bank and Gaza \(FY 2008/9 to 2012/13\)*](#). PSI, Dada and Salasan worked in consortium on this evaluation for DFATD. Pamela Branch was responsible for the evaluation of Humanitarian Assistance programming (\$171 mil over the period) and worked on all evaluation deliverables, including literature review, sample selection, project review, workplan, evaluation framework, debriefing report and technical report. Work involved a data gathering mission to the West Bank from February 28 to March 27, including site visits and key respondent interviews. Technical report approved by client and presented to management board.
 7. **Jan. 2013 to March 2014**, Plan:Net (lead firm) Institutional Development and RBM Specialist, *Building Results Based Project Management Systems at the International Institute for Democracy and Electoral Assistance (IDEA)*. Plan:Net and PSI worked in consortium to develop and help institutionalize a results based project management methodology framework for IDEA, Sweden, which manages an international program worth €30 million annually implemented in over 100 projects in democratic development, electoral processes, constitution building, participation and representation, worldwide that reach over 30,000 beneficiaries. Work included missions to a sample of country offices: Pamela Branch visited the Andean Regional Office in Lima, Peru (May 2013) and facilitating a "preferred future" workshop in Stockholm (July 2013). She worked on all aspects of the assignment and was the lead author on guidelines and tools for project implementation, evaluation, knowledge management, partnering and collaboration. These guidelines have been implemented on IDEA's intranet and are in use throughout the organization.
 8. **June 2012 to February 2014**, IRIS Environmental Systems, Institutional Development Specialist, *Guizhou Ethnic Minority Culture and Heritage Protection Project*, under the China-Canada Policy Options Program, CIDA. This project was designed to build capacity in public policy and results based administration in the areas of cultural and heritage protection for the counties of Danzhai and Sandu in the province of Guizhou, China. Pamela Branch was responsible for the baseline institutional and capacity development needs assessment (mission September 20 to 30 2012), assisted with the eastern Canada portion of the first study tour to Canada (October 28 to November 14) and for the design and delivery of institutional development training for provincial and municipal government during which she lead a four person team to deliver training in the county capitals (mission May 18

- to 30, 2013). She led the team in creating Chinese Guidelines for Cultural Centre Management, which were printed in 1,000 copies and distributed by the project. Subsequently, the Chinese partners asked for permission to print and distribute another 1200 copies at their expense to meet in country demand.
9. **June 2012 to December 2013**, Plan:Net (lead firm), Institutional Development and RBM Specialist, *Development of RBM Systems for the Lake Victoria Basin Commission (LVBC) of the East African Community*. Plan:Net, PSI and Microde jointly worked with LVBC on institutional needs analysis, identifying best practice approaches and developing project, program and institutional logic models and performance measurement frameworks. We developed and delivered training, designed a results based project management and monitoring system, coached staff, presented the system to the council of Member Countries for validation, and developed a handbook, Results Based Management Tools and Techniques for this multi-country, multi-donor institution. This guide is being used by and is available from LVBC. Work included multiple missions to Kenya (January 8 to 27, 2013; August 29 to September 19, 2012; one month in May and June 2012)
 10. **February 3 to June 30 2012**, Cowater International, RBM Specialist, *Bangladesh Human Resources for Health Project, Canadian International Development Agency (CIDA)*. As Result Based Management Specialists, Pamela Branch worked with the team in Ottawa and in Dhaka to develop the logic model (theory of change, LFA) and performance measurement framework for the Project Implementation Plan. This included design and delivery of a participatory RBM workshop with Bangladeshi partners in Dhaka April 22 to 28, 2012. The PIP was approved and the project implementation is ongoing.
 11. **February 15 to June 30 2012**, Parliamentary Centre, Evaluation Team Leader, *Formative (mid-term) evaluation of the African Parliamentary Strengthening Program*. This 5 year capacity program is designed to increase the capacity and authority of select African parliaments (Benin, Ghana, Kenya, Senegal, Tanzania, Uganda and Zambia) as well as their accountability to citizens in the budget process. Pamela Branch was asked to lead a participatory mid-term evaluation, reviewing relevance, effectiveness, efficiency, sustainability, partnership and adherence to development effectiveness principles. Working with a local team, she developed the evaluation workplan, including the methodology, framework and data collection tools and lead a data collection mission to Uganda, Kenya, Zambia, Benin and Ghana (March 4 to April 16), as well as conducting validation and debriefing workshops, and preparing and finalizing the evaluation report. Final report, with Management Response, was accepted by CIDA and used to reorient programming.
 12. **August 26 to October 31 2011**, CIDA, Project Technical Consultant/ Institutional Strengthening Program of Support to Organization of American States (OAS). The Inter-American Program, CIDA planned to provide support to the OAS in response to a Proposal for \$19.5 mil for the period 2011-2014. Pamela Branch assisted the program in preparing the project for approval, including analysis of governance, economic growth and human rights programming with OAS in Latin American and the Caribbean, work on the logic model and PMF, risk, institutional, economic, social, political, environmental and gender analysis.
 13. **August 1 to December 31 2011**, Parliamentary Centre, Evaluation Team Leader, *Final Evaluation of the African Parliamentary Network Against Poverty*, sponsored by the Austrian Development Agency. The APRN was created in 2003, in response to demands by African parliamentarians in part to address the role of parliaments in the implementation of Poverty Reduction Strategy Papers (PRSPs). This evaluation covered the standard OECD-DAC criteria of relevance, effectiveness, efficiency, and sustainability as well as the development impact. Pamela Branch, as team leader developed the evaluation framework and workplan, including data collection methods and instruments and lead the evaluation mission (September 23 to October 7) to collect data, conducted a validation workshop and drafted and finalized the evaluation report.
 14. **January 31 to September 30 2011**, Cowater International, Acting Project Manager, *Communication for Effective Social Service Delivery Program*, Pakistan, CIDA and AusAID. CESSD operating in 11 districts of Khyber Pakhtunkhwa Province, is a multi-sectoral capacity building initiative working at the community, district, and provincial level to improve the supply of, and access to basic social services (education, health care, and water supply). When the project manager withdrew for personal reasons, Pamela Branch acted as Project Manager for nine months. Her responsibilities

