

Paul Clements

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EDUCATION

Ph.D. in Public Affairs, 1996, and Master's in Public Affairs, 1992, Woodrow Wilson School of Public and International Affairs, Princeton University.

BA, 1984, Harvard University. Graduated Magna Cum Laude with high honors in Social Studies.

Attended four month workshop on Development Project Evaluation sponsored by Women In Development/Harvard Institute of International Development, 1984-85.

PUBLICATIONS

Peer Reviewed Articles

"Reducing World Poverty by Improving Evaluation of Development Aid," by Paul Clements, Thomaz Chianca and Ryoh Sasaki, *American Journal of Evaluation*, June 2008, Vol. 29, No. 2, pp. 195-214. (Addresses evaluation by the World Bank and by USAID.)

"An Association to Improve Evaluation of Development Aid," *Journal of MultiDisciplinary Evaluation*, March 2008, Vol. 5, No. 9, pp. 52-62.

"A Rawlsian Analysis of the Plight of Bihar," *Studies in Comparative International Development*, Winter 2005, Vol. 39, No. 4, pp. 3-29.

"Monitoring and Evaluation for Cost-Effectiveness in Development Management," *Journal of MultiDisciplinary Evaluation*, February 2005, Vol. 1, No. 2, pp. 11-30.

"The Reasonable and the Rational Capacities in Political Analysis," *Politics & Society*, Vol. 30, No. 1, March 2002, pp. 85-111. By Paul Clements and Emily Hauptmann.

"Informational Standards in Development Agency Management," *World Development*, August 1999, Vol. 27, No. 8, pp. 1359-1381.

"A Poverty Oriented Cost-Benefit Approach to the Analysis of Development Projects," *World Development*, April 1995, Vol. 23, No. 4, pp. 577-592.

"An Approach to Poverty Alleviation for Large International Development Agencies," *World Development*, October 1993, Vol. 21, No. 10, pp. 1633-1646.

Books

Success Measures Guide Book: Version 1.0, by Paul Clements. Contributing authors: Ayoka Turner and Kenneth Bailey. Copyright 1999, Development Leadership Network. Includes outcome indicators for housing, economic development, and community building programs as well as procedures for selecting indicators and data collection methodologies.

Lens Into the Gandhian Movement: Five Village Development Organizations in Northeast India, 1983, Society for Developing Gramdan, Bombay, India.

Book Reviews and Review Essay

Book Review on Jody Zall Kusek and Ray C. Rist's *A Handbook for Development Practitioners: Ten Steps to a Results-Based Monitoring and Evaluation System* (The World Bank), *American Journal of Evaluation*, June 2005, Vol. 26, No. 2, pp. 278-280.

Book Review on Herbert H. Werlin's *The Mysteries of Development: Studies Using Political Elasticity Theory* (University Press of America), *American Political Science Review*, December 2001, Vol. 95, No. 4, pp. 1027-1028.

"Challenges for African States," *Journal of Asian and African Studies*, August 2001, Vol. 36, No. 3, pp. 295-305.

Book Review on Peter Uvin's *Aiding Violence: The Development Enterprise in Rwanda* (Kumarian Press), *Journal of Asian and African Studies*, November 1999, Vol. 34, No. 4, pp. 467-469.

Other Publications

"Reply to Hellmut Eggers' Comments on 'An Association to Improve Evaluation of Development Aid'," *Journal of MultiDisciplinary Evaluation*, March, 2008, Vol. 5, No. 9, pp.70-73.

"Development Assistance and New Challenges in Evaluation," International Symposium on *The Role of Evaluation in Enhancing Development Effectiveness*, Co-organized by Ministry of Foreign Affairs of Japan and Foundation for Advanced Studies on International Development, Tokyo, July 10, 2007, pp. 95-104.

Foreword to *The Politics of HIV/AIDS and Implications for Democracy in Kenya* by Henry Kiragu Wambui, Edwin Mellen Press, 2006, pp. iii-vi.

"Synthesis of the 2001 UNCDF Evaluations," United Nations Capital Development Fund, 2003.

