

## ZISHAN AHMAD

Address: ASP-AiD, House 14, Street 87, G-6/3, Islamabad, Pakistan M: +92(0)3005475545, Email: [zishanahmad77@yahoo.com](mailto:zishanahmad77@yahoo.com)

### A. Employment History/ Experience (15 years)

#### 1. USAID's Assessment and Strengthening Program (ASP) ; Program and Training Specialist ; Oct 2012 till date

The Program Specialist provides expert input in the development and application of capacity building resources that help CSOs achieve higher standards of accountability, transparency and efficiency across their management functions. The Program Specialist has developed an on-line ORGANIZATIONAL CAPACITY ASSESSMENT TOOL (OCAT), M&E Policy and procedures for CSOs and training modules. The Program Specialist also delivers training sessions (live and on-line) to CSOs' leaders that address their institutional strengthening needs. Achievements include the following.

- Developed an on-line ORGANIZATIONAL CAPACITY ASSESSMENT TOOL (OCAT): to help CSOs gauge overall health of their organization. OCAT provides an in-depth insight of organizational capacity in terms of resources, capabilities and systems
- Developed M&E Policy and procedures for CSOs: This manual lays out a) organizational mandate by putting M&E principles at the heart of project management, b) M&E procedures and c) steps to establish an M&E function
- Trained 250 leaders and managers of USAID supported CSOs on procurement, financial management and M&E
- Developed trainers manuals and participants handbooks for training of USAID supported CSOs
- Developed M&E indicators for institutional assessment of USAID funded CSOs
- Provided direct support to USAID funded CSOs in Balochistan and Gilgit-Baltistan and mitigated organizational risk levels

#### 2. UNDP/UNOPS ; Institutional Development Specialist/ National Coordinator ; Aug 08 – Aug 12

The Institutional Development Specialist (IDS) provided programmatic leadership to DFID funded gender justice (GJP) and UNDP funded legal empowerment (LEP) programmers. The IDS developed partnership with key government and civil society organizations (CSOs) and supervised 50 sub-projects implemented nationwide. IDS also worked as National Coordinator of Insaf Network Pakistan, a network of 30 CSOs supported by UNDP and UNOPS. Achievements include the following;

- Supervised overall programme implementation and budgetary control systems
- Supported technical specialists in development of communication and monitoring strategies to enhance programme effectiveness
- Developed partnership with Ministry of Human Rights, Provincial Police Departments and 32 CSOs
- Supervised implementation of 50 sub-projects (implemented in 93 districts of Pakistan)
- Maintained grant agreement with DFID; Developed and managed partnership contracts/ agreements with sub-projects
- Acted as focal point for UNDP/UNOPS to work with DFID and Funds Management Committee
- Upheld compliance responsibility of programme LFAs; supervised result matrices of sub-projects; conducted programme reviews
- Developed Request for Proposals (RFP) for DFID supported Gender Justice and UNDP supported Legal Empowerment Programmes
- Conducted technical and financial evaluation of 800 proposals; conducted field based capacity assessment of CSOs throughout Pakistan
- Delivered training sessions to CSOs' leaders in areas of M&E and proposal development
- Lead formation of Insaf Network Pakistan (a national civil society network); strategic programming, BoD formation, organizational charter, establishment of national secretariat and management functions, staff recruitment
- Developed advocacy material (i.e. slogans, brochures, captions) for promotion of children's right to birth registration, education, health and protection; women's right to inheritance; disapproval of child labor, child marriages, violence against women and women trafficking

---

### **3. CHIP | Manager Projects | Jul 07 – Aug 08**

The Manager Projects managed sizable projects in areas of education, disability, community development and institutional development of CSOs implemented across Pakistan. Manager Projects supervised three field offices, project coordinators, field managers and master trainers. Achievements include the following.

- Supervised education, disability and community development projects implemented in Jehlum, Swabi and Skardu. Cleared backlogs, achieved targets and timelines
- Implemented RBM tools, stewarded organizational transition from a conventional activity based reactive management to RBM
- Developed and managed partnerships with government and civil society organizations
- Overseen financial management of projects
- Conducted disability profiling of Jehlum, Swabi and Skardu districts
- Supervised field offices, field managers, project coordinators and master trainers
- Prepared periodic and final reports for donors

### **4. Oxfam GB | Programme Officer Education | June 06 – July 07**

The Programme Officer has lead development of multifaceted interventions, tapping financial resources and building partnerships to install, expand and implement Oxfam's national education program. The Programme Officer wrote proposals and won funding from internal and external sources. The Programme Officer also developed technical and management capabilities of the partnering organizations in areas of education planning, children's access to school and quality of education. Achievements include the following.

- Designed and implemented a sizable national education programme integrating components of violence against women and Disaster Risk Reduction
- Raised sizable funds from CIDA, Sorooptimist International, Bruderhof, UK based philanthropist and Oxfam GB
- Financial management and reporting of projects, oversight of partners budget
- Prepared proposals and feasibilities for School Infrastructure Development projects
- Conducted capacity assessments and developed partnerships to implement projects across Pakistan
- Designed and delivered trainings for institutional development of partnering organizations
- Produced technical material for strengthening of School Management Committees, Teachers Training, supplementary educational materials to create disapproval of Violence against Women/ children
- Presented Oxfam GB Pakistan at national and international forums
- Conducted quarterly programme review and planning meetings for Oxfam GB staff in Pakistan

### **5. Plan International | Programme Officer | Nov 2001 – June 2006**

The Programme Officer pioneered implementation of Plan's education program in Chakwal district by supervising School Infrastructure Improvement in 120 government schools, 80 Early Childhood Care and Development (ECCD) centres, 50 Non-Formal Education schools and 90 Adult Literacy centres. Achievements include the following.

