

CURRICULUM VITAE

Name: Hamid Raza Afridi

Contact Information:

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Nationality: Pakistani

Languages: Fluent in English, Urdu, Pashto, Punjabi and Hindko. Functional knowledge of Dari, Arabic and Spanish

Expertise:

Functional: Monitoring & Evaluation; Governance; Local Development; Strategic Program/Project Planning, Management & Implementation; Alternate Dispute Resolution; Human Rights and Gender Empowerment

Industry: (i) International Development and social sectors; (ii) Management and development consulting

Education: M.A. (Political Science) & B.A. (Political Science with specialization in International Relations; Business & Administration) from University of California, Los Angeles (UCLA), USA.

Memberships & Professional Titles:

- Hamdard Foundation Pakistan, Member - General Body, 2011 – Present (Pro bono)
- SABA Homes (Orphan home for the Girl Child), Advisor to Chairman Saba Trust Pakistan & USA, 2005 – Present (Pro bono)
- University of California, Los Angeles (UCLA) Alumni Association, Member, 1994 - Present
- United Nations, Area Security Warden for UN Staff (KPK & FATA), 2003 – 02/2004
- The Eco-tourism Society of United States of America, Member, 1997 - 2000
- United Nations Association of the United States of America, Member, 1992 - 1995
- Incarcerated Youth Tutorial Project, Tutor, 1991 - 12/1993 (Pro bono)
- UCLA Pakistani Students Association, President, 1991 - 12/1993

PROJECTS AND CONSULTING EXPERIENCE:

Dec. 2014 – April 2015: German Development Cooperation (GIZ) Pakistan

Position held: **Technical Expert / Local Government Specialist (Consultant)**

Achievements:

Supported Local Government, Elections and Rural Development Department, KPK in developing rules of business (RoBs) Sub-District level elected bodies (Tehsil Municipal Administration and Village and Neighbourhood Councils) in consultation with Provincial and district level stakeholders.

Jan. – March 2015: United Nations Development Programme, Pakistan

www.pk.undp.org/

UNDP is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. UNDP is working collectively with the Government and people of Pakistan on developing and supporting nationally-driven solutions to development challenges and improving livelihoods and resilience.

Position held: **Rehabilitation Advisor FATA, UNDP Pakistan (Consultant)**

Achievements:

Supported the strategic guidance of UNDP's ongoing recovery and rehabilitation work in relation to the return and rehabilitation strategy for FATA. Developed the 'FATA Sustainable Return's and Rehabilitation Strategy' for the Government of Pakistan, FATA Secretariat and the Donors through a consultative dialogue with high-level public, private, business, development sector stakeholders. The R&R Strategy included short, medium and long term development program and framework with targeted activities for regional development, peace, good governance, livelihoods, social cohesion, gender equality, environment, social sectors and rule of law.

Feb. – Sept. 2014: Dech Enterprise (Private) Limited

Formerly: Enterprise for Business & Development Management (EBDM) www.dech.co

Dech is a consulting firm specialising in project and programme management, research, M&E, strategy and organisation, technology solutions and training. The firm extends services to a broad variety of clients in the non-profit, commercial and public sectors.

Position held: **Chief Development Officer / Senior Advisor Development (Consultant)**

Achievements:

- Supported strategy, business development, consulting projects and internal systems development.
- Developed and provided technical inputs in 03 consulting projects of varying scope and size in social and development sectors
- Contributed towards growth of revenue for the firm
- Expanded the Firm's development consulting portfolio and created new ventures in the corporate and commercial sectors.

- Further developed the Firm's strategic framework and functional practice areas.
- Consultancy assignments undertaken:
 - **M&E Specialist** formulated M&E Framework for USAID FATA Economic Stability Program for Roots of Peace, USA, February 2014
 - **Technical Team Lead** developed the Strategy, Management Plan & financial proposals for Universal Service Fund (IT sector) Impact Evaluation for VVT Global/Dech Enterprise Pvt. Ltd., Pakistan, February 2014
 - **Technical Team Lead** undertook Data Analysis & Report Writing on Punjab Continuous Education Survey undertaken by AC Nielsen for DFID & Govt. of Punjab, Feb – March, 2014
 - **M&E Specialist** for the Asian Development Bank (ADB) sponsored Technical Assistance component for Programme Development & Evaluation of TeleTaleem Project to integrate ICT in Education

Mar. – May 2014: Afghanistan Sub National Governance Programme (ASGP), UNDP, Afghanistan

Position held: **International Consultant, Governance & Local Development Specialist**

Achievement:

As part of a three member team (2 international & 1 national), successfully completed the outcome evaluation and report of this US\$ 139 million UNDP Afghanistan initiative funded by multiple donors. ASGP is implemented at the National and Sub-National levels across entire Country, in all 34 provinces, in partnership with Independent Directorate of Local Governance, Provincial Governors and Councils, District Government and Municipalities. ASGP II aimed at capacity building, policy & systems development, enhanced government outreach, public participation, accountability and openness for improved service delivery. The evaluation focus was equally on the way forward for the next phase of ASGP, to document the best practices, lessons learnt, successes in governance and financing. Evaluation included documenting best practices at various levels of Government, including effective municipal administration, budgeting, public expenditures and sub-national government's performance audit. Recommendations included how municipal services could be made more efficient, sustainable, financially viable, inclusive, need based, transparent and increase public trust in Government. Evaluation report can be viewed on the UNDP Evaluations Database.

(http://www.af.undp.org/content/afghanistan/en/home/operations/projects/democratic_governance/asgp/).

Feb. 2014: FATA Economic Stabilization Programme, Pakistan

An initiative of USAID and being bided by Roots of Peace, USA (www.rootsofpeace.com)

Position held: **Monitoring & Evaluation Consultant**

Achievement: Prepared Monitoring & Evaluation Framework for this US\$ 50m program.