"Getting at Impact: A Beginner's Guide," *Shelterforce: The Journal of Affordable Housing and Community Building*, September/October 2001, Vol. 23, No. 5, pp. 14-16.

"Synthesis of the 2000 UNCDF Evaluations," United Nations Capital Development Fund, 2001.

"Synthesis of the 1999 UNCDF Evaluations," United Nations Capital Development Fund, 2000.

“A Conceptual Framework for Analyzing, Managing and Evaluating Village Development Projects,”
Sociologia Ruralis, Journal of the European Society for Rural Sociology, 1986, Vol. XXVI, No. 2, pp.
128-145.

PROFESSIONAL EXPERIENCE

DIRECTOR, MASTERS IN INTERNATIONAL DEVELOPMENT ADMINISTRATION PROGRAM, Western Michigan University
2004 – Present

PROFESSOR, Western Michigan University Political Science Department
2009

ASSOCIATE PROFESSOR, Western Michigan University Political Science Department
2002 – 2009

FACULTY MEMBER, DOCTORAL PROGRAM IN EVALUATION, Western Michigan University
2003 – Present
Faculty member for newly established interdisciplinary doctoral program in evaluation.

TEAM LEADER, HEIFER INTERNATIONAL IMPACT EVALUATION, The PHILIPPINES
Summer 2009
Led team conducting impact evaluation of Heifer International operations in the Philippines.

PEER REVIEWER for PROJECT APPLICATIONS, Higher Education for Development, February
2009
Reviewed grant applications for project to develop system for “Evaluation and Analysis of USAID’s
Political Party Strengthening Programs.”

MONITORING AND EVALUATION SYSTEMS CONSULTANT, Higher Education for
Development, Summer 2008
Critiqued strategy for developing assessment and evaluation tools for USAID programs to strengthen
political parties in emerging democracies.

TEAM LEADER, HEIFER INTERNATIONAL IMPACT EVALUATION, GHANA
Summer 2008
Led team conducting impact evaluation of Heifer International operations in Ghana.

TEAM LEADER, HEIFER INTERNATIONAL IMPACT EVALUATION, TANZANIA
Summer 2007
Led team conducting impact evaluation of Heifer International operations in Tanzania.

SENIOR CONSULTANT & TEAM LEADER, Secretariat of Planning and Management, Government
of Minas Gerais, Brazil
Summer 2006
Led a team of French and Brazilian experts in developing a monitoring and evaluation system for a
project to bring water and sewage services to approximately one million people.

SENIOR CONSULTANT, United Nations Development Program
October 2005 – January 2006
Assisted UNDP in developing evaluation quality assurance system.

MONITORING & EVALUATION SYSTEMS CONSULTANT, Isles, Inc.
2005, June

Assisted Isles, Inc., a community development corporation in Trenton, New Jersey, in developing a program assessment system for programs in low-income housing, community planning, job training, environmental and community health, and financial self-reliance.

MONITORING & EVALUATION SYSTEMS CONSULTANT, CHF International
2004

June: Primary author of proposal for 3-5 year, \$15 million-\$35 million contract to monitor and evaluate USAID programs and project in Iraq.

February: Wrote concept paper for developing and marketing online web-based portfolio and project management tool for international donor agencies and development NGOs.

ASSISTANT PROFESSOR, Western Michigan University Political Science Department
1996 - 2002

Teaching mainly in Master of Development Administration (MDA) program. Established Peace Corps Option within the MDA program.

PROGRAM ANALYST, United Nations Capital Development Fund (UNCDF)
2000, 2001 & 2002

Carried out annual synthesis and analysis of all evaluations from the previous year, including recommendations for management.

TECHNICAL CONSULTANT, the Success Measures Project of the Development Leadership Network
January, 2000 – August 2001

Supported field tests of outcome indicators developed by the Project and assisted in further development of the *Success Measures Guide Book*. Assisted community development organizations in Sacramento CA, Welch WV, Richmond VA, and Detroit in developing outcome information systems.

