

## PERSONAL INFORMATION

## Rahel Kahlert



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🌐 <https://www.viennaevaluationnetwork.eu/ven-team/>

Skype rahelck

Sex Female

## SUMMARY STATEMENT

- Twenty years of experience in conducting research and evaluation projects in education, health, social services, and development in an international context—including Western Balkan and Eastern Partnership countries.
- Well-versed in developing and delivering (online) workshops, trainings, and peer reviews.
- Project lead from design to delivery: planning, implementing, analysing, reporting, and effectively communicating results.
- Experienced in situation analysis, systematic review, process and outcome/impact evaluation, indicator development, Theory of Change, etc.
- In-depth knowledge in social science and evaluation methods including qualitative, quantitative, mixed-methods data collection and analysis.
- Demonstrating leadership in research coordination, acquisition, finance and personnel management.
- Co-Founder and Co-Chair of the [Vienna Evaluation Network](https://www.viennaevaluationnetwork.eu/) (VEN)

2/2017 - present

## Evaluator, Trainer &amp; Researcher

[European Centre for Social Welfare Policy and Research](#), Vienna, Austria, UN-affiliated intergovernmental organisation

- Capacity building and training for Western Balkan and Eastern Partnership countries
  - Coordinating the Bridge Building Summer School on Evaluation of Social Policies
  - Developed and conducted two [Virtual Summer Schools of evaluation in social policies](#) for professionals from Western Balkan and Eastern Partnership regions
  - Evaluation training for the [Bridge Building Summer School on Social Welfare](#)
  - Supporting the Eastern European Social Policy Network (EESPN)
  - Working with cross-border expert groups in research consortia and peer review
  - Disseminating of project findings at conferences, workshops, trainings, and other venues
- Evaluation lead or team member in international evaluation and research projects:
 

Full list of projects can be accessed [here](#)

  - Evaluation lead for [Situation Analysis of children and adolescents in Croatia](#) (UNICEF)
  - Led the [Updated review of the performance of Western Balkan economies regarding the European Pillar of Social Rights 2020 and 2021](#) (Regional Cooperation Council)
  - Evaluation of the [Bridge Building Peer Reviews and Trainings](#) in Western Balkan and Eastern Partnership Regions (Social Ministry, Austria)
  - Evaluation lead of [Supporting Inclusive development of community-based long-term care services through multi-stakeholder participatory approaches](#) (incl. North Macedonia)
  - Evaluation lead for [Feasibility study for reforming child protection systems](#) in Albania, Armenia, Belarus, North Macedonia, and Ukraine (SOS Children's Villages International)
  - Methodological lead for [Bridging the gap between legislation and practice in the posting of workers](#) (including North Macedonia and Serbia)
  - Evaluation guidance for [Expert monitoring and evaluation of pilot projects to establish one-stop shops and integrated long-term care delivery in Slovenia](#)
  - Scientific lead in [Support for better social services for the most vulnerable groups in Kosovo](#)
  - Evaluation of [INTERREG Austria-Hungary: Age-friendly region](#) (care management)

