IOCOM Chair/President’s Message

The inaugural issue of IOCOM Digest and Dialogue marks a historic milestone. It gives me great pleasure as founder Chair/President to send this message. IOCOM is the brainchild of a small group of South Asian evaluators who met in Ottawa, Canada in June of 2009 and identified a need for a network for knowledge exchange. This idea became a reality in January 2010; the IOCOM web was launched with a handful of members. It has now over 600 members including organisational members in 82 countries. Membership benefits including worldwide professional connectivity are free. This year on January 28 IOCOM celebrates its 5th anniversary. Since September 28, 2012, IOCOM operates as a registered Canadian not-for-profit Corporation with an elected Board of Directors and an extended Country Representative Governance Structure. IOCOM appointed Country Representatives in over 25 countries. The goal is to have an IOCOM voice in every country to support our members.

IOCOM vision is collaboration between professionals in outcome management and general management disciplines including higher learning institutions, professional associations, societies and networks to strengthen the theory and practice of the discipline.

IOCOM vision and mission are supported by the following strategic objectives:

- facilitate institutionalization of outcome management principles, practices and capacity for managing programs, projects and development initiatives,
- encourage professional connectivity and collaborations with professional associations, societies, and networks that propagate outcome management and development strategies,
- undertake professional development (knowledge and skills building) activities,
- undertake activities to increase public awareness of outcome management and related management disciplines, and
- seek to secure resources for collaborative activity.

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Message from the editorial team

Editorial team extends thanks and gratitude to the Board of IOCOM for entrusting the responsibility of preparing and issuing IOCOM Digest and Dialogue (IDD). The basic purpose of launching this periodical is to provide a forum to the outcome managers to share their thoughts and new developments taking place in the disciplines of outcome management (OM). For our readers, we need to clarify that outcome management by definition covers evaluation and all disciplines of management.

The IDD will be issued on quarterly basis. Its first issue is before you. It contains six articles on various themes relating to outcome management and evaluation. These articles contain discussions relating to the basic concepts relating to the discipline of OM. Readers are encouraged to write us their comments on these articles and give us suggestions for further improvement in the quality and usefulness of this periodical. Besides this, outcome managers (including evaluators and general management practitioners) are requested to send us short articles containing tips relating to any theme of OM. Also please send us reports of the events (trainings, workshops, seminars or conferences) you attended or organised recently.

Country representatives of the IOCOM are requested to send us country reports. Moreover, they are encouraged to write us about outcome management (including M&E practices) of their countries so that members can learn from other countries experiences.

Editorial Team
Atiq ur Rehman, Asgar Bhikoo and Zicky Hammud
Outcome Management

A Multi-disciplinary Role for Evaluators/Monitoring and Evaluation (M&E) Professionals

by Sandiran (Sandi) Premakanthan

In this article first, I will define outcome and management and then talk about the multi-disciplinary role for Evaluators/Monitoring and Evaluation (M&E) Professionals. Evaluators/M&E professionals are trained and accredited, focused on the measurement of desired end results of a programme of activities, policy, project or initiative. Evaluation is an oversight function similar but different to auditing in organisations. The knowledge and skills required to perform the evaluation function are different from managing an organisation with a mandate to deliver programmes with limited resources and specific end results or outcomes (benefits) to be achieved. Although the roles and responsibilities of evaluators and management practitioners are different, I will argue that Evaluators and M&E professionals need to be well rounded management theorist and practitioners to function as good evaluators. My argument will be supported by an emerging need for evaluators with the right knowledge and skills set to exploit an opportunity in the Social Impact Bond (SIB) market.

What is an Outcome?

An outcome or benefit (synonyms for outcomes include aftermath, consequence and score) is the desired result of implementing a programme, policy, project or initiatives to meet a need or solve a problem, for example, improved oral health of children in remote and difficult to access populations. Outcomes are final results including intended and unintended impacts (long term). The results chain includes immediate outcomes (short term – a year or two) and intermediate outcomes (medium term - 3 to 4 years).

An outcome is “something that follows as a result or consequence.” An outcome involves an intentional change being imposed on the system (people, processes, technology), with a resulting end state that can be measured.

What is Management?

