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Academic Qualification: Masters Degree in Economics, Kathmandu, Nepal, 1994.

Key expertise (more than 19 years experiences)

- Results oriented program/project design, strategic planning using different logical modules
- Research design, baseline studies using both qualitative and quantitative methodologies
- Results based monitoring system development and management – data collection, analysis reporting and findings utilization.
- Designing and managing evaluations including impact evaluation and generate learning
- Program quality assurance, accountability to communities, and complaint response mechanism (CRM)
- Training, coaching and capacity building of government and civil society organizations on Monitoring, Evaluation, Accountability and Learning

Employment History

A. Save the Children International, Afghanistan Country Office, Kabul

Sr. Manager - Monitoring, Evaluation, Accountability and Learning (MEAL) - (international)
September 2013 – till to date

Key roles and major achievements

Strategic planning and program/project design: Provide technical support for different program units on developing sector specific national strategic plan including conducting situation analysis and needs assessments. Provide lead technical support for the development of high quality program/project proposals mainly in developing log-frames, results frameworks and M&E plan section – ***led the development of four winning project proposals during the period.***

Baseline, monitoring and reporting: Provide technical support in developing Monitoring and Evaluation Plan (M&E Plan) for different program and projects. Provide technical support in conducting baseline and end line studies mainly on methodologies, tools and sampling strategies. Provide technical support on developing data collection and analysis tools for all the programs and projects. Provide technical support in ensuring quality of country annual plans and country annual reports – ***M&E plans and systems including tools and database developed for 4 new and 3 old projects. Led the process and completed the country annual report (CAR) for 2013 and country annual plan 2014 (CAP) for SC Afghanistan.***

Program quality Assurance: Provide technical support for developing quality benchmarks (standards) for major program interventions across all the Save the Children programs. Ensure that MEAL team conduct monitoring visits in the program areas and monitor the quality of program interventions against the standards

and produce and share high quality monitoring reports and share with senior program management on regular basis. *Leading piloting of MEAL approach in four major programs in Afghanistan*

Accountability: Ensure that an effective system for complaints handling and response mechanisms are established and functioning at the program implementation levels. Ensure that complaints and feedback from the communities and beneficiaries are registered properly and communicated properly to different levels for response as per the standard protocols. *Developed systems and leading the piloting of complaints and response mechanism(CRM)in four MEAL pilot programs in Afghanistan*

Evaluations and learning: Take lead in planning and managing program and project evaluations in consultation with respective donors and project managers. Provide lead technical support for developing evaluation ToRs, methodologies, sampling strategy and tools and data analysis plan for high quality evaluations. Work with program teams for following up the evaluation recommendations for program improvement and new project development. *Successfully managed 4 program evaluations and generated meaningful learning*

Humanitarian response: As a core members of the humanitarian response team providing technical support in initial situation assessment (tools and methodology), establishing and managing output tracker for tracking data/information on response activities, developed tools for post distribution monitoring, setting up complaints and response mechanism (CRM), technical support for developing humanitarian response proposals (especially developing log-frame and MEAL section) for the recent large scale humanitarian situation (category 3) in Afghanistan (worst flood situation that affected more than 50,000 people in northern part of Afghanistan)

Capacity building: Lead and plan capacity building training and coaching for program staff, MEAL staff, partner organization on project design, monitoring, evaluation, accountability, learning and research functions. *Two training events on Design, Monitoring, Evaluation, Accountability and Learning successfully completed for all the MEAL staff (32 staff).*

Leadership and management: Develop and/or revise the MEAL unit structure according to the need and ensure high quality recruitments. Line-manage sector MEAL coordinators and conduct annual performance appraisals. Develop and implement MEAL unit plan and ensure that MEAL budget are adequately incorporated in project proposals. *Leading the MEAL department with 6 MEAL coordinators and indirectly overseeing 25 MEAL officers within the organization.*

Coordination and representation: Liaise with M&E focal persons from different Save the Children members and donor agencies at different levels for getting new updates on M&E approaches and systems and sharing of learning. Represent country office participation in national, regional and global MEAL initiatives as and when needed. *Ongoing work / participated and contributed to global MEAL meeting in Nepal/June 14)*

B. Save the Children International, Nepal Country Office, Kathmandu

Sr. MEAL Manager (Sr. M&E Advisor, before transitioning to MEAL)
December 2007 – August 2013 (6 years)

Key roles and achievements

Strategic Planning/ Quality: Successfully coordinated and contributed for the development and quality control of the first Country Strategy Plan (2010-2015) of unified Save the Children program in Nepal. Successfully coordinated the mid-term review of CSP in 2012. Coordinated and led the first piloting of the SCI “program quality framework” in Nepal in November 2012.