Sept. 2013 – Jan, 2014: Sub-National Program on Governance, Pakistan

A joint Initiative of Department of Foreign International Development (DFID), UK & Government of Pakistan being executed through Oxford Policy Management (OPM) Limited, Oxford, UK

(www.opml.co.uk)

Position held: **Governance & Service Delivery Advisor, Khyber Pakhtunkhwa**

OPM is a registered international development company based in England (Registration # 3122495) that enables strategic decision-makers to identify and implement sustainable solutions for reducing social and economic disadvantage by providing a unique combination of high-quality analysis and practical experience. Over the past 30 years, OPM helped organizations in both the public and private sector find lasting solutions to complex issues in more than 80 countries across the globe.

The UK government through OPM provided technical assistance and programme funds to improve District Government performance in Punjab and Khyber Pakhtunkhwa. The funds were to improve management of service delivery by strengthening the evidence base on which decisions were made, responsiveness to citizens. The programme envisaged to enhance government transparency, local accountability and openness to citizens. The programme worked in six focal districts in each Province, and with provincial governments, providing a platform for other DFID programmes.

The driving principle of DFID's partnership with the Government of Pakistan was to use its resources to catalyse reforms and spending in the four areas that are critical to Pakistan's future: (i) Building peace and stability; (ii) Making democracy work; (iii) Promoting macroeconomic stability, growth and jobs; and (iv) Effective delivery of public services. Empowering women and girls was a fundamental principle in all of DFID Pakistan's programmes. The OPM support was to deliver management and advisory services for DFID's Sub-National Governance Programme (SNG) in Punjab and Khyber-Pakhtunkhwa.

The SNG Programme aimed to contribute towards more stable democracy in Pakistan, by helping to ensure government services better meet the needs of poor people in Punjab and Khyber Pakhtunkhwa.

My role supported the achievement of these objectives by enabling delivery of 3 programme-level outputs:

- Decisions by sub-national governments were based on robust evidence;
- Sub-national government (provincial, district & municipal) services were more responsive to peoples' needs; and
- Strengthened sub-national government (provincial & district) and municipal administration capability and citizen's involvement to deliver quality basic services

This included the establishment of Provincial Delivery Units, and District Delivery Challenge Funds; the provisions of technical assistance to 12 focal districts and support for public finance reform, which were to help reduce the space for corruption. The OPM also supported DFID's financial assistance to the Khyber-Pakhtunkhwa Government for the roll out of Output Based Budgeting in 6 focal districts and funding for the World Bank's programme in Punjab.

Nov. 2004 – Feb. 2005: Asian Development Bank, Pakistan (PRM)/Decentralization Support Programme (DSP)

Under overall management of the ADB-GoNWFP (now Government of KP) Provincial Program Support Office, lead a team of professionals for developing a comprehensive Institutional and

Capacity Building Programme for District Monitoring Committees (MCs) in all districts of the province. The objective was to improve the service delivery in a gender responsive manner, ensure programme effectiveness, efficiency and transparency of the Local Government system by improvements in their outputs and outcomes as envisaged under the Local Government laws.

Positions held: **Team Leader cum Monitoring & Evaluation (M&E) Specialist**

Achievements:

- Assessment of the performance gaps of the District Monitoring Committees in all 24 districts of Province and present analysis report;
- Proposed rules of business, bye laws, best practices and long-term strategy for strengthening the MCs for playing an effective role in the Local Governance system;
- Prepared guidebook on 'Effective Monitoring Skills for District MCs', Training module/manuals & IEC materials for capacity building of MC members after needs assessment in all districts;
- Prepared an implementation strategy paper for the Provincial Government; &
- Development of awareness raising and radio programmes to highlight gender-sensitive best monitoring practices by the MCs

Feb. 2004 – Oct. 2004: Asian Development Bank, Pakistan (PRM) Balochistan Resource Management Programme

Positions held: **Monitoring & Evaluation (M&E) Specialist**

Under the guidance of the Governance, Finance and Trade Sector Unit at PRM, responsible for formulation of a monitoring and evaluation (M&E) framework for the Technical Assistance being provided to the Government of Pakistan for preparing the Balochistan Resource Management Programme (BRMP), a multi-sectoral poverty reduction initiative worth US\$ 350 million aimed at improving the lives of the people. Achievements were:

- Established benchmarks for key performance indicators (KPIs) for effective monitoring of reforms and the Balochistan Poverty Reduction Strategy Paper (PRSP);
- Developed, in consultation with stakeholders, a system of third-party validation of outcomes/indicators, particularly with regard to delivery of gender-sensitive social services;
- Established framework for a regular reporting mechanism for user-friendly province- and district- specific, and to the extent possible gender specific, economic and social indicators;
- Reviewed the existing system in the Planning and Development Department for monitoring and evaluation of development projects, and prepare an action plan to strengthen it;
- Prepared plan for capacity building of provincial and district officials in M&E;
- Prepared a monitoring and evaluation plan for BRMP, including adequate, time-bound monitoring indicators and relevant base line data;
- Participated in Missions and other assignments leading to preparation of the BRMP and prepare necessary documentation as required; &
- Supported the Loan Mission Leader (ADB HQs) in loan negotiations with the Government and facilitate policy agreement on key programme outcomes & institutional reforms.