- included working with the local team in Peshawar (February 1 to 28, 2011) to develop a proposal to AusAID, the annual workplan and budget for CIDA and the PMF and internal M&E plan, and training and coaching local M&E officer and other staff on implementation and data collection. She was also responsible for negotiating the agreement with AusAID, recruitment, contracting and oversight of a new field manager, recruitment, contracting and oversight of an internal audit, preparation of monthly financial statements, quarterly financial statements and semi-annual reports for donors, and oversight of project implementation including schedule, budget and quality.
15. **January 3 to 20 2011**, Parliamentary Centre, RBM Trainer, *The Parliamentary Centre Canada*, like most development organizations, is under increasing pressure to demonstrate results to donors. Pamela Branch was contracted to develop and provide training for Canadian based staff on results based management, including clarification on different donor standards, using theory of change and tools like the LFA, PMF, Risk Matrix, WBS, Org Chart, Schedule or Gantt Chart and budget in project design, reporting and implementation.
 16. **December 20 2010 to March 31 2011**, CIDA, Project Technical Consultant/ Institutional Strengthening, *Program of Support to the Pan American Health Organization (PAHO)*. The Inter-American Program planned a \$20 mil program of support to build the capacity of regional institutions to address the main weaknesses of health systems, including: lack of coordination; a shortage of trained human resources; limited and inequitable access to essential medicines, vaccines and medical technologies; a lack of adequate data on health determinants, health system performance, and the health status of the population, including monitoring and evaluation of health interventions and results as well as early warning systems; and a need for better leadership, governance and financing for health systems. Pamela Branch assisted the program in preparing the project for approval, including work on the logic model and PMF, risk, institutional, economic, social, political, environment and gender analysis.
 17. **March 15 to 31 2010**, Parliamentary Centre Accra, RBM Trainer, *The Parliamentary Centre Accra*, like most development organizations, is under increasing pressure to demonstrate results to donors. Pamela Branch was contracted to develop and provide training for Africa staff on results based management, including clarification on different donor standards, using theory of change and tools like the LFA, PMF, Risk Matrix, WBS, Org Chart, Schedule or Gantt Chart and budget in project design, reporting and implementation (Mission March 24 to 31).
 18. **June 29 2010 to July 31 2010**, CIDA, Program Technical Consultant, *Sudan* was declared a focus country and the Sudan desk needed to quickly program and additional \$30 mil. Pamela Branch was asked to prepare concept papers for support to food security and children and youth in South Sudan and project approval documents, including Logic Models and PMFs for CIDA support to the Capacity Building Trust Fund, the UNDP and South Kordofan Food Security Project, UNICEF and UNDP democratic development projects.
 19. **February 2 to June 30 2010**, CIDA, Evaluation Team Leader, *Final evaluation of Ukraine Credit Union Strengthening Program*. CIDA, through its Country Program for Ukraine, has contributed to a program to build the institutional capacity and enabling environment for the Ukraine credit union sector in three phases between 1992 and 2010. The total value of CIDA's investment in the credit union sector in Ukraine is estimated at C\$9.675 million over sixteen years. This evaluation covered the standard OECD-DAC criteria of relevance, effectiveness, efficiency, and sustainability. Pamela Branch, as team leader developed the evaluation framework and workplan, including data collection methods and instruments and lead the evaluation mission (February 22 to March 20) to collect data, conducted a validation workshop and drafted and finalized the evaluation report.
 20. **November 17 2009 to March 31, 2010**, CIDA, Program Technical Consultant, Contracted by the Zimbabwe-Zambia program to assist with the development of project approval and contracting documents for the fourth phase of its *Program Support Unit (PSU)*, including all analysis, Logic Model, PMF, developing the request for proposal, terms of reference for the implementation agency and an evaluation grid for bid selection.
 21. **September 4 to December 31 2009**, CIDA, Program Technical Consultant, The *Sudan* Program was chosen to pilot the new bilateral responsive programming process under an agency wide effort to renew and streamline program and project management processes. Pamela Branch represented the program on an agency level working group, acting as the secretariat for the group, including