Business or sector Intergovernmental social Research and Evaluation

- 07/2021 – present **Evaluation Expert Consultant**  
[The Organization of Security and Co-operation in Europe](#) (OSCE), Vienna Austria  
 Strengthening the OSCE’s decentralized evaluation system:  
 ▪ Developing evaluation guidances, tools, templates, and checklist for decentralized evaluations  
 ▪ Developing and conducting the OSCE Evaluation Certification Programme;  
 ▪ Enhancing OSCE staff capacities to plan for, manage, and follow up on decentralized evaluations; using a trainings-of-trainers approach, providing one-on-one consultations on practical exercises.  
**Business or sector** Regional security organisation
- 4/2016 – 1/2017 **Evaluation Consultant (free-lance)**  
 Various projects with the European Centre for Social Welfare Policy and Research, and the Austrian National Institute of Health, Vienna Austria  
**Business or sector** Social and Public Health Research, Evaluation, and Consultancy
- 9/2013 – 3/2016 **Director (3/2015 – 3/2016), Deputy Director (9/2013 – 3/2015)**  
 Ludwig Boltzmann Institute Health Promotion Research, Vienna, Austria  
 ▪ (Co)directed the Institute (30 staff members) and led its evaluation group  
 ▪ Project management of national and international R&D projects  
 ▪ Collaborated with policy partners on health projects (Ministries, Social insurance providers, Health Fonds, Health Institutions, Hospitals etc).  
 ▪ Cooperated with partners internationally on the acquisition and implementation of projects (e.g., EC Horizon 2020, WHO Collaborating Centres).  
 ▪ Provided quality assurance for all projects of the Institute during design and completion.  
 ▪ Led and advised evaluation projects about the implementation and effectiveness of public health programs in organizations.  
 ▪ Demonstrated leadership in financial and personnel management, including gauging and calibrating Institute and staff performance.  
 ▪ Successfully acquired funding for evaluating public health and health care projects.  
 Sample projects:  
 ▪ Meta-Evaluation. Learning from health literacy projects (Fonds Gesundes Österreich)  
 ▪ Formative Evaluation of „Enorm in Form“— Outpatient therapy services for overweight and obese children (Health Insurance Vienna)  
 ▪ Process evaluation of the pilot project “Mental Health in Austrian Teenagers” (Pharmig)  
 ▪ Review of the indicators to the Vienna Health Targets (City of Vienna)  
**Business or sector** Research, Evaluation, Organisational Development
- 2012 – 2013 **Research Associate**  
 Charles A. Dana Center, The University of Texas at Austin, Austin, Texas  
 ▪ Advised in developing a model policy framework for the Education Commission of States.  
 ▪ Provided content support to improve slide show presentations for the Director.  
 ▪ Co-advised doctoral students to advance and expedite their dissertation projects.  
**Business or sector** Social Research and Evaluation
- 2010 – 2011 **Ethics Fellow**  
 MD Anderson Cancer Center, The University of Texas, Houston, Texas  
 ▪ Investigated access barriers to medical studies for underinsured and minority patients.  
 ▪ Designed study on factors affecting low-income patients for participating in clinical trials.  
 ▪ Trained to assist in ethical decision-making in the intensive care unit of cancer ward.  
**Business or sector** Practice Research in Public Health of Vulnerable Groups

- 2009 – 2010 **Assistant Instructor**  
 Department of German Studies, The University of Texas at Austin
- Taught courses in German language acquisition and writing in a cultural-political context.
  - Designed and applied assessment materials and lesson plans utilizing black-board functions.
- Business or sector** University teaching
- 2007 – 2009 **Research & Evaluation Associate**  
 Division of Instructional Innovation and Assessment & Lyndon B. Johnson School of Public Affairs, The University of Texas at Austin
- Developed, piloted, and implemented a performance-based assessment system that benchmarked academic knowledge and professional skills of graduates in Public Policy.
  - Coordinated and finalized the evaluation of the Undergraduate Core Curriculum.
  - Designed online surveys, content rubrics, focus groups, and in-class-room assessments.
- Business or sector** Evaluation of higher education
- 2001 – 2006 **Research & Evaluation Associate**  
 Charles A. Dana Center, The University of Texas at Austin
- Led evaluation studies for the National Center for Educational Accountability, the AmeriCorps for Community Engagement and Education, and the UT Master Teacher Summer Institute.
  - Cooperated with the federally funded Southwest Educational Development Laboratory (SEDL) to provide state administrators and legislators with evidence-based educational research and to co-organize policy conferences on resource allocation.
  - Co-investigated studies for the U.S. Department of Education on school performance and academic renewal.
  - Planned, and implemented Texas-wide workshops on leadership for school principals.
- Business or sector** Research and evaluation of school interventions
- 2000 – 2001 **Research and Teaching Assistant**  
 Lyndon B. Johnson School of Public Affairs, The University of Texas at Austin
- Performed literature reviews and contributed to the syllabi for Prof. Gowri's courses *Interpretive and Qualitative Methods in Public Policy Analysis*; *Ethics and Government*
  - Taught review lessons and assessed student work for the courses *Advanced Financial Management in the Public Sector and Not-for-Profit Organizations* (Prof. Michael Granof) and *Applied Quantitative Analysis for Policy Analysis* (Prof. William Spelman)
- Business or sector** Research and teaching in public policy
- 2000 **Policy Analyst Intern**  
 Office of Program Policy Analysis and Government Accountability, Florida Legislature
- Led a follow-up evaluation on Florida's retirement system
  - Co-authored a performance review on Florida's K–12 education and accountability system
- Business or sector** Research and evaluation in public policy
- 1998 – 1999 **Public Policy Intern**  
 Center for Public Policy Priorities, Austin Texas
- Analysed data for a policy handbook to improve food access and reduce poverty.
  - Designed a relational SQL database to more easily locate references using various categories.
- Business or sector** Research and evaluation in public policy