DESIGN CONSULTANT; RESEARCH DIRECTOR, the Success Measures Project of the Development Leadership Network, 1996 - 1999

The Success Measures Project is a national effort involving practitioners, community members, foundation representatives and academics in designing outcome indicators for organizations involved in community economic development in the United States.

PROJECT EVALUATOR, for Ph.D. Dissertation
Uganda, Kenya and Malawi, 1994 - 1995

Evaluated 12 projects sponsored by USAID, the World Bank, and CARE. Carried out institutional analyses.

TEACHING ASSISTANT, Woodrow Wilson School
Princeton, NJ, 1994

Assisted in preparing syllabus for Masters level course on Participatory Development and Poverty Alleviation. Led session on “Participatory Development: The Donor Perspective” focusing on USAID and the World Bank.

MONITORING AND EVALUATION EXPERT, United States Agency for International Development
Lima, Peru, 1992

Member of consultancy team that wrote plan for five year “Private Voluntary Organization Support Program.”

FOOD AID CONSULTANT, United States Agency for International Development
Washington, DC, 1991

Analyzed options for strengthening non-emergency food aid projects in Africa. Reviewed recent plans and reports from all Private Voluntary Organization projects employing P.L. 480 food aid in Africa. Surveyed literature on food for work, maternal and child health, and school feeding projects.

COMPUTER SYSTEMS MANAGER, United States Agency for International Development
Banjul, The Gambia, 1989 - 1990

Maintained network of microcomputers, selected and purchased new network, developed and maintained applications. Trained Gambian national who took my job when I left.

COMPUTER OFFICER, ActionAid, Banjul, The Gambia, 1987 - 1989

System Manager for multi-user microcomputer. Helped design and set up new Research, Evaluation and Monitoring Unit. Played central role in selecting set of baseline indicators for assessing agency's impact in villages over time. Led workshops on statistics and research techniques. Conducted two surveys in 40 villages each estimating nutritional status of children in agency's target areas.

PEACE CORPS VOLUNTEER, Pakalinding Village, The Gambia, 1985 - 1987

Taught mathematics at Pakalinding Secondary Technical School.

PROGRAM EVALUATOR, Save the Children Federation, The Gambia, 1986

Designed and conducted evaluation of Save the Children Federation's North Bank Division Program involving interviews in 15 villages.

Dissertations Chaired

Ryoh Sasaki. “Metaevaluation by Formal Evaluation Theory of Aid Evaluation Work,” September, 2008.

Jianfeng Wang. “The Politics of Neighborhood Governance: Understanding China's State-Society Relations through an Examination of the Residents Committee,” May, 2005.

Henry Kiragu Wambui. “The Politics of HIV/AIDS and Implications for Democracy in Kenya,” June, 2004.

Dissertation Committee Member

Thomaz K. Chianca. “International Aid Evaluation: An Analysis and Policy Proposals,” March, 2008.

Consultancy Reports

“Impact Evaluation of Heifer Project International in the Philippines,” by Paul Clements and Tererai Trent, Summer, 2009.

“Review of the document: ‘Strategies for Political Party Assessment and Evaluation,’” critique of strategy for developing assessment and evaluation tools for USAID programs to strengthen political parties in emerging democracies, for Higher Education for Development, Summer, 2008.

“Impact Evaluation of Heifer Project International in Ghana,” by Paul Clements and Amanda Whiddon Robertson, Summer, 2008.

“Smallholder Pilot Dairy Project Midterm Evaluation Report,” for Heifer Project International offices in the Netherlands and in Ghana, June 2008.

“Evaluation of Heifer Project International in Tanzania,” by Paul Clements and Krystin Martens, Summer, 2007.

“Monitoring and Evaluation System for the Vida No Vale [Life in the Valley] Project,” by Paul Clements and Thomaz Chianca, with contributing authors Brigitte Vinçon-Leite and José-Frédéric Deroubaix. Monitoring and evaluation system for a \$450 million project of the Secretariat of Planning and Management of the state of Minas Gerais, Brazil, to bring water and sewage services to the state’s Jequitinhonha Valley region, August, 2006.