- drafting and circulating documents. The current proposal call process used by the agency is based on this work.
22. **April 23 to September 30 2009**, CIDA, Evaluation Team Leader, Mid-term (formative) evaluation of *Canadian institutional strengthening support to the Economic Community of West African States (ECOWAS)*. CIDA, through its Western and Central Africa Regional Program (PRACO), is contributing \$5.75 to a Program of Institutional Capacity building of the ECOWAS Executive Secretariat (PARECIS) under a Joint Financing Arrangement (JFA) Pool Fund. This formative evaluation was to improve performance and contribute to informed decision-making. The scope of this evaluation includes assessing relevance, effectiveness, efficiency, harmonisation of the two PARECIS components with each other and with other donor efforts, sustainability and the way forward. Pamela Branch, as team leader developed the evaluation framework and workplan, including data collection methods and instruments and lead the evaluation mission (July 8 to 26) to collect data, conducted a validation workshop and drafted and finalized the evaluation report.
 23. **April 21 2009 to July 30 2010**, CIDA, Monitor/ Institutional Strengthening, *Monitoring Canadian support to the Niger River Basin Authority*. Canada contributed \$8.5 mil to a \$20 mil ten year multi-donor institutional strengthening program with the Niger River Basin Authority. Pamela Branch was contracted to act as a monitor and advisor to this program, providing systematic, reliable and valid reviews, advice, assessments and recommendations on all aspects of management, operations, performance, results achieved and likely to be achieved by the project, integration of cross-cutting issues such as gender and environment. She was asked to train and coach local staff on performance measurement, as well as providing advice to CIDA on related institution building. Included monitoring visits to Niger (July 17 to 23 and October 26 to November 6 2009).
 24. **April 21 2009 to March 31, 2013**, CIDA, Monitor/ Institutional Strengthening, *Regional African Parliamentary Support Program*. This five year \$14 mil regional program is designed to increase the capacity and authority of selected African parliaments in the budget process, building budget oversight capabilities and systems. Pamela Branch was contracted as monitor in order to facilitate project performance by providing timely feedback and constructive advice that contributes to achieving project results and improving effectiveness and efficiency by reviewing performance on an ongoing basis, assessing progress and results, as well as identifying emerging issues and challenges at the sector and project level, and making recommendations to management. The primary focus was on measuring results against the Logic Model, agreed work plans, schedules, budgets, and the targets and indicators in the PMF. Work included missions to: Accra, Ghana (2010), Dar Es Salaam, Tanzania and Dakar, Senegal (2011), Kampala, Uganda and Nairobi, Kenya (2012).
 25. **February 26 to April 30 2009**, CIDA, Program Technical Consultant. The end of the Canadian fiscal year is a busy time at CIDA, and Pamela Branch was contracted by the Sudan desk to provide technical advice on project development and management, including coaching and advising new Project Team Leaders on CIDA's RBM approaches and tools and providing back up to those on mission or vacation. She helped the program manage a humanitarian assistance portfolio of \$135 mil and an early recovery portfolio of \$90 mil.
 26. **September 11 2008 to March 30 2009**, CIDA, Evaluation Team Leader. *Canada's Support to the Parliament of Ghana*. Canadian support to the Parliament of Ghana started in 1994, and over the years CIDA approved support of C\$3.85 million. Pamela Branch was contracted to lead the first independent external evaluation of CIDA's support to the Ghanaian Parliament. Pamela Branch identified and managed a local consultant, drew up the evaluation work plan and framework, developed data collection tools, collected primary and secondary data, conducted analysis and led the debriefing meeting. She was the main author of the evaluation report. Work included a mission to Ghana October 2 to 31.
 27. **June 17, 2008 to April 30, 2009**, CIDA, Monitor. *Regional AIDS Training Network (RATN)*. Pamela Branch provided training and coaching on developing Logical Framework Analysis, Performance Measurement Frameworks, and Risk Registers and worked with RATN in using these tools during project implementation for monitoring and reporting on progress and challenges. She was also responsible for ensuring that all of CIDA's cross cutting themes, such as gender equality and the environment are integrated parts of the program. At the request of CIDA she also attended the

