

THOMAS CROSSMAN

SENIOR MONITORING, EVALUATION, RESEARCH
AND LEARNING SPECIALIST

DETAILS

EMAIL

thomasnortoncrossman@gmail.com

PHONE

UK (+44) 7730 479216
KENYA (+254) 746 564091

LOCATION

UK Citizen / Kenya Resident
Work rights in both

LINKEDIN

linkedin.com/in/thomasn-crossman

EXPERTISE

EVALUATION DESIGN

Theory-based evaluation, Theory of Change reconstruction, Contribution Analysis, Process Tracing, Outcome Harvesting, evaluation matrices, OECD-DAC alignment, Value for Money analysis

MEL ADVISORY

Results framework and logframe development, indicator design, adaptive learning, CSSF MEL standards, quarterly and annual donor reporting, lessons learned facilitation

QUANTITATIVE FIELDWORK

Sampling design, survey development, enumerator training, call-centre survey models, data management and quality control

QUANTITATIVE ANALYSIS

Descriptive statistics, indicator analysis (rCSI, FCS, MEB), large-n cluster endlines, R, Python, secondary data triangulation

QUALITATIVE RESEARCH

KII and FGD design and facilitation, inductive-deductive coding, document review, stakeholder mapping, participatory methods

ETHICS & SAFEGUARDING

UNEG standards, trauma-informed and conflict-sensitive tools, child-friendly and disability-inclusive methods, informed consent, PII anonymisation, Do No Harm, GESI

AREAS OF EXPERIENCE

SECTORS

Humanitarian response, cash and market systems, governance and systems strengthening, counter-terrorism and SSR, education and gender, climate-migration, localisation, financial inclusion

REGIONS

Kenya, Zimbabwe, Malawi, Tanzania, Ethiopia, Jordan, Turkey (*in-country*); Sudan, Somalia, Syria, Lebanon, Philippines, Nigeria (*remote*)

LANGUAGES

English (*native*)

PROFILE

Senior Monitoring, Research, Evaluation, and Learning (MREL) specialist with 6+ years experience across MEL, data, strategy, and research. Expert in designing and leading theory-based, mixed-methods evaluations in fragile and conflict-affected contexts. Advanced command of Contribution Analysis, Process Tracing, Theory of Change reconstruction, and outcome harvesting, including fully remote evaluation management in active conflict settings. Senior Evaluator and lead report writer on a UNICEF country programme evaluation awarded the highest possible Geros rating.

Clients include Mercy Corps, UNICEF, IOM, UNMAS, ACTED, Expertise France, the British Council, Digital Opportunity Trust, AECF, Right to Play, Valar Frontier, and the Danish Refugee Council.

Donor frameworks include the FCDO, AFD, USAID (BHA), US Department of State, ECHO, UNTFHS, EU, KOICA, Mastercard Foundation, and Global Affairs Canada.

RECENT PROJECT EXAMPLES

Founder and Principal Consultant at MERIDIAN, an independent MREL consultancy: Independent practice providing theory-based evaluation design and management, MEL advisory, and mixed-methods analysis to INGO, UN, and bilateral donor clients. Combines conventional evaluation craft with AI-augmented workflows for evidence synthesis, qualitative processing, and quality assurance, applied under an explicit responsible-use and transparency framework.

(2026–ongoing, *Principal Consultant and Founder for MERIDIAN*)

Final evaluation of ACTED's multi-sectoral humanitarian response in Sudan: Theory-based final evaluation of a 33-month programme (MCCCM, WASH, food assistance, protection, HCIMA) across five Sudanese states. Led Contribution Analysis across four iterative phases and structured triangulation of ACTED AME, PDM, donor, and IMPACT/REACH datasets; lead author on all deliverables.

(2026, *Team Lead for Bodhi Global Analysis / ACTED, US Department of State*)

Evaluation of UNICEF's programming in BARMM (Philippines): EU and KOICA-funded evaluation of governance and service delivery systems strengthening for vulnerable children and adolescents. Designed the framework, reconstructed the ToC, and led outcome harvesting workshops and the EU final report, published on UNICEF's global evaluation database with the highest possible Geros rating (report available [here](#)).

(2025–26, *Senior Evaluator and Systems Change Specialist for Bodhi Global Analysis / UNICEF, EU, KOICA*)

Mid-term evaluation of the Cash Consortium of Sudan (CCS): Fully remote, theory-based MTE of a 20-partner, USD 96 million multi-donor cash consortium reaching 1.9 million people across all 18 states of Sudan (ACAPS severity 5/5). Developed the programme ToC (32 assumptions) and a 23-outcome documentary harvest; led quantitative secondary analysis (weighted rCSI, FCS distributions, expenditure-to-MEB ratios) and c.25–30 remote KIIs; lead author on all deliverables.

(2026, *Team Lead for Bodhi Global Analysis / Mercy Corps, DG ECHO, FCDO, BHA*)

Final evaluation of ACTED's Grow Economy programme in Jordan: Final evaluation of a seven-partner consortium reaching 1,400+ Syrian refugee and vulnerable Jordanian beneficiaries in the agriculture sector. Led a stratified household survey (95% CI / 5% MoE, baseline–endline), in-person data collection across four governorates, team management, validation workshops, and all reporting.

(2025–26, *Team Lead for Bodhi Global Analysis / ACTED, AFD*)

Evaluation of Nigeria's National Action Plan on Youth, Peace, and Security: Led a participatory mixed-methods evaluation applying intersectional and feminist lenses across Nigeria's federal structure; coordinated engagement with government ministries and youth coalitions and led all final deliverables.