“Proposed Evaluation Quality Assurance System for UNDP,” for the United Nations Development Programme, January, 2006.

“Inventory of Evaluation Quality Assurance Systems,” for the United Nations Development Programme, November, 2005.

“Proposed Program Assessment Strategy for Isles, Inc.” Comprehensive monitoring and evaluation strategy for community development corporation in Trenton, NJ, with programs in job and life skills training, housing, financial self reliance, community health, and environmental rehabilitation, June, 2005.

“Business Plan for CHF International Online Project Reporting System: Concepts & Options” Consultancy report for CHF International, February, 2004.

“Proposed Success Measures: Draft for Discussion,” April 1999, Development Leadership Network: Success Measures Project.

“Highlights from Round 1 of the Success Measures Project,” September 1998, Development Leadership Network.

“Success Measures Project Research Plan,” 1996, Plan for 3 year project to develop success measures for U.S. community development corporations.

“The Success Measures Project,” 1996, Booklet describing the Success Measures Project of the Development Leadership Network.

“Project Paper: Private Voluntary Organization Support Project, USAID: Lima, Peru,” May 1992. Co-authors: Leslie Fox, Joyce King, Jim Pines.

Which Direction for Evaluation and Monitoring of PL480 Title II Non-Emergency Food Aid to Africa? Report for USAID, 1991.

PAPERS & CONFERENCE PRESENTATIONS & ACTIVITIES

“The World Bank for Africa, or the World Bank for the World Bank?,” invited paper presentation at conference on Africa in Contemporary International Relations: Contexts, Stakes, Actors and Issues, Allendale, Michigan, September 2009.

“The Comparative Method for Assessing Impacts and Cost Effectiveness of Development Assistance Programs,” paper presented at conference on Perspectives on Impact Evaluation sponsored by the International Initiative on Impact Evaluation, the Network of Networks on Impact Evaluation, and the African Evaluation Association, Cairo, Egypt, March 2009.

“An Association to Improve Evaluation of Development Aid,” expert lecture at American Evaluation Association Annual Conference, Denver, November 2008.

“Rawlsian vs. Economic Analysis of the Response to Global Warming,” paper presented at the Annual Meeting of the Michigan Academy of Science, Arts, & Letters, Kalamazoo, March 2008.

“Reducing World Poverty by Improving Evaluation of Development Aid,” paper presented at American Evaluation Association Annual Conference, Baltimore, November 2007.

“So What: Contextualizing the Relevance of the Study for the International Nongovernmental Organizations’ Community,” (Re study on Evaluation Principles and Practices in International Nongovernmental Organizations) paper presented at American Evaluation Association Annual Conference, Baltimore, November 2007.

Discussant for panel on “International Development Evaluation: Opportunities and Challenges for the Use of the Development Assistance Committee (DAC) Criteria,” American Evaluation Association Annual Conference, Baltimore, November 2007.

“Rawlsian Program Analysis of the Grameen Bank,” paper presented at the annual meeting of the Association for Political Theory, London, Ontario, October 2007.

“Improving Evaluation in International Development Assistance,” invited seminar at Foundation for Advanced Studies on International Development “Overseas Development Assistance Evaluation Seminar,” Tokyo, Japan, July 2007.

“Improving Evaluation in International Development Assistance,” invited presentation at Foundation for Advanced Studies on International Development/Ministry of Foreign Affairs Symposium on “The Role of Evaluation in Enhancing Development Effectiveness,” Tokyo, Japan, July 2007.

Discussant for panel on “Colonial Legacies and International Politics of Africa,” Midwest Political Science Association Annual Conference, Chicago, April 2006.

“Upgrading International Development Evaluation,” Expert Lecture presented at the joint Canadian Evaluation Society/American Evaluation Association Annual Conference, Toronto, Ontario, Canada, October 2005.

“A Rawlsian Analysis of the Grameen Bank,” paper presentation cosponsored by the Institute of Government and Politics and the Department of Economics, Werner Sichel Lecture Series, Western Michigan University, Kalamazoo, April 2005.