- Project Steering Committee in support of CIDA's Project Team Leader. She was tasked with acting as the secretary for the joint donor team and preparing their Aide Memoire. Work included mission to Lilongwe June 23-28.
28. **January 15 2008 to July 31 2008**, Food and Agriculture Organization of the United Nations, Evaluation Team Leader. *Evaluation of the institutional capacity of the Food and Agriculture Organization (FAO) of the United Nations to deliver emergency and rehabilitation programming.* Starting in the early 1990's the FAO's emergency and rehabilitation operations grew at an average annual growth rate of 40%, or faster than the overall growth rate in official humanitarian assistance (18% annually). FAO's increasing share of humanitarian assistance was based on its core technical expertise, and 95% of FAO's emergency and rehabilitation work was managed by the Emergency Operations and Rehabilitation Division (TCE), although most parts of FAO were involved. Pamela Branch, who was based in Rome January to June 2008, led a six person team in conducting this major institutional assessment which found constraints to FAO's efficient delivery of emergency and rehabilitation operations at each step in the control structure, from governance, through management, operations and administration. Key constraints occurred in the procurement, human resources, and finance processes.
 29. **November 22, 2007 to March 31, 2008**, CIDA, Project Technical Consultant/ Institutional Strengthening. *Regional African Parliamentary Support Program.* Pamela Branch assisted the Pan Africa program prepare the \$14 mil five year project for approval, including preparing the Socio-Economic and Political Analysis, Capacity Analysis, Gender Equality Analysis, Environmental Analysis, HIV/AIDS Analysis, Risk Analysis and Mitigation Strategy, Logical Framework Analysis and developing a performance measurement framework.
 30. **September 25, 2007-September 30 2010**, CIDA, Monitor. *Confidence Building and Stakeholder Involvement (CBSI) Project, Nile Basin Initiative (NBI).* NBI is a joint initiative of the Nile Basin Countries to promote sustainable socio-economic development through the equitable utilization of the basin's common water resources. As part of its support to NBI, CIDA approved C\$10 mil for the Nile Basin Support Project (A-21334), which consisted of a C\$6 mil contribution to the Nile Basin Trust Fund (NBTF) at the World Bank for CBSI. CBSI was designed as a six year USD 15 mil project to build trust and ownership of NBI among the basin countries and populations. Pamela Branch undertook missions to the region and met with project stakeholders in order to provide systematic, reliable and valid reviews, advise, assessments and recommendations on all aspects of management, operations, performance and results achieved and likely to be achieved for CBSI. She was also responsible for ensuring that all of CIDA's cross cutting themes, such as gender equality and the environment are integrated parts of the program. At the request of CIDA she also provided advice to CBSI management and staff in member countries on performance measurement and RBM, including assisting them to prepare the project performance measurement framework, attended the CBSI Project Steering Committee in support of CIDA's Project Team Leader. She was tasked with assessing risks and/or events that may impact (either positively or negatively) implementation, and to keep abreast of the key stakeholders and other donor activity in these sectors, as well as highlight any significant changes to CIDA. She undertook missions of two to three weeks twice a year, always visiting Entebbe but also other NBI offices in Egypt, Kenya, and Ethiopia.
 31. **June 27 to September 30 2007**, CIDA, RBM/Project Management Trainer, *Program of Institutional Strengthening for United Cities and Local Government Association of Africa (UCLGA).* The Canada Fund for Africa along with other donors planned a program of capacity building with UCLGA but it was unable to prepare a proper project proposal. Pamela Branch was asked to facilitate a workshop on results based project management and design in a multi-donor context for UCLGA with Hubert LeBlanc and local consultant Francois Mengué. This included a mission to South Africa July 7 to 13.
 32. **February 6 2007 to March 31 2007**, CIDA, Program Technical Consultant. Assisted the regional program for Eastern, the Horn and Southern Africa prepare projects for approval, including support to the *South African Trust (SAT)* to strengthen civil society organizations in (South Africa, Botswana, Lesotho, Swaziland, Malawi, Mozambique, Zimbabwe, Namibia, Zambia), and prepare the Terms of Reference for the end of phase evaluation of The World Agroforestry Centre (ICRAF) managed Phase II of the *Agroforestry for Sustainable Development in the Zambezi River Basin* project.
 33. **September 11 2006 to March 31 2007**, CIDA, Project Technical Consultant. *Addressing Health*

- Systems Gaps in Africa: Enhancing Capacity and Participation Through Institutional Strengthening* (AMREF IV). Pamela Branch assisted the Pan Africa program prepare the \$15.5 mil five year project for approval, including preparing the Socio-Economic and Political Analysis, Capacity Analysis, Gender Equality Analysis, Environmental Analysis, HIV/AIDS Analysis, Risk Analysis and Mitigation Strategy, Logical Framework Analysis and developing a performance measurement framework.
34. **September 10 2006 to March 31 2007**, United Nations Development Program's Evaluation Office, Evaluation Manager and Senior Evaluator, [*Evaluation of the Second Regional Cooperation Framework for Africa \(RCFII Africa, 2002-2007\)*](#) on behalf of UNDP, New York. The RCF II is \$160.7 mil including 81 initiatives in four thematic areas or "pillars": strengthening democratic and participatory governance; making globalization work for Africa (microfinance, SME development); conflict prevention, peace- building and disaster management; and reducing the threat to and impact of HIV/AIDS on Africa. Pamela Branch managed the nine person PSI team conducting the evaluation, was responsible for quality control, and participated in the evaluation as a senior evaluator. She contributed to all evaluation deliverables, including work on the workplan, evaluability assessment based on desk review, survey, visit to sample countries and projects, draft report and final report. She worked with the UNDP Evaluation Manager on the final, published version of the report. The report was well received by the board and PSI received an excellent letter of reference from UNDP for this work. Pamela Branch visited Kenya, Uganda and Ethiopia for the evaluation.
35. **May 23, 2006 to September 30 2007**, IRIS Environmental Systems, Program Technical Consultant/ RBM and Institutional Strengthening. Provided *Results Based Management and monitoring services to the Pan Africa program*, CIDA for institutional strengthening projects under sub-contract to IRIS Environmental Systems. Work included training and coaching on developing Logical Framework Analysis, Performance Measurement Frameworks, and Risk Registers and then working with the institutions in using these tools during project implementation for monitoring and reporting on progress and challenges. Work included multiple missions for Project Steering Committee meetings in Dar es Salaam and Kilimanjaro Mar 18 to 23, Nairobi Mar 10 to 18 and June 4 to 17, Durban June 11 to 16, Gabarone June 17 and Kasane June 18 to 23, Entebbe October 26 to Nov 4 2006 and July 13-19 2007
36. **November 2005 to February 21 2006**, Canadian Cooperative Association, Evaluation Manager. *Impact Evaluation of the Association of Columbian Cooperatives (ASCOOP) Capacity Building Project*. Pamela Branch and Miguel Salas conducted this ex-post impact assessment of an institutional strengthening programme conducted with ASCOOP by the Canadian Cooperative Association (CCA) between 1988 and 1997. The work was designed to answer the question: ten years after the intervention, what results were sustained by ASCOOP. Pamela contributed to all evaluation deliverables (workplan, framework, data collection instruments, debriefing report, evaluation report) and had main responsibility for quality control.
37. **October 07 to 31 2005**, CIDA, Project Technical Consultant. *AMREF Phase III Extension*. Pamela Branch assisted the Pan Africa program in preparing this project for approval, including developing the Project Summary, Selection, Summary of Analyses, Socio-Economic and Political Analysis, Capacity Analysis, Gender Equality Analysis, Environmental Analysis, HIV/AIDS Analysis, Risk Analysis and Mitigation Strategy, Logical Framework Analysis, Budget, Gender Equality Assessment Form, Canadian Environmental Assessment Act Form (CIDA 1591-1), Program Backgrounder, Strategic Environmental Assessment form and Report, International Policy Statement Form).
38. **September 13 2005 to March 31, 2006**, CIDA, Evaluation Manager. *Evaluation of the Centre for Corporate Governance (CCG)*. Pamela Branch managed a PSI Team (Tom Body, Alfred Ojwang) in conducting this evaluation of institutional capacity building support to the Nairobi based CCG for the Pan Africa Program, CIDA. Work included missions to Nairobi, Kigali and Kinshasa. Pamela contributed to all evaluation deliverables (workplan, framework, data collection instruments, debriefing report, evaluation report) and had main responsibility for quality control.
39. **August 31 2005 to June 30 2006**, Consulting and Audit Canada, Evaluation Team Leader. *Mid-Term Evaluation of the Gansu Women's Employment Project*. Pamela Branch recruited and led a multinational and multidisciplinary team in China in conducting a formative evaluation of a \$3.7 mil CIDA sponsored capacity building/institutional strengthening project which worked with provincial