## EDUCATION AND TRAINING

- 2012 **Ph.D. in Public Policy**  
University of Texas at Austin
- Evaluation approaches, social science methodologies, financial management
  - Studies abroad at the Instituto de Sociedad Civil, Benemérita Universidad Autónoma de Puebla, Mexico
  - Research partnership with the International Program for Development Evaluation Training, World Bank and the University of Carleton, Ottawa, Canada
- 2001 **Masters of Public Affairs**  
University of Texas at Austin
- Policy analysis
  - Public sector management and public administration
- 1998 **Magistra of Protestant Theology**  
University of Vienna, Austria
- Course work in non-profit management at Vienna University of Economics and Business
  - Studies abroad at the University of Zurich, Switzerland and the University of Tübingen, Germany

## PERSONAL SKILLS

Mother tongue  
Other language

German

UNDERSTANDING		SPEAKING		WRITING
Listening	Reading	Spoken interaction	Spoken production	
C2	C2	C2	C2	C2
B1	B1	A2	A2	A2

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user  
Common European Framework of Reference for Languages

### Communication skills

- Excellent communication skills gained through leadership positions at the European Centre, Boltzmann Institute, and the Dana Center.
- Profound facilitation skills in guiding focus groups, group as well as individual interviews in an intercultural setting.
- Ability to present evaluation and research findings to diverse stakeholders as well as at academic and professional conferences and policy venues.
- Good ability to adapt to multicultural environments gained through work experience internationally.
- Strong networking skills in interdisciplinary settings.

### Organisational / managerial skills

- Excellent leadership skills and organisational skills gained through leadership positions at the Boltzmann Institute and Dana Center.
- Profound experience in project management and team development.
- Thorough expertise in designing, organising and directing national and cross-national studies in the field of public health, education and social science research.
- Consultancy of (inter-)national policy makers and stakeholders on education and health policies.

### Job-related skills

- Accustomed to work autonomously and under tight deadlines.
- Persevering in challenging situations and problem solving.
- Team-centred.
- Results-oriented and stakeholder-oriented.
- Topics of expertise:
  - Public health, health literacy, health promotion, social determinants
  - Evaluation approaches: Process, impact, formative, summative evaluation etc.

- Research in a comparative policy perspective (health, education, social policy)
- Evidence-based policy and evaluation
- Financial and personnel management in public and not-for-profit organizations

Computer skills	<ul style="list-style-type: none"> <li>▪ Proficient command of Microsoft Office™ tools.</li> <li>▪ Knowledgeable in applying qualitative and quantitative data analysis software as well as online survey tools (e.g., MAXQDA, SPSS, LimeSurvey)</li> </ul>
Other skills	<ul style="list-style-type: none"> <li>▪ Master Scuba Diver, PADI USA.</li> </ul>
Driving licence	<ul style="list-style-type: none"> <li>▪ B</li> </ul>