Management in business and organisations is the function that coordinates the efforts of people to accomplish goals and objectives using available resources efficiently and effectively. Management comprises planning, organising, staffing, leading or directing, and controlling an organisation to accomplish the goal. (Wikipedia). In simple terms it relates to the PDCA (plan--do--check--act or plan--do--check--adjust) an iterative four-step management method used in business for the control and continuous improvement of processes and products. It is also known as the Shewhart cycle or Deming circle/cycle/wheel.

Although evaluators are not directly responsible for the delivery of a project or a programme, they are responsible for ensuring that the programme or project is implemented to produce the desired end results or benefits to targeted recipients. This is done through implementation evaluation also referred to as formative evaluations including evaluability assessments. The findings are fed back to programme management to improve programme or project delivery or continuous improvement (Shewhart or Deming wheel). If the on-going monitoring function for continuous improvement is to be effective, there is a need for evaluators to learn in depth about management and management techniques (disciplines) to supplement their foundational social science disciplines. For example a Master’s in Business Administration (MBA) or a Master’s in Public Administration (MPA) or Master’s in Health Administration (MHA); to name a few that will provide a distinct competitive advantage in securing employment or in advancing careers as an evaluation consultant in addition to being marketable as a general management consultant.

To illustrate my point about the need for evaluators to be equipped with multi-disciplinary knowledge and skills, I will discuss the market niche opportunity in the Social Impact Bond (SIB) business. SIB is a partnership agreement between government, private investors, and agencies providing social services (non-profit, charities, and social enterprises). At the Social Finance in the UK impacted 3,000 short term prisoners serving less than 12 months, receiving intensive interventions both in prison and in the community. Target for payment for results (success) is 7.5% reduction in the rate of reoffending.

There is a market niche for evaluators in designing and negotiating payment for results contracts. However, there are a number of challenges for evaluators in isolating the contributory cause linked to a quantifiable outcome, determining success based on a predetermined metric and a threshold for payment in a contract. The paper discussed this new increasingly experimented social financial instrument, the role of evaluators in the design and evaluation of these initiatives in Canada, USA and in countries where SIBs were pioneered. I posed the following discussion questions”.

Are evaluators ready for this new role?

Do evaluators require new knowledge and skills to compete in this new market opportunity? If so do they have to acquire an MBA with specialization in finance and accounting or similar specialized training and accreditations from a school of business?

…Continued on page 4
Big Data in Action
by Asgar Bhikoo

In November 2014 I attended a conference called Mammoth BI (Business Intelligence)-Big Data in Action. I found out about the conference via a commercial website called BizCommunity. I was interested given the talk and hype I have heard surrounding this term. I was even more interested that it was to be hosted in Cape Town, South Africa and was keen to know about the development of this phenomenon and concept in my country.

What is Big Data you may ask? According to Google, Big Data are: “extremely large data sets that may be analyzed computationally to reveal patterns, trends, and associations, especially relating to human behavior and interactions.” There are many definitions of Big Data available. A more simple definition of Big data has been given by the Mckinsey Global Institute (MGI). The MGI in its report on “Big data: The next frontier for innovation, competition, and productivity” has defined Big Data as, “datasets whose size is beyond the ability of typical database software tools to capture, store, manage and analyze”.

The conference, I mentioned earlier on, was a great meeting of different industries and professions who are moving towards the use of Big Data. The conference featured talks by experts on issues such as Data Governance, Social Network Analysis, Systems Thinking, Fraud and Big Data, The Internet of Things and the availability of freeware and tools to support the use of Big Data. I thought that this conference was great because it allowed professionals across disciplines to share their stories about how their organisations were moving towards the use of Big Data. It also provided a platform to debunk myths about Big Data.

Recently, the term has gained popularity and seen as a cure all for having a competitive advantage, making quick decisions, creating predictive models and generating public interest in the quantitative discipline. This is all great, but what’s important is that one still applies logic, critical thinking and questioning to some of answers, arguments and assumptions made by some supporters of Big Data. My main take away from this conference was that Data Governance, Data Stewardship and Knowledge Management are very important when it comes to the creation of Big Data.

According to a white paper published by SAS (www.sas.com), BIG Data has five major dimensions which include: 1) volume – may be up to petabytes or even more (Kord Davis in his book Ethics of Big Data states that “2025, the forecast is that the Internet will exceed the brain capacity of everyone living on the entire planet”); 2) variety – diversity of data in terms of types and sources; 3) velocity – increasing dataflow in all directions; 4) variability – highly variability of data flow – daily, weekly, monthly; and 5) complexity – complexity increases with increase in volume and breadth of data, which calls for correlating and sharing data across entities.