- Organized and worked with 50 children and youth clubs
- Organized and trained 48 school management committees
- Trained 492 teachers in active learning methodologies, child rights and child sensitive behaviour
- Prepared District Education Plan for district education department
- Monitored school improvement and performance activities in 120 government schools
- Conducted field research in Chakwal district to study community perceptions about factors hindering higher rate of enrolment at primary level of schooling
- Developed project management processes, quality standards, monitoring instruments
- Financial management and oversight of the projects
- Designed child rights program and implemented in 24 districts of KPK province
- Trained master trainers for implementation of training program
- Designed and supervised training of 5000 local government officials and local body representatives on Child Sensitive Planning
- Developed manual to organize District Children Forums and Child Rights Committees and collaborated with Girls

---

Guide and Boys Scout Association for implementation

- Conducted capacity assessment of NGOs, developed and supervised partnership with implementing NGOs

#### **6. Cavish Development Foundation | Monitoring Extender | Dec 99 – Nov 2001**

The Monitoring Extender mobilized and trained community volunteers, education department officials and teachers to achieve 100% enrollment and improve quality of teaching in primary schools of Rawalpindi. Achievements include the following.

- Achieved 100% enrolment and zero drop-out targets in assigned project areas
- Organized and trained 55 school committees
- Prepared training material and manuals
- Trained 250 teachers, through periodic training sessions, in learners' centred teaching methodologies and child friendly communication
- Conducted mass awareness raising walks

### **B. Skills and competencies**

- **Leadership:** Public speaking; People engagement; Inclusion and participation; Decision making; Target setting; Facilitation and assistance; Team building; Conflict resolution; Initiative; Strategic programming; Policy development
- **Programme Management and Implementation:** PCM; RBM; PRA
- **Financial Management:** Policies and procedures; Budgeting; Resource allocation; Expenditure control; Capacity assessment
- **Monitoring/ Evaluation/ Research:** Baselines; Reviews; Evaluations; Research methods and tools; Data collection and analysis; LFA; Indicator development; M&E policies and procedures; proposal development; Capacity assessment; Training on M&E
- **Fund/ Grant management:** Selection criteria; Solicitation; Technical and financial assessment; Contract development, award and management; Financial oversight
- **Human Resource Management:** Policies and procedures; Recruitment; Capacity Assessment; Human Resource Development; Conflict resolution; Job description and competency specification
- **Partnership and Coordination:** ToPs; Maintenance of contract and relationship; Putting in place efficiency and accountability systems; Coaching, guiding, mentoring; Official correspondence
- **Institutional Development:** Organizational Capacity Assessment; Capacity building products and resources; Training design and delivery; Development of trainer's manual and participants' handbook; On-the-job assistance/ coaching; Organizational visioning; OD planning; CSO's governance and management functions
- **Advocacy/ Mass Communication:** Strategy development; Material development; Slogans; Mass awareness events/ campaigns

### **C. Academic Qualification and Research**

**M.Sc Economics** from International Islamic University Islamabad, 1999

Major Courses: Development Economics, Research methods, Econometric modeling, Macro and micro economic theories, Fiscal and monetary policy, Public economics and taxation

Academic Research

- Econometric modelling to measure "Impact of Education on Productivity of Labour" in Pakistan
- Empirical analysis of "Devaluation" in Pakistan
- Market research to assess "Effect of Advertisement on Consumer Demand"
- Study on relationship between "Human Development and Economic Growth"
- Study on relationship between "Budget Deficit and Debt crisis" in Pakistan
- Study on "Link between Foreign Aid and Economic Growth"

#### **D. Professional Training** (received)

##### **Long duration courses**

- i. LUMS, Social Enterprise Management Program, 2004-05: Ten weeks spread over a year, this CIDA funded training program covered coaching on Strategic Leadership, Human Resource Management, Project Management, Financial Management and Advocacy
- ii. ILM (Institute of Leadership and Management) Lahore, Educational Leadership and Management Program, 2003-04: Successfully completed 12 taught courses along with intensive field work/ assignments

##### **Short duration courses/ training**

- 12 May – 15 May 2008, Colombo, Training on Proposal Writing by MDF South Asia
- 26 Jan – 04 Feb 2007, Delhi, Training on Social Research by Oxfam GB
- 14-17 Dec 2006, Islamabad, Being a Manager course by Oxfam GB
- 21-27 July 2006, Dhaka, Advocacy Cycle Management by Overseas Development Institute UK
- 21-26 Sep 2003, Singapore, Early Childhood Education by RTRC Singapore
- 15-20 November 1999, Islamabad – M&E by National Centre for Rural Development Islamabad

#### **E. Published Articles**

- Crawling Out of an Illiterate Cesspool - The NEWS international of September 24, 2000
- Local resources: mobilize and channel - The NEWS international of August 19, 2001

#### **F. Personal background**

- 37 years old native Pakistani having direct experience of surviving communal conflicts, peace building activities, student activism, youth movements
- Interested in travelling, trekking and reading contemporary thinking to learn about history, cultures and societies
- Believe in diversity, collectivism, inclusion, respecting sensitivities and universal human right principles
- Child rights activist