- government to build capacity in labour force adjustment services and policy. Work included developing all evaluation deliverables (workplan, framework, data collection instruments, debriefing report, evaluation report) and a data collection mission to China February 13 to 28.
40. **August 15 2005 to June 30 2006**, CIDA, Evaluation Manager. *Impact Evaluation of the Mobilization of Populations and Decentralization (MOPOD) Project in Mali*. Pamela Branch managed a PSI team led by Hubert LeBlanc and including Michelle Armand in conducting this impact evaluation. Her main role was coordination and quality control.
 41. **August 1 to 31 2005**, Aga Khan Foundation Canada, Economist/ Technical Advisor. Developed terms of reference for a consultant to conduct an economic multiplier study to look at the likely economic impact of the University of Central Asia.
 42. **June 15 to August 31 2005**, Consulting and Audit Canada, Private Sector Development Specialist. Team Leader in conducting a feasibility study/ project appraisal assessment for Canadian support to multinational (United Kingdom, Sweden, Switzerland) *KATALYST program* to build institutional capacity to deliver market oriented Business Development Services for small business in Bangladesh. Included a mission to Bangladesh from June 18 to 30 for the Bangladesh Program, CIDA.
 43. **May 1 to June 30 2005**, Aga Khan Foundation Canada, Private Sector Development Specialist. *International Development Fellowships in Microfinance Development*. Develop and deliver training to interns on microfinance project management. Included orientation to RBM and tools.
 44. **April 18 to December 2005**, CIDA, Evaluation Manager. *Evaluation of Community Policing in Refugee Camps in Guinea*. Pamela Branch managed a PSI team, led by Hubert LeBlanc and including Tom Body and Ian Cameron. PSI partnered with Roy Herman of UNHCR in conducting this evaluation. Her main role was coordination and quality control.
 45. **March 31 to October 31 2005**, CIDA, Acting Senior Policy Analyst. Pamela Branch replaced the Senior Policy Analyst covering technical support to private sector development and economic growth programming in Africa Branch, CIDA who was on maternity leave. Her work included reviewing and advising on projects, developing trade diagnostic studies for the branch, and oversight of CIDA support to UNECA, the *Joint Integrated Technical Assistance Program (JITAP)*, the *Integrated Framework for Trade-Related Technical Assistance*, the *Foreign Investment Advisory Services*, and seven country programs as well as representing the branch at agency level meetings.
 46. **March 7 to June 30 2005**, CIDA, Private Sector Development Specialist. Pamela Branch was contracted to conduct research and analysis of Private Sector Development Options for Africa Branch, and provide advisory services related to the development of CIDA's briefing notes for the G-8 meeting which concentrated on Africa.
 47. **January 17 2005 to September 30 2006**, CIDA, Program Technical Consultant/ RBM and Institutional Strengthening. Lead Consultant, Development of Results Based Performance Measurement Framework and Reporting, the Nile Basin Initiative, for Pan Africa Program, CIDA. Pamela Branch worked with the *Confidence Building and Stakeholder Involvement Project* team to review their implementation plan, results statements, and indicators and assisted them to align their performance measurement system with the overall institutional strategic plan and performance measurement system. Mission to Entebbe.
 48. **December 22 2004 to July 29 2005**, CIDA, Evaluation Manager. *Evaluation of Canadian Regional Police Training and Support Program in the Balkans*. Pamela Branch managed a PSI team, led by Tom Body and including Ian Cameron. Pamela contributed to all evaluation deliverables (workplan, framework, data collection instruments, debriefing report, evaluation report) and had main responsibility for quality control.
 49. **August 4 to October 30 2004**, Canadian Cooperative Association, Performance Measurement/Review Team Leader. *Credit Union Strengthening Program in Ukraine*. Review of baseline survey and design of methodology and survey instruments for timeline survey on impact of institutional strengthening of Credit Unions on socio-economic situation of members in Ukraine, for the Canadian Cooperative Association.
 50. **July 8 to August 31 2004**, CIDA, Evaluation Manager. *Evaluation of CIDA's Public Engagement Program*. Pamela Branch managed a PSI team led by Hubert LeBlanc and including Selina Bishop. Pamela contributed to all evaluation deliverables (workplan, framework, data collection