How is Big Data stored? Databases like Hadoop Distributed File System (HDFS) and NoSQL database are used for storing Big Data.

What are benefits of Big Data? Big Data has enormous benefits. According to aforementioned report of McKinsey, alone US Health sector can add value of more than US$ 300 billion by using it.

It is important for organisations to understand their operations (that produce data) intimately, have the aforementioned practices in place and frame key business questions relating to the profitability, sustainability, legal and reputational factors to consider before going ahead. What I am excited about though is that the speed at which new knowledge is generated, the availability of information and the simplification of software allows for individuals who are akin to research to gather, disseminate and use information faster. This in turn creates new opportunities for both social and commercial entrepreneurship ventures. If it creates more business then it will create more jobs. Hopefully this will be the case Big Data in future.

According to McKinsey, alone US Health sector can add value of more than US$ 300 billion by using Big Data.

2015 – the International Year of Evaluation

At the Third International Conference on National Evaluation Capacities held in São Paulo, Brazil, 29 Sep - 2 Oct 2013, the year of 2015 was declared as the International Year of Evaluation (EvalYear). Basic purpose of designating it as the year of international evaluation is to advocate and promote evaluation and evidence-based policy making at international, regional, national and local levels. Please write us about your activities and efforts in the promotion of evaluation.
I attended 11th Biennial European Evaluation Society Conference, held in Dublin. The conference focused on the Evaluation for an Equitable Society. I attended the pre-conference workshops, the key note speeches as well as the plenary sessions. I ran into a few of our IOCOM members there, and met many new Evaluation practitioners from across the world. The experience was quite stimulating from a learning and career development perspective as I networked, gained new insight and gained practical knowledge that I can use on a day to day basis. Moreover, there were many world renowned experts presenting, and this provided the opportunity to meet face to face with these Evaluation Thought Leaders. Throughout my involvement at the conference there were questions asked of a very philosophical nature, but that cut to the core of our being as Evaluators.

Marco Segone (Director, Evaluation Office at UN Women) challenged Evaluators to think about Equity Focused Evaluation, and indicated that it would be an important field of evaluation in future, and central to 2015 being the Year of Evaluation. Michael Scriven (a Professor at Claremont Graduate University) challenged Evaluators to think about the role ethics play in our day to day lives as Evaluation professionals. He challenged us to get involved in community or civic programmes, as a means of improving the experience of society, through our unique professional position. Jennifer Greene (Professor of Quantitative and Evaluative Research Methodologies) and Helen Simons (Professor Emeritus of Education and Evaluation at the University of Southampton) spoke about how Democratic Evaluation provides a fair way to conduct Evaluation as it is a process that incorporates the perspectives of all those affected by the Evaluation process. The perspective of everyone in this form of evaluation is respected, and considered as a key source of knowledge. In doing so, Evaluators will aid democratic processes within society.

I left the conference asking myself, what does all of this mean for Evaluators in South Africa and what do we do with this information? I partially answered this for myself, but left with deeper questions.

Creating equality in society is very important at a global level. We have disproportional levels of wealth distributed across the society, and this fuels social inequality. What can we do as Evaluators to promote social equality? What can we do as IOCOM Members to use our understanding of Outcome Management to improve social outcomes?

We carry out our day to day job as Evaluators in a way that yields credible, reliable and valid results. This is great to maintain our professional standards. However, the questions we need to ask ourselves is: how did my values affect the research I have just conducted and; what I am (truly) communicating through my evaluation findings?

A lot of our work relates to providing the information to our Evaluation Sponsors regarding answers to the questions they have sanctioned to govern our research output. It assumes the dynamic that the experts in this relationship are the Sponsors and the Evaluation team; and that the input provided by participants are just data points to answer the questions sponsored. To what extent can we shift this dynamic to include the views of participants, and the public, and treat this public common knowledge as a credible source of information that guides our research process? How do we do it?

My suggestions:

- More collaboration is needed between Evaluators to discuss these issues
- More collaboration is needed between Evaluation and civil society to address these issues
- Look at Evaluation from a creative point of view, and ask how can I create better outcomes for society knowing what I know about interventions that work and those that do not?
- See yourself as part of the context of the intervention you are evaluating and include your perspective as well as those who are being evaluated in your research so that everyone is heard and represented in your findings.
- Take note of your value system, and recognise this as a potential bias in the research process. Be brave to acknowledge this in your findings as well and suggest ways to authentically enhance the research process moving forward.