“Aims and Methodologies of a Rawlsian Political Analysis,” paper presented at the annual meeting of the Association for Political Theory, Colorado Springs, Colorado, October 2004.

“What’s Happening to High Risk Teens in Kalamazoo County? A Longitudinal Profile of Programs and Costs for a Sample of Juvenile Offenders,” study presented to the Kalamazoo County Coalition on Criminal Justice, the Fetzer Institute, Kalamazoo, September, 2004.

“Monitoring & Evaluation for Cost-Effectiveness in Development Management,” paper presented at the United Nations-sponsored ad hoc expert group meeting on tracking the reforms in aid delivery, management and accountability, Fifth Global Forum on Reinventing Government, Mexico City, November 2003.

“The Plight of Bihar: A Rawlsian Analysis,” paper presented at the inaugural conference of the Association for Political Theory, Calvin College, Grand Rapids, Michigan, October 2003.

“Monitoring & Evaluation for Cost-Effectiveness in Development Management,” paper presented at the Evaluation Center, Western Michigan University, Kalamazoo, October 2003.

“The Reasonable Capacity and the Dialectics of Oppression,” paper presented at the annual meeting of the American Political Science Association, Boston, August 2002. Co-authored and co-presented by Emily Hauptmann.

“Improving Aid to Africa,” paper presented at the African Studies Center, Michigan State University, East Lansing, September 2001.

“The Phenomenology of Principles and Interests and the Microfoundations for Political and Social Analysis,” paper presented at the annual meeting of the American Political Science Association, San Francisco, August 2001. Co-authored and co-presented by Emily Hauptmann.

“Improving Aid to Africa,” paper presented at the International Conference on Contemporary Development Issues in Ethiopia, Kalamazoo Michigan, August 2001.

“The Reasonable and the Rational Capacities and the Analysis of Revolutions,” paper presented at annual meeting of the International Society of Political Psychology, Seattle, July 2000. Co-authored and co-presented by Emily Hauptmann.

“The Reasonable and the Rational Capacities in Political Theory,” paper presented at Midwest Political Science Association Annual Conference, Chicago, April 1999. Co-authored and co-presented by Emily Hauptmann.

“A Modest Proposal for Monitoring and Evaluating Donor-Funded Family Planning Programs,” paper presented at The Evaluation Center, Western Michigan University, October 1998.

“The Place for Rational Fools (or when should we imagine individuals to be self-interested?)” paper presented at the annual meeting of the Midwest Political Science Association, Chicago, April 1998.

Development as if Impact Mattered: A comparative organizational analysis of USAID, the World Bank and CARE based on case studies of projects in Africa, 1996, Ph.D. dissertation.

“Impact Analysis in Development Agency Management: Current Weaknesses and Prospects for Improvement,” paper presented at the annual meeting of the Development Studies Association of Britain and Ireland, Dublin, Ireland, September 1995.

“ActionAid The Gambia’s Child Growth Survey,” June 1988 and February 1989.

“Internal Evaluation of North Bank Division Program, The Gambia Field Office, Save the Children USA/Department of Community Development,” December 1986.

Awarded Summa Cum Laude and Magna Cum Laude by separate graders of undergraduate thesis entitled, “Analyzing Village Development: A Conceptual Framework Applied to Three Gandhian Projects,” Harvard College, March, 1984.

GRANTS AND FELLOWSHIPS

- Success Measures Project, Success Measures Guidebook development and technical support for field testing proposed indicators, 1999-2000, principal investigator.
- Success Measures Project Materials Synthesis and Development Team, 1998, principal investigator.
- National Science Foundation Graduate Fellowship, 1992-1996.
- Dissertation research support received from Center of International Studies, Peter B. Lewis Fund, the Compton Fund, and the Council on Regional Studies.
- Developed the research design for the Success Measures Project of the Development Leadership Network on the basis of which it received several million dollars in support from several foundations.