- instruments, debriefing report, evaluation report) and had main responsibility for quality control.
51. **June 30 2004 to July 27 2005**, CIDA, Evaluation Manager. *Evaluation of Pakistan Oil and Gas Sector Support*. Pamela Branch managed a PSI team led by Bjorn Johansson in a joint evaluation with IRIS Environmental of Canadian Support to the oil and gas sector in Pakistan. Pamela had main responsibility for coordination and quality control.
 52. **May 3 2004 to November 30 2005**, CIDA, Project Technical Consultant. Enhanced Regional Trade and Agricultural Productivity (ERTAP) Project, Nile Equatorial Lakes Subsidiary Action Program, Nile Basin Initiative. Pamela Branch assisted the Pan Africa program to define and develop the project design and analysis that led to the approval of the \$10 mil design and deliver project to be implemented under the Nile Basin Trust Fund at the World Bank. Its objective is to increase food security and the incomes of the poor by improving both the demand for agricultural products, through lowering barriers to regional trade, and the supply, through enhancing the productivity of agriculture. It will improve the productivity of the small scale agriculture and animal husbandry industries through a program coordinated across the participating NEL countries to improve and develop water use and through agriculture extension targeting subsistence low-output farming.
 53. **November 2004**, Springtec International, Technical Consultant Evaluation. Pamela Branch provided advice, technical assistance and templates to assist in developing of an evaluation workplan, data collection instruments, interview protocols and reporting.
 54. **April to September 2004**, CIDA, Evaluation Team Leader. *Evaluation of Nile Basin Discourse Project*, Pamela Branch was team leader with Gervase Odiko from Kenyan Associate firm MICRODE Consult. . Pamela contributed to all evaluation deliverables (workplan, framework, data collection instruments, debriefing report, evaluation report) and had main responsibility for quality control. Field visits included Kenya, Uganda and Ethiopia.
 55. **August 5 2003 to January 31 2007**, CIDA, Monitor. *Regional AIDS Training Network Development Project*, Pan Africa Program, CIDA, included reworking PMF, developing baseline, and coaching staff on using RBM tools for management and reporting and leading joint multi-donor monitoring. Included missions to Nairobi, Kenya (March 18 and 26), Zambia (March 27 to 30), Nairobi (January 30 to February 9), Swaziland (July 10 to 18)
 56. **July 24, 2003**, CIDA, Project Technical Consultant. *Sustainable Water Harvesting and Institutional Strengthening in Amhara (SWISHA)*. Pamela Branch assisted the Ethiopia program with the Project Implementation Planning and approval process, including preparing the Strategic Environmental Analysis and reviewing all PIP analysis and documents.
 57. **June to December 2003**, CIDA, Acting Senior Policy Analyst. Private Sector Development, 2 days per week, for Africa Branch, as well as representing Africa Branch in the development of CIDA's Private Sector Development Policy and preparing ministerial briefing papers and input to Canadian position for WTO meetings in Evian, Montreal and Cancun, Africa Branch CIDA.
 58. **September 5 2002 to September 30 2003**, CIDA, Project Technical Consultant. *Canada China 97 Change in Scope*. Prepare a draft document for the Director General outlining the results of the evaluation and building a solid case for continued support, including institutional and sustainability issues. Prepare a statement of services and job descriptions for the work needed under the continued support, and develop documents to amend the MOU as well as negotiations of conditions for release of the revolving loan fund.
 59. **April 25 2002 to March 31 2007**, CIDA, Monitor. *Mozambique Microfinance Facility Project*. Pamela Branch's work including developing PMF and baseline jointly with partners and providing technical advisory and monitoring services in a participatory and facilitative approach which included capacity building for representatives of the Government of Mozambique (GOM) from the ministry responsible for oversight of microfinance activities and recruiting, managing, coaching and developing the skills of a local monitor to promote Canadian-Mozambique partnership, information and knowledge sharing, and assist in building local capacity in micro-finance and performance measurement. Annual missions to Mozambique February 10 to 23,
 60. **April 2002 to July 2002**, CIDA, Evaluation Team Leader. *Final Evaluation of Canada China Women's Income Generating Project in Xinjiang*. (included microfinance).
 61. **August 2001 24 to March 2003**, CIDA, Economist/ Private Sector Development Analyst. Pamela Branch was contracted to provide technical advice on on microfinance and enterprise development