Upon further reflection, I also realize that by attending this conference, meeting other IOCOM professionals and thinking of 2015 (the year of Evaluation)-there are opportunities to create social synergy through using our network, expertise and know how to make a difference. I have left with a new definition and understanding of where M&E fits into the greater scheme of professions in the development sector. To me, Monitoring and Evaluation is the creation of social value through collaborative, inclusive and applied research practices. By using this definition in my daily practice I find that it is easier for me to play a more holistic role as professional. In particular, by focusing less on judging merit or worth, I ask myself, how do I create social value or worth through the work that I do?
Reality Check Approach of Evaluation
By Atiq ur Rehman

Reality Check Approach (RCA) is an innovative and powerful approach of evaluation. Basic emphasis of this approach is on ‘how’ and ‘why’ questions. It is usually participatory and longitudinal in nature. However, at times, it can be cross sectional too i.e. using it only once. The Effective Development Group (EDG) considers such usage as a “pulse taker”.

What is basic purpose? RCA is more developmental than administrative in nature. RCA can help in improving designs of existing and future programmes. RCA can also be used to understand nature, dynamics and causes of a problem.

How is it used? What methods can be used? Researchers visit the project area and randomly select few households and start living with them for 3-4 days. They get mixed up with them. This process is called as immersion. They can use a variety of methods for collecting data that may include observations, participatory learning and action, appreciative enquiry, listening studies and story-telling. They record all collected data in different forms – that may include hand-written notes, pictures, audio visuals and so on. They repeat this exercise on periodic basis – may be on yearly basis. Such longitudinal studies help in tracking trend of changes taking place in the lives of the beneficiaries. The EDG has suggested five steps for using RCA: 1) detailed briefing and selection of locations; 2) immersion; 3) detailed de-briefings – immediately after immersion; 4) analysis and reflective processing; and 5) report and communicating findings.

What are advantages? There are many advantages of the RCA: 1) you get closer to the reality; 2) it helps you to make appropriate adjustments in the design of programme during currency of the execution of programme; 3) it better suits when more emphasis is placed on outcome management; 4) it enhances cumulative learning; 5) it helps in achieving higher level of value for money; and 6) it promotes ownership and sustainability.

Any limitations? The RCA approach does have some limitations too: 1) it is relatively costlier; and 2) at times, it becomes difficult to generalize findings to large population.

Points of caution: 1) The researchers have to be very careful otherwise, their own activities might influence behaviors of the participants and may make findings biased; 2) they might inadvertently provoke conflict in the community or they might raise expectations of the community from them; 3) they should have strong cross cultural adjustment skills so that they can quickly get immersed; 4) only experienced and trained researchers should carry out this exercise; 5) participants might consider researchers as liability – in many societies, it is a social custom to provide best possible food and space to the guests or in some cases, the participants might consider researchers presence as a direct interference in their lives, hence, adequate compensation may be provided them; 6) in many communities living with strangers and their interaction with their female members is considered socially unacceptable, hence, researchers should be very careful about the local customs, norms, values and taboos; 7) researchers must have higher level of self-awareness so that their own biases don’t prevail – high emotional intelligence is desired; and 8) researchers must be vigilant about potential issues that might create threat the reliability and validity of the study.

Who has used it? RCA has been used by many organisations around the world. It has been used in Bangladesh, Ghana, Indonesia, Mozambique, Nepal and Pakistan. SIDA has used it in many countries.


IOCOM Chair’s Message
The Board of management in operationalising the objectives identified four strategic priorities:
1) Financial Security & Sustainability,
2) IOCOM Leadership in professional connectivity worldwide,
3) Capacity building based on membership needs, and
4) Excellence and innovation in Governance/Management.

The Board is currently developing and implementing an action plan with a major focus on IOCOM financial security and sustainability. The Board is considering a number of potential revenue streams including sponsorships, grants and voluntary donations from members.

IOCOM’s way forward is to support the needs of not only Monitoring and Evaluation (M&E) professionals and organisations but to attract members from all management disciplines including academia. Although the origins of IOCOM is from the M&E pioneers, my key message is that IOCOM is and should be perceived as an organisation that propagates all management disciplines including the oversight function of Evaluation. In this issue, I have illustrated in a short article the inter-dependencies of outcome management, evaluation and general management disciplines.