## ADDITIONAL INFORMATION

Selected Publications	<ul style="list-style-type: none"> <li>▪ Kahlert, R. &amp; Premrov, T. (2022). <a href="#">Stakeholder Evaluation: Taking Stock of the Bridge Building and Eastern European Social Policy Network Initiatives</a>, Policy Brief 2022/2. Vienna: European Centre.</li> <li>▪ Kadi, S., Rodrigues, R., Kahlert, R., Nigischer, S., Bauer, G. (2022) <a href="#">Does the family care best? Ideals of care in a familialistic care regime</a>. <i>Journal of Social Policy</i>, 1-18. doi:10.1017/S0047279422000022</li> <li>▪ Kahlert, R. (2021). <a href="#">Monitoring the progress of the Western Balkan countries regarding the European Pillar of Social Rights</a>, Policy Brief 2021/3. Vienna: European Centre.</li> <li>▪ J. Moskalewicz, K. Dabrowska, M. D. Herold, F. Baccaria, S. Rolando, R. Herring, T. Betsy, R. Kahlert, G. Stummvoll, B. Moazen, H. Stöver, A. Pisarska (2021). <a href="#">Unintended consequences of drug policies experienced by young drug users in contact with the criminal justice systems</a>. <i>Drugs: Education, Prevention and Policy</i>, 28:1, 36-47. <a href="https://doi.org/10.1080/09687637.2020.1823944">https://doi.org/10.1080/09687637.2020.1823944</a>.</li> <li>▪ S. Rolando, V. Asmussen Frank, K. Duke, R. Kahlert, A. Pisarska, N. Graf, F. Beccaria (2021) 'I like money, I like many things'. The relationship between drugs and crime from the perspective of young people in contact with criminal justice systems, <i>Drugs: Education, Prevention and Policy</i>, 28:1, 7-16, <a href="https://doi.org/10.1080/09687637.2020.1754339">https://doi.org/10.1080/09687637.2020.1754339</a>.</li> <li>▪ R. Kahlert (2020). <a href="#">Tracing policy impact – The case of European Centre projects</a>, Policy Brief 2020/7. Vienna: European Centre.</li> <li>▪ V. Sandu, R. Kahlert (2019). <a href="#">Monitoring and evaluation of social services in Kosovo – policy challenges and recommendations</a>, Policy Brief 2019/14. Vienna: European Centre.</li> <li>▪ R. Kahlert, S. Danaj (2018). <a href="#">Decentralization of Social Services in Kosovo – Policy Challenges and Recommendations</a>. Policy Brief 2018/5. Vienna: European Centre.</li> <li>▪ R. Kahlert. Randomized controlled trials to evaluate impact. Their challenges and policy implications in medicine, education and international development, Texas Digital Library, 2013. <a href="https://repositories.lib.utexas.edu/handle/2152/19463">https://repositories.lib.utexas.edu/handle/2152/19463</a></li> <li>▪ R. Kahlert. Impact evaluations using RCTs. Reflections on the EES stance. Evaluation Connections, European Evaluation Society, May 2012.</li> <li>▪ R. Kahlert, E. Abdullateef, R. Potter. Evaluation use in the context of the International Program for Development Evaluation Training. International Development Evaluation Association. Evaluation Case Studies, November 2008.</li> <li>▪ J. Angel, R. Kahlert, K.E. Whitfield. Hispanic and Mexican-American health and aging in a new century. An overview. Report of the Second Conference on Aging in the Americas, National Alliance for Hispanic Health, 2006, 5–22.</li> <li>▪ D. Pan, L. Smith-Hansen, D. Hughes Jones, Z. H. Rudo, C. Alexander, R. Kahlert. Investigation of education databases in four states to support policy research on resource allocation, Southwest Educational Development Laboratory, 2005.</li> <li>▪ R. Kahlert. Development of high-stakes testing in education. Texas Study of Secondary Education. 14.1, 31–34, 2004.</li> <li>▪ R. Kahlert, A. Picucci, A. Brownson, and A. Sobel. Distributed leadership at the middle school level: Evidence from the field, 2003. Texas Study of Secondary Education 13.2, 20–22.</li> </ul>
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- A. Picucci, A. Brownson, R. Kahlert, A. Sobel. Driven to succeed: High-performing, high-poverty, turnaround middle schools. The Charles A. Dana Center, 2002. Volume I: Cross-case analysis. Volume II: Case studies.
- A. Picucci, A. Brownson, R. Kahlert, A. Sobel. Shaping school culture. Share the secrets for success of principals in seven high-achieving, high-poverty, urban middle schools, 2002. Principal Leadership 3.4, p. 38–41.
- R. Kahlert. Retirement program addresses backlog, but it defers developing re-engineering indicators, Office of Program Policy Analysis and Government Accountability, 01-2000.
- R. Kahlert. Improving services or increasing savings: The state evaluator's dilemma, Policy Working Paper No. 96, Lyndon B. Johnson School of Public Affairs, 2001.

#### Selected presentations

- Boosting evidence: The case of evaluating quality of life of older persons. European Evaluation Society Conference, June 2022.
- 15 years of the EES statement on impact evaluation: Reappraisal and further development. European Evaluation Society Conference, June 2022.
- Taking Stock of the Vienna Evaluation Network: A Newly Founded VOPE for Austria. Virtual European Evaluation Society Conference, September 2021.
- Evaluating quality of life of older persons in the INTERREG project “Age-friendly Region” in the Austro-Hungarian border region. EES Thematic Working Group on EU Policies. February 11, 2021 (w. C. Boehler).
- Transforming long-term care in Slovenia by piloting integrated LTC delivery with single-entry points (Project „EXPO\_SI). School of Social Work Theory and Practice, Inter-university Centre. Dubrovnik 2019 (w. K. Leichsenring & C. Boehler).
- Drug treatment for young people in a coercive context: A paradoxical Choice, European Society of Prevention Research, Lisbon 2018 (w. G. Stummvoll & C. Goos).
- The role of evaluation for supporting the most vulnerable in Kosovo, European Evaluation Society, Thessaloniki 2018.
- Counterfactual impact evaluation and policy—challenges revisited, Rigorous Impact Evaluation Conference, Torino 2018.
- Kosovo: Support for better social services for the most vulnerable groups in the context of decentralization. Improving Services for Citizens and Businesses. BACID Danube Governance Forum - Improving Governance Together, 2017, Vienna.
- Focus group methods in health literacy as applied to children and young people. Preconference, 3rd European Health Literacy Conference, Brussels, 2015 (with A. Merchant).
- Importing randomized controlled trials (RCTs) from drug trials to public program evaluation: pitfalls, policy implications and recommendations. European Evaluation Society, Dublin 2014.
- The evaluation of indicators for implementing policy-oriented health goals. LBG Health Sciences Meeting 2014 (with A. Merchant).
- Using randomized evaluations to assess policy impact in education and international development policies. A comparative analysis of its challenges, Midwest Political Science Association, 2012.
- Quality is more than rigor: A political and a scientific perspective for impact evaluation in development. American Evaluation Association 2010.
- The current debates about impact evaluation using randomization: A political and a scientific perspective, American Evaluation Association 2009.
- Evaluating impact of development training. Approaches and their limitations, American Evaluation Association 2009 (w. E. Abdullateef).
- Use of evaluation in developing countries, European Evaluation Society, Lisbon, Portugal 2008 (w. E. Abdullateef, R. Potter; presented by L. Morras, World Bank).
- Global diffusion of evaluation theories and practices. Driving forces and implications. American Evaluation Association, Baltimore, ML 2007.