- for the Tanzania Program, CIDA. Work included providing analysis and advice on new projects, new programming modalities such as Budget Support, Sector Wide Approaches, and Basket Funding, and assisting in the development of new projects. She traveled to Tanzania to work with the program in reviewing and commenting on the new financial sector regulations proposed for the country at a work shop convened by the Bank of Tanzania in December 2002.
62. **July to December 2001**, CIDA, Audit Team Member, Comprehensive Audit of Food Aid Programming for CIDA, Internal Audit Division, included mission to Ethiopia.
 63. **April 2001**, CIDA, Audit Team Member, Review of CIDA Food Aid and Humanitarian Assistance to the Balkans.
 64. **January 11 to December 30 2001**, CIDA, Private Sector Development Specialist. *Review of Micro Enterprise and Micro Finance Projects in the Americas*. Pamela Branch was the Team Leader for a study which reviewed international best practice (MicroSave, CGAP, USAID, etc) and microfinance experience in savings mobilization and analyzed the scope and performance of approximately seven projects supported by CIDA.
 65. **February 15 to April 15 2001**, CIDA, Project Technical Specialist. Provide advice and assistance to the Environment Specialist, North Africa and Middle East in developing the *Egypt Environment Initiatives Fund* project for reducing green house gases in the brick making sector, including development of analysis, management approach, reporting and results.
 66. **November 2000**, CIDA, Evaluator. Review of the Policy Impact of the China Program.
 67. **August to September 2000**, Phoenix Management Ltd, Performance Measurement Specialist. Results based Performance Measurement Framework for the Egypt Environmental Initiatives Fund, for Phoenix Management Ltd.
 68. **May to July 2000**, E-21 Global, Private Sector Development Specialist. Team Leader for baseline study for the Socio-Economic Reform Program for the Egypt Desk, CIDA.
 69. **April 14 to August 31, 2000**, CIDA, Private Sector Development Specialist. Pamela Branch was contracted as a specialist in micro-finance and micro-enterprises to support an exploratory mission to China to help identify a viable project to assist laid-off urban women workers in China. Her work included assessment of three proposals received by CIDA, acting as lead author of the team report, assessing urban unemployment, government and donor responses, best practices and project options, including possible partners. She then developed a Concept Paper for the *Gansu Women's Employment project*. For the China Program, CIDA.
 70. **June 1998**, CIDA, Evaluation Team Leader. Final Evaluation, Women's Economic Development Component of the Skills and Resources for Community Productivity (SRCP) Project, Kenya Desk, Africa Branch, CIDA
 71. **January 1997 to December 1999**, CRC Sogema, Project Manager (Canadian Management Advisor). *Ghana Regional Appropriate Technology Industrial Service (GRATIS) Project*. Pamela Branch was directly responsible for delivery in the field of a technical vocational training program employing 300 staff in ten locations (Bolgatanga, Cape Coast, Ho, Koforidua, Kumasi, Sunyani, Takoradi, Tamale, Wa) nationwide with an annual operating budget of \$2 million Canadian. Responsibilities included financial management, planning, narrative and financial reporting, oversight of program implementation which included development and delivery of training programs for over 5,000 persons annually in ten locations, and training, technical advice and coaching of staff to strengthen the institution and build organizational capacity to make a transition from a project to an independent institution. Also responsible for a lending portfolio of US\$1.25 Million, in over 500 loans nationwide. Full time, three years.
 72. **April 1996**, CIDA, Private Sector Development Specialist. Study of Development Impact of Credit and indicators of success, CIDA.
 73. **January 1995– March 1996**, CIDA, Private Sector Development Specialist. Monitor and technical advisor for the Women's Economic Development microfinance project of *Skills and Resources for Community Productivity (SRCP)* Program for the Kenya Program in CIDA.
 74. **1995**, CIDA, Project Technical Consultant. *Vietnam Short and Medium Term Training Support Fund*, Vietnam Program, CIDA, project identification, planning and design including development of the Concept Paper and Project Implementation Plan (PIP).
 75. **1994 -1995**, CIDA, Private Sector Development Analyst. Review, Analysis and Advise on responsive