The year 2015 also marks the proclamation of the International Year of Evaluation by the United Nations. In supporting the UN proclamation, IOCOM makes an official declaration of 2015 as International Year of Evaluation. The movement initiated by EvalPartners provides the opportunity for IOCOM members and organisations to celebrate and support the promotion of evaluation and collaborate at the national, regional and global levels. On behalf of the IOCOM Board of Management, I wish the world evaluation community, happy celebrations of this special year.

Sandiran (Sandi) Premakanthan
Chair/President, International Organization for Collaborative Outcome Management (IOCOM)
Emotional Intelligence: An Unbeknown Critical Success Factor

By Fatima Batool

Emotions govern our thinking, our actions and thereby the aftermath of such actions. Emotions administer our decision making system. We make decisions emotionally and then shore up such decisions by presenting logical account for them. We delve and muddle through the matters, be they personal or at work place out of being happy, sad, angry, hurt, stressful, dissatisfied, etc. But, is this a lucid approach of reaching at decisions? Are such decisions personally or professionally effective or even acceptable? The answer is of course not.

On the contrary, fact remains that emotions are deep-rooted, have physiological and psychological impact on human mind and body. Emotions impel concentration, thereby affecting learning and behavior. Emotions exist, they are innate – they are not required to be learned as they are already there, deep-seated. Nonetheless, emotions since antiquity have been considered as either black box, source of evil indulgence, or ludicrousness. But, no matter what, we can neither ignore emotions nor their physiological and psychological. There stands no other option but to understand and recognize the complexity of emotions and crucial need to learn to keep a check upon our emotions. Fact is, we are required to learn about developing the tactics, rather the art of self-management, self-control, self-motivation, empathy and social skills that can give rise to complimentary and not critical, to wildly and not cumbersome actions and reactions, which leave resilient and long-lasting impression on not only personal productivity, personal relationships, but also on work place productivity, job performance and satisfaction, wellness and work relationships, thereby influencing the society as a whole. In other words, we are required to be emotionally shrewd, judicious and emotionally intelligent.

Emotional intelligence and its significance

Daniel Goleman defines emotional intelligence (EI) as, “the ability to identify, assess and control one's own emotions, the emotions of others and that of groups.”

EI affects the entire workforce of any organisation, profit or not-for-profit. It is a profound truth that organisations are artificial bodies being managed, controlled and lead by people or humans. And humans encompass emotions, which vary from person to person, employee to employee in terms of their intensity. It implies that their efficiency (output to input ratio) and effectiveness are affected in either way, which subsequently affect the overall programme/organisation’s performance and in turn its existence.

EI as a key to mental and physical wellness

EI is denoted with EQ i.e. emotional quotient. High level of EQ is directly proportional to mental and physical well-being of the employees. In other words, EQ is positively correlated to mental and physical health of employees. Organisations should introduce training and development programmes inculcating the significance of EI for their employees. Employees who recognize the emotions in themselves (self-awareness), who can manage, control and adapt moods, responses and emotions as per the demands of the situation (self-management), who have the ability and knowledge to mould their emotions to take the apt actions as and when required (motivation), who empathize, understand and use the emotions of others to bring about the required results (empathy) and who can work in teams and can build strong social bonds (social skills), have the capabilities of coping up with stress, demotivation, depression, anxiety and mood variations, hence maintain good physical and mental health. Their awareness of their own selves and their co-workers’ and supervisors’ emotional state can help them manage the situation at hand in a fruitful way without creating any stressful state of affairs.

Vigorous relationships and therefore vigorous working conditions

Emotionally sagacious employees with the ability to empathize with others’ perceptions and values and with the aid of their social aptitude and adroitness, can make strong bonds and tie-ups with their co-workers, the customers, the shareholders, and therefore give rise to the atmosphere of congeniality and co-operation which in turn end up in creating resilient and vigorous working relationships. Such strong bonds between the staff and management improve the working conditions, employees can discuss issues and their problems hindering their job performance, their relationships with co-workers and can celebrate their achievements openly and frankly. They are in a far better position to cater for the needs and demands of their customers and therefore, can achieve and sustain customer loyalty.