- The professionalization of evaluation and its unintended consequences. American Evaluation Association, Portland, OR 2006.
- Conducting scientifically-based evaluations in education. American Evaluation Association & Canadian Evaluation Society, Toronto, Canada 2005.
- Evaluating public social programs. Addressing federal guidelines and stakeholder needs. Texas Chapter of the American Society for Public Administrators, Austin, TX 2005.
- Supervised volunteer literacy tutoring as solution for closing the reading gap? American Educational Research Association, Montreal, Canada, 2005.
- The evaluator's dilemma: Recommending increased savings or service improvements. American Evaluation Association, Atlanta, GA 2004.
- Optimizing evaluation quality and cost effectiveness: Evaluating the University of the Texas Master Teacher Summer Institute. American Educational Research Association, San Diego, CA 2004 (w. M Walker).
- Using state databases for research, policy and practice on instructional resources and student performance. American Educational Finance Association, 2004 (w. D. Hughes Jones and D. Pan).

#### Professional activities

- Co-founder and Co-chair of the Vienna Evaluation Network (local forum to exchange evaluation-related knowledge and experience, aiming at promoting evaluation as a profession)
- Webmaster & Reviewer, International and Cross-cultural Evaluation, Topical Interest Group, American Evaluation Association, 2011–2019.
- LBG Health Sciences Meeting, Member of the Scientific Committee, 2014.
- Working Group Member, Network of Networks for Impact Evaluation, Consortium of the World Bank, United Nations Evaluation Group, and OECD, 2008–2014.
- Reviewer, Coalition for Evidence-Based Policy, Washington DC, 2011.
- Reviewer, American Journal of Evaluation.
- Reviewer, The Program Evaluation Standards, 3rd edition (2010), Joint Committee.
- Representative, Faculty Recruitment Committee, Lyndon B. Johnson School of Public Affairs, 2001, 2005.
- Ph.D. Student Representative, Ph.D. Oversight Committee, Lyndon B. Johnson School of Public Affairs, 2006–2008.
- Student Representative, Tenure Review Committee, University of Vienna, 1997.

#### Honours and awards

- Emmett M. Redford Award for Outstanding Research, 2001.

#### Scholarships

- Hadden Scholarship, 2008–2009.
- R.R. Pickle Scholarship, 2006–2008.
- International Development Evaluation Training (tuition), World Bank, Ottawa, Can., 2007.
- Trilateral Civil Society Scholarship, Sociedad Civil Summer Institute at Benemérita Universidad Autónoma de Puebla, Mexico, summer 2006.
- Robert Strauss Scholarship, 2004–2006.
- Armand Hammer Scholarship, 1999–2001.
- European Union Erasmus Scholarship, advanced studies in Tübingen, Germany, 1996.
- Swiss Confederation Scholarship, advanced studies in Zürich, Switzerland, 1995.
- Cantonal Government Scholarship, City of Basel, Switzerland, 1993–1998.

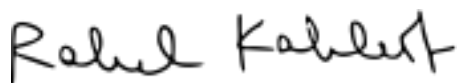


## Memberships

- European Evaluation Society (2013–present)
- American Evaluation Association (2002–2014)

## Community engagement

- Board Member, Finance Officer, Rights Committee Lambda, 2019–present.
- Vice Chair of Board, Sustainable Mobility (Zweitauto), Korneuburg, Austria, 2015–present.
- Certified Foster & Adoptive Parent, Texas Department of Family and Protective Services, 2005–present.
- Board Member, Balcones Civic Association for local policy issues, Austin, TX, 2005–10.



Rahel Kahlert, 2. May 2022