- enterprise support project proposals, including WID, financial analysis, feasibility assessment, preparation of approval documents including Memos to the Minister, negotiations and preparation of contribution agreements, for CIDA-Industrial Cooperation Program: Waste Recycling Technology, Joint-Venture Proposal, AMPLUS International, (1995), Community Development in Yemen, Proposal, Canadian Occidental Petroleum (1995) Summary and proposal documents for CAE Electronics funding under CIDA-INC (1994), Development of Project Concept for CIDA-IDRC Joint Project for Practical Research and Development Support, CIDA-INC (1994).
76. **1994-1995**, CIDA, Project Technical Consultant. Assisted CIDA with development, design and approval of the following projects: Vietnam-Canada Environment Project, Vietnam Program, CIDA (1994-1995); Management Plan (MP), Terms of Reference (TORs) for Canadian Executing Agency (CEA), Enterprise Support Services for Africa, Ghana Program, CIDA (1994); MP, TORS, etc; Structural Adjustment Fund IV, Ghana Program, CIDA (1994); MP, TORS, etc
 77. **July to December 1994**, CIDA, Evaluation/ Private Sector Development Specialist. Mid-Term Evaluation *Women's Economic Development and Employment Creation for Youth Projects* of the *Skills and Resources for Community Productivity* (SRCP) Program.
 78. **May to June 1994**, CIDA, Evaluation Team Leader. Evaluation of GRATIS Phase I Project, Ghana Program, CIDA.
 79. **March to October 1994**, CIDA, Private Sector Development Specialis. Study of Credit Projects in Asia, Asia Branch, CIDA. Preparation of Study on Nine Micro-Credit Schemes in Asia, including Aga Khan Rural Support Program (AKRSP) in Pakistan, Credit Union Development Assistance Program (CUDAP), Sarvodaya Economic Enterprise Development Services (SEEDS), Small Farmers and Landless Credit Project all in Sri Lanka and in Bangladesh Grameen Bank, Aga Khan Foundation /Bangladesh Rural Advancement Committee (AKF/BRAC), Proshika Comilla (PC), Proshika Kendra (PK) and Rural Poor Program (RPP).
 80. **1993**, CIDA, Evaluation Team Leader. Final Evaluation *CUSO Northern Ghana Women in Development Project*, Ghana Program CIDA
 81. **1993**, CIDA, Project Team Leader. Coordination of International Workshop on Capacity Development in Environment.
 82. **1993**, Bureau of Assistance for Central and Eastern Europe, Project Technical Consultant. Assisted with development, design and approval of the following projects: Corporate Connections Program, Bureau of Assistance for Central and Eastern Europe, (1993); Documentation for Project Review Committee, Yeltsin Democracy Fellowship Program, Bureau of Assistance for Central and Eastern Europe (1993); Documentation for Project Review Committee
 83. **1993**, Aga Khan Foundation Canada, Institutional Development Specialist. Assisted with the development, design and negotiation of funding for the *Pakistan Social Institutional Development Program*, Aga Khan Foundation Canada (1993)
 84. **1992**, CIDA, Reviewer. Final Review of, Comilla Proshika Program, Phase III; Bangladesh Program, CIDA, Review Bangladesh Wheat Program, Phase I; Bangladesh Program, CIDA.
 85. **1991-1993**, CIDA, Project Technical Consultant. Assisted CIDA with development, design and approval of the following projects: Program Support Unit Project, Bangladesh Program, CIDA (1993); Project Approval Memorandum (PAM), Terms of Reference (TORS) for Canadian Executing Agency (CEA), developing and issuing Request for Proposal (RFP) for CEA; Ghana Appropriate Technology Industrial Services Project, ITTU Phase III Extension; Ghana Program, CIDA (1992-93); Management Plan (MP), TORS, RFP; University of Alberta-Bangladesh University of Engineering and Technology Institutional Linkage Project, Extension; Bangladesh Program, CIDA (1992); MP; Bangladesh Wheat Program, Phase II; Bangladesh Program, CIDA (1991); MP, TORS; Bangladesh Wheat Program, Phase II; Bangladesh Program, CIDA (1991); MP, TORS; Skills and Resources of Community Development, CARE Kenya Phase III (1991-92); MP, TORS, RFP, selection, developed and negotiated Contribution Agreement.
 86. **1991**, Department of External Affairs, Technical Writer. Preparation of Course Catalogue for the Training Division of External Affairs.
 87. **1990**, CIDA, Project Technical Consultant. Assisted CIDA with development, design and approval of the following projects: Comilla Proshika Program, Phase IV; Bangladesh Program, CIDA (1990); Management Plan.

88. **1990**, Department of External Affairs, Technical Writer. Preparation of Procedures Manual for Protocol Division of External Affairs.
89. **1990**, CIDA, Economic Analyst, Working for Area Coordination Group as a term employee on: Preparation of Working Paper on Poverty Alleviation for the 4As, ACG, CIDA; Drafting Sections of Revised CIDA Handbook 8; CIDA's Bilateral Procedures Manual.
90. **1989**, CIDA, Economic Analyst, Preparation of Food Security Working Paper for the 4As, ACG, CIDA and Planning the Framework for Decentralization of Technical Services Overseas.
91. **1989**, CIDA, Project Technical Consultant. Assisted CIDA with development, design and approval of the following Projects: Rural Poor Program, Phase II; Bangladesh Program, CIDA (1989); Management Plan (MP), Terms of Reference (TORS) for Canadian Executing Agency (CEA), Request for Proposal (RFP) CEA; Educational Paper Program; Ghana Program, CIDA (1989); MP; PAMSCAD Local Procurement Fund, Ghana Program, CIDA (1989); MP International Rice Research Institute and Bangladesh Rice Research Institute Rice Research and Training Project, Phase III, Bangladesh Program, CIDA (1988-89); MP Bangladesh Rain-fed Rice Based Cropping Systems Project, Bangladesh Program, CIDA (1989); MP Two Year Extended Phase of the Bangladesh Wheat Program, Bangladesh Program, CIDA (1989); MP.
92. **1988**, Development Strategies International, Economic Analyst. Provided technical advice on the Structural Adjustment Support Fund; Ghana Program, CIDA (1988); MP, and Preparation of Enterprise Development Sector Issues Paper RNS, CIDA (1988).

PUBLICATIONS

- Branch, Pamela and Neeraj Kumar Negi, Review of Results Based Management at the Global Environment Facility,, May 2017, https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME_C.52_Inf.07_RBM_May_2017.pdf
- Branch, Pamela. *Draft CGIAR Capacity Development Indicators for the CRP2 Portfolio*, June 2016, http://library.cgiar.org/bitstream/handle/10947/4364/CGIAR%20Capacity%20Development%20Indicators_8June2016.pdf?sequence=7 .
- Rath, Amitav, Branch, Pamela, et al. *Evaluation Twaweza: Tanzania, 2009-2014*, March 2016, <http://www.twaweza.org/uploads/files/Twaweza%20FINAL%20Evaluation%20Report.pdf>
- Branch, Pamela, et al. *Evaluation of the Second Regional Cooperation Framework for Africa (RCFII Africa, 2002- 2007)*, May 2007 http://web.undp.org/execbrd/pdf/RCF_africa.pdf
- Johansson, Bjorn, Branch, Pamela, et al. *Study of Credit Projects in Asia*, CIDA, 1994.

PROFESSIONAL AFFILIATIONS

- Canadian Evaluation Society
- Canadian Association of International Development Professionals (CAIDP)
- Project Management Institute

Certified as accurate:



Pamela Branch