Program / Project Design: As one of the lead member of the program/project development team, provided technical support to thematic program teams for designing high quality project proposals including development of quality log-frames, results frameworks with clear objectives and indicators for all the thematic program areas – *technical support for more than 35 program/projects in all thematic areas.*

Situation analysis and baseline studies: Designed appropriate methodologies, research tools and managed a comprehensive baseline survey for the country strategic plan (CSP) program indicators. Provided technical support (including methodology, sampling strategies, tools etc.) for conducting baseline studies for various projects throughout the period.

Planning Monitoring and Reporting: Provided technical support to different project/program teams in developing Monitoring and Evaluation Plan for their respective projects/programs. Designed and led the capacity development trainings and workshops on result based planning, monitoring, evaluation and reporting including SCI total reach methodology, global indicators and advocacy measurement tool to the SC program staff, government partners at national and district levels and partner NGOs (about 112 NGOs). Technical support provided to the program teams for regular data collection, analysis and reporting. Provided technical support for the development of country annual plans and respective country annual reports for the year 2010, 2011, 2012 and 2013(CAP). Regularly carried out field visits to the program areas and provided backstopping support to the SC field program teams and partner organizations for improving the monitoring and evaluation systems at the program/project implementation level.

MEAL and accountability system rollout: Planned and successfully conducted orientation workshops on Monitoring, Evaluation, Accountability and Learning approach to all the SC staff (both national as well as field level) and implementing partners. Together with SMT identified six programs for piloting the MEAL approach in Nepal in November 2012. Developed country level management structure (bringing M&E positions together) for the implementation of MEAL and got SMT approval. Hired MEAL staff and build their capacity on MEAL functions. Developed a draft standard procedural guideline for MEAL implementation and led successfully the piloting of MEAL in Nepal.

Provided technical support to the PDQ technical advisors for developing minimum quality standards for major program interventions and the standards are disseminated to children and communities using effective tools and methodologies. Ensured that MEAL team conduct monitoring visits in the program/project areas, to monitor the quality of program interventions against the minimum standards and produced high quality MEAL reports on regular basis. Ensured that periodic MEAL reports are discussed at management level and action plans for addressing the quality gaps are developed. Shared the Nepal experiences on MEAL to SCI and other members as relevant and also brought relevant experiences from Pakistan for improving the system in Nepal.

Research Evaluation and Learning: Worked as the Lead Agency Focal Person and successfully coordinated the mid-term (in 2008) and final (in 2010) global evaluation of the Save the Children's *Re-write the Future (RtF) global education Program* in Nepal. Nepal was one of the 4 sample countries for this global evaluation. Planned and successfully coordinated more than 21 external project/program reviews and evaluations as per the standard requirements of various donor agencies and save the children. Reviewed evaluation findings and generated strategic learning and produced evaluation summaries for organizational knowledge management. Develop system and support the technical specialists for following up the evaluation recommendations for program improvement and new project development. Provided technical support for conducting operational research on i) impact of livelihoods programs on children's wellbeing ii) comparative assessment of community based and school based ECD program iii) issues of LGBTI children iv) root causes of child marriage etc.. Based on the M&E findings and feedbacks/complaints received from accountability mechanism, we are planning to conduct operational researches to identify the areas of improvements and possible solutions.

Team Management: Providing management and technical leadership to the MEAL team (18 people in total) and directly line manage the MEAL Manager and ensuring that there is clear understanding of roles, functions

and responsibilities within the MEAL team. Using the SCI performance management system performance objectives and target indicators for the MEAL team have been developed for 2013. Developed budget and work plan for MEAL unit for 2013, ensure that MEAL budget provisions are adequately incorporated in project proposals.

Representation and coordination: Liaise with MEAL focal persons from SCI regional office and Center, SC members to get updates on new developments on MEAL, exchange of ideas and pull technical assistance as and when required. Representing country office participation in national, regional and global MEAL initiatives as and when needed. Maintaining close coordination with Program Operation Department and other departments to ensure common understanding on MEAL and shared responsibilities for managing MEAL functions

Save the Children International – Asia Regional Office, Singapore

Position title: Asia M&E Advisor

June – December 2012 (50% time seconded from Nepal country office)

Major roles and achievements

- Facilitated training/workshop on Save the Children's result based M&E approach, global outcome indicators and evaluation standards in Bangladesh, Myanmar, Bhutan, Nigeria country programs.
- Collected good examples of evaluations from different country programs in Asia, reviewed the reports and generated major program learning and shared with different country programs in Asia for wider learning.
- Reviewed thoroughly the comprehensive country annual plans (for 2013) from 14 Save the children country programs in Asia and provided feedback/comments for improvements.
- Reviewed draft country strategic plan (CSP) of Cambodia and Bangladesh country programs, provided feedback and suggestions as relevant to improve the quality of strategic plans.
- Supported newly developed SC's program quality framework piloting in Asia region.