EI, a Critical Success Factor in Leading and Motivating

Leader, if great, leads through inspiration, encouragement and personal bonds. The great leaders recognize what motivates their followers. High levels of EQ make such great leaders, greater. Effective leaders know the needs and wants of their people which can be responded in such a way that increases their morale so as to boost up their work performance, to augment the level of Job Satisfaction and to enhance the overall performance of the organisation and thus give a competitive edge to it over its contemporaries. Emotionally astute and judicious leader has the capability to utilize the emotional assortment of the team members to bring team effectiveness and excellence.

Organisations should realize that the primitive and traditional management and leadership philosophies with no room for critical success factor of transformational management and leadership, known as Emotional Erudition and EI, will possibly end up being icons of failure. They had better realize a very rudimentary fact that workforce encompasses human beings and no human is without emotions and to deal with emotions, they should be emotionally judicious and intelligent.

It can, therefore be concluded with the following striking stand point of Daniel Goleman: “If your emotional abilities aren’t in hand, if you don’t have self-awareness, if you are not able to manage your distressing emotions, if you can’t have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far.”
Theory of change

By Atiq ur Rehman

Every project and every programme is supposed to have a theory of change (TOC). The TOC of a project or a programme can be understood by developing logic model. Logic model presents a causal chain: activities result into output(s), output(s) yield(s) outcomes whereas outcomes culminate into impact(s). This is a tool of strategic planning and strategic management.

It links activities with ultimate goal of a programme, through identifying transition points along the path. It provides foundation to logical framework and results based management, outcome management and programme evaluation.

Developing theory of change for a programme, is a collaborative work – with the participation of all key stakeholders. Essential components of theory of change are: 1) causal chain; 2) interventions needed for producing desired results; 3) assumptions; and 4) indicators. It must be kept into consideration that assumptions are strong linkages with the risks. In fact, usually, assumptions and risks are two sides of the same coin. Generally, assumptions are used in positive connotation and risks in the negative connotation.

There are five basic principles of the TOC. First principle is the strategic orientation i.e. everything put in the theory is strategically aligned. Second principle is the causality i.e. theory of change presents logic of the programme in causal form i.e. efforts linking with ultimate goals through various transition points or results. Third principle is the use of participatory approach i.e. theory of change is developed/evolved collaboratively. Fourth principle is the reverse engineering i.e. theory of change is developed by using the principle of reverse engineering – moving back from the ultimate desired end of a programme and moving to activities and inputs. And the fifth principle is the measurability i.e. every stage of the causal chain is linked with appropriate set of indicators.

The Internet—the place where learning happens

by Asgar Bhikoo

Massive Open Online Learning (MooCs) have become popular over the past few years. It was introduced in 2008. It provides individuals with an interest in any discipline with the opportunity to learn and apply their learning. What makes this so great is that most of these learning opportunities are free and are administered by leading universities. They do so by collaborating and presenting formalised learning, and opening it up to everyone who has internet access allows for new ideas to develop, spread and serves as an accelerant for innovation. Moreover, it serves as a low risk proposition for professionals at any stage of their career to participate in career development opportunities that would have usually cost them (or their employers) a lot of money. The learning experience is intense yet the content is manageable to master provided you have the time. This learning platform is convenient and it also allows you to share learning much easier with your peers and colleagues. Moreover, you are able to connect with experts and other like-minded individuals from across the world and learn from others.

Here are MooC websites I would highly recommend. Those are:

For interesting university courses
1. Coursera-good if you want to learn university courses
   www.coursera.org
2. iVersity
   www.iversity.org
3. EdX
   www.edx.org
4. Saylor
   www.saylor.org
5. NovoED
   https://novoed.com/courses
6. UDACITY
   https://www.udacity.com/courses#!/all
7. udemy
   https://www.udemy.com

For Skills Development
8. Alison-Good for learning skills
   www.alison.com
9. Open2Study
   www.open2study.com
10. Skillsfeed
    www.skillfeed.com

For Thought Leadership
11. Stanford Online
    http://scpdsanford.edu/free-stuff/free-stuff
12. Harvard Extension School
    http://www.extension.harvard.edu/courses
Directory of MOOCs is available at:
http://www.moocs.co/

My recommendation to you for 2015: Go online, find a course, learn a skill (for free) and boost your career prospects!
Evaluation Conferences


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Join the IOCOM Community

The IOCOM community is growing very fast. About 600 professionals from over 80 countries have already joined IOCOM. The largest segment of IOCOM members are located in Asia (45%) and Africa (32%).


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