PANELS, PRESENTATIONS & WORKSHOPS

“Design Issues Re: An Evaluation Association to Improve Evaluation of Development Assistance Programs,” Western Michigan University Evaluation Center’s Evaluation Café, April 2008.

Invited speaker and panelist on “Making an Impact: Evaluating Community and Economic Development Outcomes,” 2007 Michigan Conference on Affordable Housing, Lansing, May 2007.

“Building a Movement for Peace and Justice Through Interfaith Dialogue,” panelist at Engaging the Other: The Power of Compassion, an international, multicultural, multidisciplinary conference, Kalamazoo, October 2006.

“A Moral Future for the United States,” Keynote Address at Interfaith Service for Peace, sponsored by Kalamazoo Interfaith Coalition for Peace and Justice, Kalamazoo, March 2006.

“Rawlsian Political Analysis and the Limits of Rational Choice Theory,” Kercher Symposium Series Lecture, sponsored by the Western Michigan University Department of Sociology, November 2005.

“Building a Safer World: Poverty, Hunger and Health,” Panelist for *The People Speak 2005*, sponsored by the League of Women Voters, Kalamazoo Valley Community College, October 2005.

“A Longitudinal Profile of Kalamazoo County’s Treatment of High Risk Juveniles: Programs and Resources” presented at Kalamazoo County Juvenile Home, July 2004.

“What’s Up With Criminal Justice Reform in Kalamazoo County?” presentation within week of festivities for Martin Luther King Day, Western Michigan University, January 2003.

“The Politics and Impacts of Foreign Assistance,” presentation for the Kalamazoo Chapter of the United Nations Association of the United States of America, May 2002.

“Reducing Poverty through Development Assistance: Where we’ve come and where we stand,” presentation for the Midwest Institute for International/Intercultural Education, Kalamazoo Michigan, August 2001.

“*Political Liberalism* by John Rawls,” book review and discussion, First Presbyterian Church, Kalamazoo Michigan, July 2001.

“Tips and Principles for Developing Data Collection Instruments,” presentation at Success Measures Project Peer Sharing Conference, Houston Texas, November 2000.

“Success Measures and Outcome Indicators,” led two workshops at Forum on the Nonprofit Sector, Indiana University at South Bend, October 2000.

“The Success Measures Project and Developing an Outcome Information System,” presentation for recipients of Community Development Block Grant funds, United Way, Kalamazoo Michigan, August 2000.

“*A Theory of Justice* by John Rawls,” book review and discussion, First Presbyterian Church, Kalamazoo Michigan, July 2000.

Led workshop on “Designing data collection instruments” with representatives of about 15 community development organizations, Atlanta, Georgia, April 2000.

“The Success Measures Project: Methodology & Proposed Indicators for Community Development Programs,” The Evaluation Center, Western Michigan University, November 1999.

“Accountability in International Development Agencies,” presented at Kalamazoo College, March 1999.

“What’s Driving Development Assistance? Bureaucracy and Accountability at USAID and the World Bank,” Public Affairs Programming Lecture, Princeton University, October 1996.

“The World Bank and the African State,” Presented at Africa Week Panel Discussion, Western Michigan University, October 1996.

“Management Systems for Strengthening the Impacts of USAID Projects,” lecture and discussion over brown-bag lunch at USAID’s Center for Development Information and Evaluation, Washington DC, May 1996.

“Independent Evaluation of Four USAID Projects in Africa,” lecture and discussion over brown-bag lunch at USAID’s Africa Bureau, Washington DC, November 1995.

“Evaluation of USAID, CARE, and World Bank Projects in Uganda,” lecture and discussion at USAID/Kampala, Uganda, February 1995.

“A Capabilities Approach to Project Analysis,” lecture and discussion at USAID/Kampala, Uganda, November 1994.

“A Capabilities Approach to Project Analysis,” Research Program on Development Studies, Princeton University, Princeton, New Jersey, April 1994.

LANGUAGES

Previously had fair understanding of written and spoken French, limited speaking and writing ability, fair fluency in Mandinka, fair fluency in spoken Hindi, limited reading and writing ability.