EMPLOYMENT HISTORY:

Nov. 2011 – Sept. 2013: USAID Teacher Education Project

A joint initiative of United States Agency for International Development (USAID) & Government of Pakistan executed through Education Development Center (EDC), Washington, USA (www.edc.org)

Established in 1958, EDC is an international nonprofit organization that works to build bridges between educational research, policy, and practice. EDC has over 350 projects in 40 countries with 1,600 employees worldwide. In Pakistan, in collaboration with the Higher Education Commission and provincial and national Ministries of Education, EDC was implementing a USAID Teacher Education Program in Pakistan (TEP). TEP envisaged to improve the quality of pre-service education, policies and systems for pre-service teacher education and teacher recruitment, so that more and better candidates enter the teaching profession and enter the classroom with the knowledge, skills and dispositions needed to meet the National Professional Standards for Teachers in Pakistan.

Positions held: **Senior Director Monitoring & Evaluation, Pakistan**

Achievements:

- Provided technical inputs into the development & finalization of Life of Project Plan (LOP), Annual Work Plans (AWP), Performance Monitoring Plan (PMP), Performance Indicators Review Sheet (PIRS), Budgeting, etc. Developed consensus on stated draft documents between the stakeholders, project team and the donor.
- Provided technical inputs and led M&E capacity development initiatives for the Project team and partners (included: Provincial Govts., Universities & Colleges) to support development of their M&E plans for Provincial Teacher Education Strategies, University Strategic Plans & College Improvement Plans.
- Led the formative & summative evaluations of 22 new curriculum developed by the Project. The role of the Sr. Director M&E entails: design survey strategy, tools & protocols development, training of staff, leading field implementation, data review, analyses & report writing. Findings & results shared regularly with Project management, donors and curriculum developers leading to improvements in project implementation & better results.
- Regularly monitored program performance and analyzed results based on inputs, outputs, outcomes and impact of the program implementation
- Developed multiple M&E management systems & managed its successful implementation at National & Provincial levels (these included: Stakeholders database, TraiNet, Pak Info, Performance Monitoring etc.). Established systems for regular data collection, analyses & quality reporting. Prepared quarterly & annual reports.
- As part of the Senior Management Team regularly reviewed overall project progress and ensured smooth implementation of all activities as per work plan & PMP.
- Recruited, led and managed M&E team at national & provincial levels, including regular staff development, trainings & staff appraisals
- Ensured regular coordination with donor, third-party monitors, external evaluators, etc.

Jan. – Oct. 2011 Gender Justice through Musalihat Anjuman Project (GJTMAP)

Positions held: **National Project Manager, Pakistan**

An initiative of **United Nation's Development Programme (UNDP), Pakistan** being executed through the Planning & Development Division, GoP and Provincial Local Government Departments (www.gjtmap.gov.pk)

[Financed by UNDP and its cost-sharing partners: Federal & Provincial Governments]

Post devolution of the Ministry of LG&RD by Govt. of Pakistan as result of 18th Constitutional Amendment, the Project was directly executed by UNDP at the Federal level. The reporting line was to Assistant Country Director (Poverty Reduction Unit), UNDP Pakistan, while the ToRs remained the same. Contract was issued by UNDP Pakistan. The Project due to its success and ownership by partners was expanded and converged into UNDP's Legal Empowerment & Rule of Law portfolio.

Mar. 2005 – Dec. 2010: Gender Justice Through Musalihat Anjuman Project, Pakistan

Positions held: **National Project Manager, Pakistan**

A joint initiative of United Nation's Development Programme (UNDP), Pakistan & Ministry of Local Government & Rural Development, Government of Pakistan (www.gjtmapp.gov.pk)
[Financed by UNDP and its cost-sharing partners: SDC, NORAD, DFID, Federal & Provincial Governments]

Under oversight of the Secretary, Ministry of Local Government & Rural Development, Government of Pakistan and Assistant Country Director, Poverty Reduction, UNDP, as the implementing partners, the project which started on a pilot basis in 08 districts initially was up-scaled to 32 districts across Pakistan and converted into a UNDP Rule of Law programme. It aimed at ensuring gender equality, improved local & inclusive governance, providing access to justice viz. alternate dispute resolution mechanism, upholding rule of law, enhancing social justice & harmony and contributes towards poverty alleviation. It was a practical step towards the achievement of MDGs (Millennium Development Goals), and the Beijing Platform for Action (1995), Cairo Platform for Action (1994) and CEDAW (Convention on the Eradication of All Discrimination against Women) as these are all central instruments and roadmaps for contributing to achieving gender equality, gender based governance, and emancipation of the vulnerable. The project had a unique multi-stakeholder implementation approach involving the Federal & Provincial Governments, Judiciary, Police, CSOs, selected district administrations, Bar Associations, and Donors.

Achievements:

- Provided strategic management, technical leadership and implemented the pilot project (2006) & up-scaled phase (2007 – 2011). Assignment entailed programme development, coordination with Provincial & district units, networking with Governments at national & regional levels, donors, CSOs, results based monitoring and reporting. The results achieved encouraged partners to upscale the project from US\$ 1.55m to 18m.
- As a result of effective strategy gender justice programme institutionalized as part of the Supreme Court of Pakistan's *National Judicial Policy Implementation Plan*, new local government framework by Provincial governments and featured in several National & International Reviews (www.abanet.org/intlaw/ilrc/UNDP%20Gender%Justice%20one%-final.pdf)
- Ensured easy access to justice for the poor through formation, capacity building, legal strengthening, technical back-stopping of almost 1200 Musalihat Anjumans/Jirgas (MAs as Community Conciliatory bodies) at Union Council level in 22 districts across the country.
- Led capacity building efforts included training needs assessment, curriculum development, testing, finalization with partners, trainers' selection, trainings, training evaluation. Topics covered such as gender issues, legal and procedural matters, communication skills, mediation, arbitration, reporting and case documentation, as well as conflict resolution skills. More than 2000 stakeholders were trained in a phased training programme since 2006
- Involved the vulnerable & marginalized, especially women, elderly and children in decision making process. Increased women participation as MA members and facilitated their easy & free of cost access to justice contributing to their empowerment, progress towards achieving MDGs, h