(2026, *Senior Evaluator for Bodhi Global Analysis / Expertise France*)

Outcome monitoring for Digital Opportunity Trust's Going Beyond project: Led the full Malawi fieldwork cycle for outcome monitoring of a five-year, four-country youth economic empowerment programme: enumerator training across regional hubs, sampling and call-list reconciliation against disaggregated targets, and end-to-end QA to UNEG ethics and safeguarding standards.

(2026, *Monitoring Specialist, In-Country Lead for Bodhi Global Analysis / DOT, Mastercard Foundation*)

COMPUTER SKILLS

MICROSOFT OFFICE

Word, Excel, PowerPoint

ANALYTICAL PROGRAMS

R, Python, KoBoToolbox, CAPI tools, NVivo, QGIS

AI & AUTOMATION

Applied NLP for qualitative data processing, automated data pipelines and visualisation, workflow automation

CERTIFICATIONS

ITAD Emerging Leaders in Evaluation (2026)

Hostile Environment and Emergency First Aid Training (HEFAT, 2025)

Baseline Personnel Security Standard (BPSS)

UNICEF Safeguarding (PSEA, Child Safety)

Google Data Analytics Certificate

Intermediate Python (DataCamp)

Mid-term review of AECF's *Investing in Women in the Blue Economy* (Kenya): Led quantitative survey design and analysis and applied FCDO's value-for-money rubric across a nine-county investment portfolio; conducted in-person data collection with women entrepreneurs, financial institutions, government, and civil society.

(2025, Evaluator for Bodhi Global Analysis / AECF, Global Affairs Canada)

Final evaluation of the BEGE programme, Borno State, Nigeria: Eight-sector humanitarian programme across five conflict-affected LGAs. Led quantitative analysis of a multi-stage cluster endline (n=2,617) triangulated with IPTT, PDM, and SAR data, led qualitative analysis, and served as lead writer of the final evaluation report.

(2025, Evaluator for Bodhi Global Analysis / Mercy Corps, IRC, USAID (BHA))

Endline evaluation of the British Council's *Leading Learning for Gender Equality* programme: Five-country endline on gender-responsive instructional leadership in schools. Designed mixed-methods tools, directed field operations and enumerator training in Zimbabwe and Kenya, led global KIs, and was a lead author of the Country and Final Evaluation Reports.

(2025, Evaluation Specialist, In-Country Lead for Bodhi Global Analysis / British Council)

Endline evaluation of the CREATE project (Philippines and Ethiopia): Endline on climate-induced migration and human trafficking. Led tool design to trauma-informed, gender-sensitive standards, coordinated national teams in both countries, conducted KIs with global IOM stakeholders and the UK Home Office (Modern Slavery Fund).

(2025, Evaluation Specialist for Bodhi Global Analysis / IOM)

Human security evaluation, South Kordofan (Sudan): UNTFHS-funded evaluation of IOM's integrated human security programme, implemented with UNMAS. Designed the methodology and mixed-methods tools, conducted remote KIs in a complex security environment, authored the final report, and facilitated validation workshops.

(2025, M&E Specialist for Bodhi Global Analysis / IOM, UNTFHS)

MREL advisory to the CSSF-funded *Pursue Mentors* programme (Somalia): Led the MREL function for the FCDO-funded Pursue programme strengthening the counter-terrorism capacity of the Somali Police Force (c. £2.9 million). Co-led the results framework revision towards operational capability outcomes, authored all reporting including the Project Completion Report, and chaired compliance meetings with senior FCDO and British Embassy Mogadishu staff.

(2024-25, MREL Advisor for Valar / FCDO)

Sudan Regional Response Pooled Fund: Strategic advisory to a £25 million+ USAID and FCDO-funded pooled fund: fund design, stakeholder responsibilities, and programme objectives, with coordination with the Mixed Migration Centre on data collection practices.

(2024-25, MEL Consultant for Danish Refugee Council)

OTHER RELEVANT WORK/CONSULTING EXPERIENCE

MEL Project Analyst/ Business Development Associate

Solutions CRM (MEAL and third-party monitoring)

2024

Turkey

Managed MEAL and third-party monitoring across Syria, Jordan, Lebanon, Gaza, and Ukraine for donors including GIZ, Orienthef e.V., Islamic Aid, Shafak, Mercy Corps, and BMZ. Drafted numerous proposals for TPM activities across MENA.

Analytical Lead

Agon (Supply Chain Sustainability)

2021 - 2024

London (UK)

Progressed from associate to Analytical Lead in under three years, building the analytics team from scratch; lifted net profit margins by 3.5% annually and cut human-related errors by 67%.

Data Consultant

Centre for Military Justice; London Academy of Excellence

2023

London (UK)

For CMJ, authored the analytical report behind a successful six-figure funding application and enhanced data accuracy by 35%; for LAE, built a weighted index optimising resource allocation for 100+ high-need students, improving free school meal uptake by 23%.

EDUCATION

MSc Analytics (Distinction)

Birkbeck College, University of London

2022 - 2023

London (UK)

Coursework: Predictive and Prescriptive Analytics, Predictive and Prescriptive Decision-Making, Big-Data Management, Business Intelligence, Analytics Strategy, Research Methods in Management, MSc Dissertation – Mission Statements and Financial Metrics: An OLS Regression and Random Forest Approach

BA Politics

University of East Anglia

2015 - 2019

Norwich (UK)

Coursework: Political Theory, International Relations, Comparative Politics, Research Methods