C. German Development Co-operation (GiZ), Nepal Country Office

Poverty Alleviation in Selected Rural Areas Program

Manager- Planning Monitoring and Reporting (PMR)

1 November 2006 – 30 November 2007

Key roles and achievements

- Through series of discussions and interactions with the major partner agencies (Ministry of Local Development, DFID, WfP, GiZ) developed and finalized a common consolidated log-frame of national level 'Rural Community Infrastructure Work (RCIW)' program with clear objectives, expected results and relevant indicators with targets.
- Managed result based monitoring and evaluation system established by GiZ/RCIW on a regular basis. Provided orientation and training on M&E concepts and requirements to wide range of stakeholders (mainly government agencies and NGO program partners) who were implementing RCIW program.
- Collected and compiled progress information, case studies, lessons learned from the RCIW program districts and led the compilation and publication of the RCIW annual progress report 2006.
- From time to time carried out field visits and monitored the implementation of the M&E systems at the districts level and provided training and backstopping support on the results based planning, monitoring and evaluation approaches and practices.

- Based on the overall objectives of the program, provided technical backstopping support to the district program teams to develop district annual plans, coordinated the planning workshops at the centre level for sharing/refining the respective district plans and prepared the overall annual program plan.
- Supervised and provided backstopping support to the monitoring officers (data base officer and research officer) for the smooth operation and management of the *access based* data collection and processing system established by the GiZ/RCIW program.
- Coordinated with the monitoring focal persons of the RCIW partner agencies (WfP, DFID, MoLD, etc.) for sharing the monitoring information and enhancing the monitoring system.
- Prepared presentations, thematic concept papers and periodic monitoring reports as per the requirements of the RCIW partners (WfP, DFID, MoLD, GiZ) as and when needed.
- Worked intensively with an external team of consultants for carrying out national level poverty situation analysis to identify the changing priority needs of rural poor people and contributed in developing a new program phase for GiZ support framework focusing on reconstruction, rehabilitation, strengthening local governance and civil societies to be implemented from 2008 onward.

D. German Development Co-operation (GiZ), Nepal Country Office

Improvement of the Situation of Child Laborers Program

Planning, Monitoring and Evaluation Coordinator

January 2001 – October 2006 (almost 6 years)

Major roles and achievements

- Through coordination with the respective local government bodies and partner NGOs, carried out situation assessment studies and identified major problems of deprived children and their families.
- Based on the situation analysis, contributed in developing program concepts and strategies for addressing the major issues and problems of working children. Contributed in the development of clear program objectives and outcome indicators and developed comprehensive project log-frame.
- Based on the project log-frame performance indicators, developed comprehensive M&E Plan for the effective monitoring of the output and outcomes of the project.
- Regularly collected monitoring information/data as per the project M&E plan, analyzed them and prepared abstract periodic reports and shared with project management, the partner organizations and other stakeholders.
- Through regular field visits in the program districts, monitored the implementation of the project activities in the field and provided technical backstopping to the field level project implementation team on participatory monitoring and evaluation process.
- Collected case studies, impact assessment information (comparing with baseline), lessons learned which were relevant to the project objectives from the field and compiled/published project outcome reports (at the end of the first phase and final project completion in 2006).
- Worked with external team of experts (consultants) commissioned by BMZ/GiZ to carryout mid-term as well as final evaluation of the project.
- Organized workshops, seminars, special events to share the experiences of the project to a wider group of people from time to time.
- Represented GTZ and contributed to the formulation of “National Master Plan on Child Labor Reduction” and “Ten-year National Plan of Action for Children”. These national level policies and plans were developed by the government of Nepal in consultation with relevant donors and wide range of stakeholders.

- Supported the Child Labor Section of the of the Ministry of Labor in designing and developing monitoring framework for monitoring the progress towards achieving the objectives and expected results of the “National Master Plan on Child Labor Reduction” in Nepal.
- Worked as the gender focal person and conflict management focal person for the program and ensured these cross-cutting priorities are addressed and prioritized in planning, implementing and monitoring.