rights and poverty alleviation

- Established a joint government, civil society and rights-based organizations national level platform to coordinate on involving men in gender-based violence prevention. MenEngage is a subset of the project and seeks to include men in strategies to rethink masculinity and thereby promote gender equality and reduce gender-based violence. MenEngage has hosted workshops and dialogues with men in Pakistan in order to raise awareness about gender-based violence.
- More than 22,000 disputes were received by the project referred by the community, judiciary, and other agencies out of which 78% amicably were resolved among disputants, contributing - 10m in savings to the disputants alone, additional savings to the Government/Judiciary in terms of costs and time. Nearly 40% of these disputes received related to women indicating their trust and confidence in MAs. Contributing towards good governance & rule of law.
- Effective linkages and coordination established at all levels with Government (Federal, Provincial, District/sub-district levels), Judiciary, Police, Government and Non-Government Agencies, District CSOs, Bar Associations, Media reps, & Communities
- As a resource person & master trainer, trained 330 District & Civil Judges & 17 District Attorneys during pre- & in-service trainings on ADR & gender sensitization, expeditious case-dispute resolution mechanisms at Federal Judicial Academy – Islamabad for referral of cases to MAs/MJs. A Book on ADR & MAs developed and disseminated which serves as an SOP for judges to refer existing cases to MAs for community mediation.
- Focused, strategic advocacy, awareness raising and needs based communications strategies developed & implemented, using print, electronic and public sector mechanisms
- Regular & timely programme documentation and reporting ensured viz. Annual, Quarterly Progress & Donor Reports, proposals, policy briefs, documentation of lessons learnt, legal review studies, gender-based violence reports developed and printed (refer Project website). Annual Performance Programme Implementation and Financial Audits facilitated and received high ratings
- Two-ways (bottom-up & top-down) monitoring and regular results-based reporting mechanisms established (bottom-up and top-down), providing regular analysis on implementation; Web portal developed as resource/knowledge management tool (www.gjtm.gov.pk/)
- Project rated as best practice model by:
 - His Excellency General (R.) Pervez Musharraf, Ex - President of Pakistan in a message at the "Justice for All" Seminar, Serena Hotel, Quetta – November 2006
 - Honourable Justice Iftikhar Mohammad Chaudhry, Chief Justice of Pakistan at the "Justice for All" Seminar, Serena Hotel, Quetta – November 2006, Federal Judicial Conference, Islamabad – March 2007 & during "National Judicial Policy Implementation Workshop" July 2009
 - UNDP / Economic Affairs Division (EAD), GoP Joint 3rd Party Evaluation Mission – 2009
 - Gender Support Programme GJTMAP Benchmarking Exercise – 2009(3rd party monitoring)
 - Asian Development Bank & Economic Affairs Division (EAD), Government of Pakistan joint initiative on 'Capacity Development for Service Delivery in Pakistan' - 2007-08. Terming GJTMAP as one of the most effective models in capacity development & effectiveness (refer GJTMAP website for detailed study report)
 - National Judicial Policy Making & Implementation Seminar, Supreme Court of Pakistan, Islamabad – April 2009
 - American Bar Association (ABA), International Legal Resource Center (ILRC), Washington DC, USA – September 2010 Newsletter
- Contributed towards & preparation of UNDP Country Programme for Pakistan (2004 – 08) review Country Programme Action Plan (CPAP) review February, 2009 & 2011
- Founder/ member and later Chairperson (for 2008 - 09), MenEngage Pakistan forum – a unique platform which brings Government, CSOs, Donors, Practitioners and subject specialists to work against Gender Violence in all forms.
- Founder/member of Donors Coordination Group on Law & Justice Sector, facilitated by The Asia Foundation, Islamabad.
- Visiting Resource Person/Faculty at Federal Judicial Academy, Islamabad; AHK National Centre for Rural Development, Islamabad; and Municipal Training & Research Institute, Karachi

Sept. 2000 – Feb. 2004: UNICEF – United Nations Children’s Fund, Pakistan

Position held: Planning, Monitoring & Evaluation Officer (NO – B), Khyber Pakhtunkhwa (formerly NWFP) & FATA

Under the guidance of the Chief of Provincial Office, responsible for support to planning, monitoring and evaluation (PME) projects and activities at the provincial level.

Achievements:

- Coordinated the 2001 Mid-Term Review (MTR) process and Annual Provincial Reviews from 2000-03 for the office with all Provincial level partners & Government counterparts in a participatory manner through conduct of review workshops and events leading to gender-sensitive programme/projects implementation review, documentation of achievements/constraints, lessons learnt and programme re-orientation as necessitated.
- Developed, implemented and ensured quality/results of the Annual Project Plans for PME and FDP programmes in light of the UNICEF Country Plans, physical & financial project reviews, coordinate & assist with *Provincial End Decade Review Report* & preparation of briefs and quarterly/annual targets for the Chief of Provincial Office.
- Coordinated all planning, implementation, quality assurance and results dissemination activities for a first-ever district based (24 Nos.) benchmarking exercise viz. a *Multiple Indicator Cluster Survey (MICS)* in the Province, which provides the basis to Provincial Finance Commission (PFC) for award of 25% of development allocations from the Provincial level to the districts and the conducted of *Provincial Poverty Reduction Strategy Paper (PRSP-NWFP)*. MICS is now considered as the tool for social development and gauging gender segregated socio-economic progress in the Province, to be repeated periodically.
- Conceived and supported the development of a first-ever integrated *Provincial & District based integrated information management systems (viz. PCIC & DCIC)*, envisaged to contribute towards better planning, coordination, resource use, monitoring and evaluation of the socio-economic situation in the province and select districts. These models were documented for replication by GoNWFP/UNDP in all districts of NWFP.
- Planned & developed a first-ever district based ‘*Community Information System*’ (CIS) model based on the concept of Triple ‘A’ process (Assessment, Analysis & Action), with regular up-gradation & monitoring by the community and used as a planning & monitoring tool. This process is envisaged to contribute towards community awareness raising, consensus building on key social sector priorities and actions, strengthening of local government system and allocation of funds at the district/sub-district levels.
- Strategic partnerships, networking and collaboration with the Provincial Planning & Development Departments in the formulation of a *Provincial Poverty Reduction Strategy Paper (PRSP)* as a policy framework outlining provincial vision, strategy and targets for alleviating poverty with an effective monitoring and evaluation mechanism, developed in consultations with stakeholders. Issues and priorities related to children and women have been duly incorporated into this draft GoNWFP policy document. On approval from the Cabinet would not only form the basis for provincial level programmes and interventions but also contribute towards final PRSP for the country.
- Conceived the initiation of a *Social Policy Dialogue Forum* in the Province with stakeholders to monitor progress against social sector indicators, benchmarks and policies and suggest alternate/sector-specific implementation mechanisms and approaches.
- Supported the Provincial Government and provided the technical guidance for formulation of a first-ever draft *Provincial Plan of Action for Children (PPAC)* for the decade (2003-2012) with required monitoring and implementation responsibilities and mechanisms. This plan also contained two district specific plans (DPAC) envisaged as district level priorities for action. PPAC outlined the provincial vision and formed basis for a National Plan of Action for Children for Pakistan.

- Developed ground-breaking Provincial level Strategy Paper on *Accelerating Girl's Education in NWFP*. This multi-pronged process envisaged to provide the required policy level support towards formulation of a Provincial level Strategy and Action Plan for accelerating girl's education and provided impetus/foundations for a well-coordinated and planned effort towards achieving the MTSP and MDG goals (including EFA).
- Supported, developed and implemented the rapid assessment, planning, coordination, management, technical backup and formulation of UNICEF Provincial Office response in emergency situations (Afghan refugee crises, Floods in the North-West Frontier, etc.). Maintained excellent liaison and relations with relevant government agencies, CSOs, UN partners, donors, staff, etc.
- Supported, developed & implemented advocacy efforts at Provincial level toward the rights of children and women, on-going situation analysis and assessments, programme/project planning, management, field monitoring and sector coordination.
- Conducted existing and new socio-economic policy analysis and regular reporting to the UNICEF Provincial and Country offices.
- Supported Chief Provincial Office in programme implementation and financial monitoring of all programmes/projects at the Provincial level viz. PROMS.
- Also contributed to & provided technical inputs in development of Common Country Assessment (CCA), United Nations Development Assistance Framework (UNDAF), Country Programme Action Plan (CPAP) and UNICEF Country Programme Document (2004 – 2008)

Dec. 1999 – Aug. 2000: IUCN - The World Conservation Union, Pakistan

Position held: **Programme Coordinator, Islamabad Office**

Under the overall direction of the Country Representative, IUCN Pakistan and as second in authority at the Islamabad office, achieved the following:

- Assisted in ensuring organizational coherence viz. National level programme goal, priorities & agreed targets between all Programme Units and Project teams.
- Developed cross-sectoral programme linkages, exchange of information, technical support and coordination between the all national projects, programmes and amongst thematic staff & offices for ensuring programme coherence, strategic thrust, relevance, efficiency, sustainability and maximum impact.
- Coordinated several multi- and bi-lateral donor funded projects, funded by the World Bank (*Peshawar City Development Strategy*), Swiss Development Corporation (SDC), United Nations Development Programme (UNDP) and European Union (EU), Canadian International Development Agency (CIDA), Royal Netherlands Embassy (NORAD), etc. for improved results
- Facilitated the work of other regional office heads and provided technical inputs into programme and project planning.
- Supported in developing a dynamic gender sensitive programme review process and an enabling environment for its implementation by all stakeholders.
- Represented the Islamabad Programme Office at various meetings and events and in promoting organizational interests through building stronger relationships with the federal government, donors, members and partners in the Country.
- Carried out effective political management of IUCNP relationship with its constituency, maintained liaison with donor's community.
- Developed various research & policy papers on key environmental issues of global and national importance (including: Environmental Security, Indicators for Sustainable Development, National level Review of National Conservation Strategy (NCS) implementation, Implementation of Pakistan Environmental Plan (PEP), etc.).
- Developed, coordinated implementation and management the cultural heritage conservation and sustainable tourism initiatives/projects of IUCNP and other partners.
- Coordinated with the Heads of all Offices, Programmes, Finance & Administration to maintain

& ensure timely technical inputs, programme implementation, results focus and the integrity of financial and administrative systems.

Nov. 1998 – Oct. 1999: IUCN - The World Conservation Union, Pakistan

Position held: Acting Director (notified)/ Manager, Sarhad Provincial Conservation Strategy (SPCS) Unit, Khyber Pakhtunkhwa Province

The Government of NWFP (now KPK), with technical assistance from IUCN prepared the draft SPCS (www.iucn.org/about/union/secretariat/offices/asia/.../pubs_spcs.cfm) with the objective of securing the economic, social and ecological well-being of the population in the province through the protection/conservation of natural resources and their exploitation on a sustainable basis. To integrate environmental concerns into the development agenda and to ensure sustainable development of renewable resources for human survival, work on component strategies was subsequently undertaken. My role was to provide overall supervision, technical inputs and guidance for the implementation of multi-sectoral activities of SPCS, including backstopping and leading all professional, finance, administrative & support staff according to programme and project objectives. Reporting directly to the Additional Chief Secretary (Development), Govt. of NWFP worked as an adviser to the Provincial Government.

Achievements:

- Maintained continuous liaison with the IUCN – Pakistan officials, Provincial Administrative Secretaries and Planning, Environment & Development Department, donors, private sector and civil society partners to implement and synergize the sustainable development plan.
- Conceptualized, projectized and assisted with the implementation process of all sectoral components of the Sarhad Provincial Conservation Strategy (SPCS).
- Acted as a catalyst to promote sustainable development in the Province through partners in the public, civil and private sectors, which included several coordination & implementing government agencies/nation building departments, donors, academia, media, CSOs, judiciary, etc.
- Provided leadership and technical support in development, execution and monitoring of the Chitral District Conservation Strategy (CCS) and Abbotabad District Conservation Strategy (ACS) and their multi-stakeholder consultation processes, which formed the back-bone of integrated – sustainable and needs-based district strategic vision, development plans and implementation
- Developed several multi-sectoral developmental projects and assisted with the formulation of environmental and conservation related legislation's/legal frameworks.
- Worked on new concepts for financing sustainable development process in the province, through debt swaps, fund for sustainable development, etc.
- Prepared gender-sensitive Result Based Matrices (RBMs) and sectoral work plans for the project period and their approval through the Project Review Board (PRB).
- Prepared annual, quarterly and monthly progress reports.
- Chaired programme planning and administrative meetings with partners and staff, providing policy guidelines, technical assistance, assessing progress and conflict resolution.

Nov. 1995 – Nov. 1999: IUCN - The World Conservation Union, Pakistan

Position held: Coordinator, Cultural Conservation, Sports & Sustainable Tourism

The NWFP (now KP) has a complex set of socio-economic, cultural and environmental factors that necessitated the adjustment of National Conservation Strategy (NCS) priorities to reflect provincial realities. Thus, while issues such as conservation, sustainable resource management and biodiversity were important priorities in the NCS, Governance, a stronger civil society,

poverty alleviation, conservation of the cultural heritage and ecotourism received more emphasis in the SPCS.

Achievements:

As the focal person for the component, conceptualized, developed project proposals and implemented the cultural heritage and eco-tourism component of the Sarhad Provincial Conservation Strategy (SPCS), NWFP.

- Conceptualized, developed project proposals and implemented the cultural heritage and eco-tourism component of the Sarhad Provincial Conservation Strategy (SPCS), NWFP.
- Formulated a provincial level multi-sectoral round table to monitor, implement and evaluate the strategy and its development process.
- Worked as a consultant/adviser to the Government of NWFP, the Provincial Administrative Secretaries and Planning, Environment & Development Department to implement the Culture & Tourism sector action plan and sensitized the partners to environmental concerns.
- Promoted the sustainable development methodologies in provincial initiatives. Worked with British Council Pakistan on joint cultural heritage initiatives as part of Pakistan's 50 Year's Celebrations & Queen Elizabeth's visit to Pakistan.
- Initiated/facilitated the development of pilot Chitral District Conservation Strategy (CCS) and its cultural heritage & eco-tourism component.
- Assisted with the development of Northern Areas Conservation Strategy envisaged in the Pakistan National Conservation Strategy (NCS), Abbotabad District Conservation Strategy (ACS) and its public consultation process.
- Assisted with scoping the cultural heritage component of the Baluchistan Conservation Strategy (BCS).
- Developed several multi-sectoral development projects and assisted with the formulation of environmental and conservation related legislations for the province.
- Undertook conflict resolution within various partner organizations.
- Prepared monthly, quarterly & annual progress reports. Assisted with the development & production of documentary film 'Sarhad at the Cross-Roads of Development'.
- Edited several publications and articles. Established staff liaison, gender and 'think forum' chapters at Peshawar office.

Dec. 1994 – Nov. 1995: Swabi SCARP Consultants, Pakistan

Position held: Liaison Officer

Achievements:

Resolved farmer's problems in the field. Held meetings with concerned government departments of Irrigation, Public Health and Civil Administration at District & Provincial levels. Supervised 17 employees.

Oct. 1991 – Jun. 1993: University of California, Research Library, USA

Position held: Research Assistant (Part time)

Achievement:

Assisted professors and students in locating research materials from different sources and libraries. Forwarded research material to patrons around the globe.

Sept. 1990 – Jun. 1991: Los Angeles Times, Newspaper, USA

Position held: Research Assistant (Part time)

Achievement:

Increased sales by finding new accounts. Learned various marketing techniques. Public relations with customers.