E. United Nations Development Program (UNDP)

South Asia Poverty Alleviation Program– UNOPS/RAS/96/600, Nepal Component

Monitoring, Evaluation and Research Officer

1 January 1996 – December 2000 (5 years)

Key roles and main achievements

- Designed appropriate formats and research methodologies and collected baseline information for the performance indicators set by the program.
- Based on the SAPAP program log-frame (process as well as results indicators), developed standard reporting formats and regularly collected monitoring information from the field offices as well as from the core project staff and developed monitoring database for analysis and feedbacks.
- Developed pictorial monitoring chart projecting the key monitoring indicators in the pictorial form and established a participatory self- monitoring system at the community level. The system helped the target group members (mostly illiterate women) to be effectively involved in monitoring the outputs and outcomes of their development activities.
- Compiled the process documents, periodic progress information, case studies, best practices and learning experiences and contributed to the publication of the SAPAP-social mobilization process manual, the respective SAPAP annual progress reports (for the years 1996, 1997, 1998, 1999) and other brief publications from time to time.
- Designed and coordinated a comprehensive participatory impact assessment study of the SAPAP program covering about 8,000 beneficiary households in 1999. Designed information collection formats, developed practical research methodologies, provided training and orientation to the field staff and local enumerators, managed data processing, analysis and preparation of outcome reports.
- Coordinated the mid-term as well as final evaluation of the SAPAP program carried out by national as well as international team of experts.
- Developed training packages and organized and coordinated a series of training events on ‘participatory monitoring and evaluation systems’ for the participants from various agencies. Almost 600 people including local government staff, professional staffs from various international development agencies and NGOs were trained by the program.
- Nominated as the gender focal person for the program, and contributed for the mainstreaming of gender into the overall program planning, implementation, monitoring and evaluation stages for the program in coordination with UNDP/MGEP.

F. Development Project Service Centre/DEPROSC - A national NGO in Nepal

Research Officer

July 1994 - December, 1995

Key roles and achievements

- Effectively involved in the feasibility studies, situation analysis and preparation of the program/project proposals related to poverty alleviation and community development.

- Developed appropriate formats and research methodologies for baseline studies, provided backstopping support to the field teams on monitoring and evaluation concepts and regularly collected information from the field offices and prepared periodic progress reports submitted to various donor agencies.

Research/Publications

- Lead author/compiler *“Monitoring, Evaluation Accountability and Learning - Policy Framework”*
Save the Children, Afghanistan, 2014.
- Lead author/compiler *“Program Design, Monitoring and Evaluation” – a process manual for field staff*, developed by Save the Children Nepal Country Office, 2010
- Lead author/compiler *“Participatory Self Monitoring and Evaluation System for Community Based Self-help Organizations”* a process manual on participatory monitoring and evaluation published by SAPAP/UNDP (1999).
- Towards Brighter Future for Working Children –Reflections and Learning* published by GiZ, 2006.

Training / Workshops

- Training on **“Equity Focused Evaluations”**
10 September, 2012 – 6 January, 2013, organized by UNICEF and IOCE
- Training on **“Monitoring and Evaluation Approaches and Global Outcome Indicators”**
Save the Children, Kathmandu Nepal 25 April – 2 May 2011.
- Training on **“Management Development Program”**
Save the Children, Kathmandu Nepal, 27 September - 1 October 2010.
- Asia area regional training on “Evaluating the Impact of Development Programs – turning promises into evidences”** Organized by **World Bank**, 22-26 January 2010.
- Training on **“Save the Children’s Global Planning and Reporting Systems”** Save the Children Norway, 26-29 April 2009, Oslo, Norway
- Training workshop on **“Design Monitoring and Evaluation”**
Save the Children/US, Bangkok, Thailand, September 2008
- Experience Sharing Workshop on the **“Piloting of Key Global Outcome Indicators”**
Save the Children Norway, Oslo, May 2008
- Data Processing and Analysis using SPSS Software**
Department of Mathematics and Statistics, Kathmandu University, January 2009
- Do No Harm Principles and Conflict Sensitive Approach to Development**
ISCL / GTZ, Kathmandu Nepal, December, 2004
- Training on Project Cycle Management and Impact Monitoring**
GTZ, Kathmandu, May, 2004

- K. Training Workshop on Participatory Poverty Monitoring**
UNDP/SAPAP, February 2002
- L. Following Training/workshops on Gender Issues, organized by UNDP/MGEP/SAMANATA**
- Basic Gender Orientation, 1998
 - Gender Planning in Thematic Areas of UNDP (20-25 September, 1999).
 - Training for Gender Master Trainer (4-13 January, 2000).
- M. Effective Manager and Appreciative Inquiry (AI)**
Karuna Management, Kathmandu, January – May, 1999 in Kathmandu
- N. Institutional Development at the Grassroots through Social Mobilization**
UNDP/AKRSP, Islamabad, Pakistan, May, 1997

Computer Skills: Very good working skills on MS - Word, Excel, PowerPoint. Familiar with Access and SPSS software based data management systems.

Countries visited in relation to professional work: Afghanistan, India, Thailand, Norway, Sri Lanka, Pakistan, Bangladesh, Philippines, Germany, Bhutan, Myanmar, Nigeria, Singapore