**Professional
Trainings and
Workshops
attended /
conducted:**

- Completed Advanced Security in the Field Training Certification, UNDSS, 19th December 2013
- Completed Basic Security in the Field Training Certification, UNDSS, 19th December 2013
- Completed EDC & Risk Management International, UK "Personal Safety & Security Management Training", Islamabad, Pakistan, 30th - 31st August 2012.
- Participated in UNDP "National Workshop on Best Practices in Communication", Islamabad, Pakistan, 31st May, 2011
- Organized & resource person/Lead Trainer at Federal Judicial Academy & GJTMAP/UNDP joint "Training of Trainers Workshop on ADR skills for District Judiciary" along with Faculty/Experts from USA & Australia, FJA, Islamabad, 14th – 19th February, 2011 under the auspices of Supreme Court of Pakistan
- Presented paper on "Alternative Dispute Resolution & Community Conflict Management in Pakistan" at UNDP Asia Pacific Regional Center Symposium on "Non – State Justice Systems: Principles & Practices", Bangkok, Thailand, 4th – 6th October, 2010
- Resource person/Lead Trainer at Federal Judicial Academy workshop on "Skills based ADR Training" for Civil Judges from KP, Islamabad, July, 2010
- Resource person/Lead Trainer at GJTMAP & MoLG&RD National level ToT workshop on "ADR Skills Development", AHK NCRD, Islamabad, 8th – 13th February, 2010
- Resource person/Lead Trainer at Federal Judicial Academy workshop on "Gender Sensitization & Access to Justice" for District Judges, Islamabad, 24th – 25th January, 2010
- Presented paper on "Community assisted Gender Justice in Pakistan" at MenEngage Alliance, Instituto Promundo & SCF Global Symposium on "Engaging Men to Reduce Gender Violence", Rio de Janeiro, Brazil, 30th March – 3rd April, 2009
- Assisted the Secretary of Local Government and Rural Development Ministry & UNDP in conceptualizing and steering an international workshop on local governance and finalizing its report. Also responsible for workshop report, including recommendations accepted by the Prime Minister for reforming local governance. August-September 2008. The report is available on <http://www.gjtmap.org/workshop19aug2008/index.php>.
- Participated in the UNDP, Save the Children Fund, MenEngage & ICRW Meeting for "South Asia Strategic Planning & Networking on

- Working with Boys and Men for Gender-based Violence Prevention and Gender Equality”, New Delhi, India, 10th – 11th April 2008
- Participated & presented at the Joint MenEngage, UNDP, Engender Health (USA) & Save the Children Alliance Workshop on "Gender Based Violence Prevention Initiative for the Asia Pacific", Hotel Himalaya, Kathmandu, Nepal, 29 January – 2 February 2007
- Facilitated and helped organize the Stakeholders Workshop on “Project Administration Manual and Monitoring Indicators”, ADB, Quetta, 14 July 2004
- Attended Training Workshop on “Security Training for UN staff and area wardens”, UNDP, Islamabad, 15 October 2003
- Attended Training Workshop on “Security in the Field: Training for UN staff”, UNDP, Peshawar, April 2003
- Attended & presented at “Child Info and GIS Training for Data Management and Planning”, UNICEF/Govt. of NWFP, Peshawar, February 2003
- Attended One week “First Aid Training” for UNICEF staff, Peshawar, January 2003
- Attended International Training Workshop on “UNICEF Emergency Preparedness and Response”, UNICEF, Peshawar, 17-18 October 2002.
- Attended Training workshop on “UNICEF Programme, Policy and Procedure”, UNICEF – Pakistan, Sept. 30th – October 3rd, 2002
- Attended Training on “Monitoring and Evaluation: Managing Monitoring and Evaluation Activities”, UNICEF, Quetta, May 09-11, 2002
- Attended & presented at Three-days Bi-regional UNICEF workshop on Child Info, UNICEF, Bangkok, 18-24 January 2002
- Attended Three-days ‘Comprehensive Gender Analysis’ workshop, UNDP, Islamabad, October 31st to November 2nd 2000
- Attended Training Workshop on ‘Integrating Gender into Development Projects’, IUCN – The World Conservation Union, Islamabad, Pakistan, April 24-25, 2000
- Attended Training Workshop on ‘The Manager as Actor; The Office a Stage’, The British Council, Islamabad, Pakistan, September 21-22, 1999
- Attended Training Workshop on ‘Cross-Sectoral Linkages in Policy Planning & Review’, Sustainable Development Policy Institute, Islamabad, Pakistan, June 1999
- Organized & resource person at “International Conference on Mountain Tourism in Pakistan”, Ministry of Tourism, Government of Pakistan; Tourism Department, GoNWFP; Sarhad Tourism Corporation, Peshawar; & IUCN-SPCS Support Unit, Peshawar, May 4 – 6, 1999
- Presenter & resource person at Training Course on “Energy Conservation & Sustainable Tourism Development in Pakistan for Cohort – 6”, LEAD – Pakistan, Islamabad, March 1999

- Attended Seminar on “Negotiating Multi-lateral Agreements”. Sustainable development Policy Institute, Islamabad, Pakistan, December 1998
- Attended Training Workshop for Radio Producers from SAARC Countries on “Role of Radio Producers in Protection and Conservation of Environment”. NCS Unit & Ministry of Environment, Local Government & Rural Development, Islamabad, Pakistan. November 1998
- Attended Workshop on “Effective Report Writing Skills” Sustainable Development Policy Institute, Islamabad, Pakistan. October 1998
- Attended Workshop on “Passive thermal Design in Low Cost Housing” Oxford Brookes university, United Kingdom & IUCN-SPCS Unit, Peshawar. October 1998
- Organized & resource person at Traveling Exhibition on “50 Years of Archaeological Excavations in Pakistan.” British Council – Pakistan; University of Peshawar, Pakistan & IUCN-SPCS Unit, Peshawar, Pakistan, December 1997
- Organized & resource person at “Workshop on Cultural Heritage Conservation & Sustainable Tourism in NWFP.” P. C. Hotel, Peshawar, GONWFP and IUCN - Pakistan, December 31, 1997
- Attended “Traditions of Respect - 50 Years from Thames to Indus.” British Council Exhibition, Islamabad, October 1997. Inaugurated by Her Majesty The Queen and His Royal Highness The Duke of Edinburgh during their visit to Pakistan.
- Attended “Workshop on Environmental Economics.” GIK Institute, Topi, NWFP & ADB, Islamabad, May 29-31, 1997
- Attended “Workshop on Environmental Education.” Education Department, GoNWFP, Peshawar, April 14, 1997
- Attended “Using the Past to Build the Future.” British Council Seminar on Heritage Conservation on Royal Yacht - Britannia, Karachi, March 6th, 1997
- Organized & resource person at “Sustainable Tourism Development in NWFP.” Sarhad Tourism Corporation Workshop, Peshawar, Sept. 14-15, 1996
- Attended “Sustainable Industries Round Table.” Environmental Protection Agency (EPA), Peshawar, October 1995
- Organized & resource person at “Kashmir and Human Rights Abuses.” UCLA, Los Angeles, January 19th, 1994
- Presented paper “A Solution to the Kashmir Problem.” UCLA, Los Angeles, December 1st, 1993
- Presented paper “Update on Palestine.” UCLA, Los Angeles, November 17th, 1993
- Presented paper “War in Bosnia.” UCLA, Los Angeles, November 3rd, 1993
- Presented paper “Kashmir in the US Press.” Los Angeles, August 17th, 1993
- Attended “Model U.N.” UCLA, Los Angeles, June 10-15th, 1993

- Presented paper “Peace in Afghanistan.” UCLA, Los Angeles, March 31st, 1993
- Presented paper “UN in the 21st Century.” UNA - USA, Los Angeles, March 15-19th, 1993
- Presented paper “World Security & UN’s Role.” UCLA, Los Angeles, Feb. 13th, 1993
- Presented paper “Rise of Fundamentalism.” UCLA, Los Angeles, June 25th, 1993
- Presented paper “State Formation in Afghanistan.” UCLA, Los Angeles, April 10th, 1992

Newspapers & Research Publications:

- “Teenage & love.” The Daily Muslim, Islamabad, 12 March 1995, p.17.
- “Betrayed by the World.” Al-Talib Newsmagazine, UCLA, Feb. 1992, p.5.
- Rpt. The Daily Muslim, Islamabad, 15 May 1992, p.23.
- “Kowtowing to the West.” Al-Talib Newsmagazine, UCLA, March 1993, p.7.
- Rpt. The Daily Muslim, Islamabad, 5 April 1993 p.31.
- “Afghanistan: After Soviet Withdrawal.” The Daily Frontier Post, Peshawar, 13 June 1993, p.15.
- “Afghan Islamic Movement.” Al-Talib Newsmagazine, UCLA, May 1993, p.6.
- “Bureaucracy in Pakistan.” The Pakistan Times, Lahore, 19 October 1993 p.13.
- “Kashmir: Burning of Paradise.” Al-Talib Newsmagazine, UCLA, October 1993, p.8.
- Rpt. The Daily Frontier Post, Peshawar, 10 December 1993 p.11.
- “A Solution to the Kashmir Problem.” The Daily Frontier Post, Peshawar, 15 January 1994, p.6.
- Rpt. “The Daily Muslim, Islamabad, 18 March, 1994, p.10.
- “Using ADR to Tackle Gender Based Violence.” ABA – ILRC Newsletter, Washington DC, USA, September 2010
- Some current research material is being printed both in Pakistan and USA.

- "Cultural Heritage Trails in North-West Frontier Province". Peshawar, Pakistan, 2002.
- "Eco-Tourism Development in North-West Frontier Province." Peshawar, Pakistan, 2004.
- "Of Men and Mountains, Trails and Trails from Peshawar: An Eco –tourist's Guide to North West Frontier Province", London, UK. In preparation.
- Edited and technical inputs in to "Model Rules of Business (RoBs): for constitution and functioning of MAs." GJTMAP publication, Islamabad, Pakistan, 2005. Later vetted and notified by the four Provincial Governments. Refer www.gjtmap.org
- Edited and provided technical inputs in "Pilot District Mapping/Benchmarking Exercise 2004 & 2005: Final Report." GJTMAP publication, Islamabad, Pakistan 2006. Refer www.gjtmap.org
- Edited and provided technical inputs in "Modules for Gender Sensitization, Legal Literacy and Monitoring and Reporting Manuals (02)." GJTMAP publication, Islamabad, Pakistan 2006 – 07. Formulated in consultation with four Provincial PMUs, Government departments and MASS partners for needs based trainings and awareness raising of all stakeholders at District and sub-district levels. Refer www.gjtmap.org
- Edited and provided technical inputs in 06 different periodic National & Provincial "Gender Violence Reports". GJTMAP publication, Islamabad, Pakistan, 2006 - 07. Refer www.gjtmap.org
- Edited and co-authored "Gender Justice Through Musalihat Anjuman Project (GJTMAP): Justice at the Door Steps." GJTMAP publication, Islamabad, Pakistan, 2007 - 08. Refer www.gjtmap.org
- "Strategy Paper for institutionalizing & implementing ADR legal regimes in Pakistan". GJTMAP publication, Islamabad, Pakistan, 2010 (under print)
- Edited and co-authored "Bench Book: On Alternate Dispute Resolution and Musalihat Anjumans" in English & Urdu for the Judiciary across Pakistan. GJTMAP publication, Islamabad, Pakistan, 2010 & 2011.
- Edited and co-authored "Gender Violence Cases Analysis Report: Oct. 2006 – Dec. 2009" GJTMAP publication, Islamabad, Pakistan, 2010.
- "Ensuring Access & Gender Justice: Musalihat Anjumans in Pakistan." UNDP Asia Pacific Regional Center Publication, 2010-11 (under print)
- Edited and co-authored "Recognizing the Role of Informal Justice in Pakistan's Laws: A Legal Review." GJTMAP publication, Islamabad, Pakistan, 2011.
- Edited and co-authored two separate "Training Modules on ADR Skills for Master Trainers and Community Mediators/Musaleheen" GJTMAP Urdu publications, Islamabad, Pakistan, 2011

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