

ZAFAR U AHMED

WHITEBOARD Management Solutions
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Educational Background

Master of Professional Studies Degree, MPS International Development concentration: Planning	Cornell University , Ithaca, New York Centre for International Studies/City & Regional Planning
Master of Management Degree, MM Business, Government & Not-for-Profit Management	Atkinson School of Management , Willamette University, Salem, Oregon
Bachelor of Arts Major: Economics	University of Karachi

Key Competencies & Consultancy areas:

More than 25 years experience in socio economic development. Key areas include:

- **Evaluation**
- **Strategic planning, institutional development**
- **Rural development** (livelihoods, social mobilization, micro finance, community infrastructure, training)
- **Social sectors**

Consultancy clients:

ADB Manila, DfID, Oxfam-Novib, European Commission, ILO, UNDP, Save the Children, Ernst & Young and PPAF

Some Relevant Assignments:

- Country Report on ADB Pakistan resident mission's sectoral work (13 sectors and themes) and selected loan projects, Special Evaluation Study of *ADB Independent Evaluation Department, Manila*.
- Team Leader, **Mid-Term & End of Project Evaluations** of the *Oxfam Novib* – NRSP project Post Disaster Livelihoods Reconstruction in Muzaffarabad, AJ Kashmir. A comprehensive project involving social organization of the dispersed communities, rebuilding community physical infrastructure, asset transfer (eg goats and sheep, inventory for small shop, etc) and enterprise development, vocational skills development, restocking of improved agricultural seed varieties, improved technology for water harvesting etc and promotion of business associations.
- Team Leader, external evaluation of Trust for Voluntary Organizations (**TVO**), set up in 1990 by a USAID \$30m endowment fund as a grant making institution to support NGO capacity development and socio economic projects. TVO has funded more than 1300 NGO projects.
- Deputy Team Leader, mid-term Impact Evaluation of Rural Support Programmes Network (support institution for 11 member RSP organizations), by HTSPE consultancy, for *DfID UK*.

- Led 5 year strategic plan for the Thardeep Rural Development Program (Sindh) and the new AJK Rural Support Program (of State government of Azad Jammu Kashmir).
- (i) External Assessment and Planning Platform, and (ii) led a comprehensive Management Review of the Thardeep Rural Development Program (TRDP), Sindh. *Save the Children (UK)*
- Coordinated and wrote reports on country wide community consultations (*funded by DfID*) for the Ministry of Finance and the Planning Commission on the GoP's Poverty Reduction Strategy 5 year plan.
- Worked in senior positions for Aga Khan Rural Support Program (AK RSP), Balochistan RSP, RSP Network and Punjab RSP.

Work experience

January 2006 – Onwards

Social and Economic Development Consulting

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- Planned, guided and facilitated participatory consultative process leading to development of strategy for next phase of Pakistan Poverty Alleviation Fund's (PPAF) Institutional Development component. Community Consultations were held in all provinces, including 8 in Mithi and Sanghar districts of Sindh. Currently, PPAF works with some 120 partner organizations. Study supported by World Bank, which is providing USD250 million for the current PPAF program. (Assignment On-going).
- Team Leader, **end of project evaluations** of **(1)** Enhancing Education Opportunities for Girls in Earthquake Affected Areas. This was a project with a focus on spreading awareness about the importance of girls education and motivating stakeholders to promote that, **(2)** Community Based Disaster Risk Management project, and **(3)** mobile prosthetic limbs project. This is an innovative initiative which is expected to be further enhanced and taken to larger scale; of *Oxfam Novib – NRSP*, in Azad Jammu Kashmir.
- **Development Effectiveness Specialist**, (SES ADF), *Independent Evaluation Department, ADB, Manila*.
- Principal Coordinator **Country-wide Community Consultation dialogues** on the Government of Pakistan's 5 year Poverty Reduction Strategy Plan, for the PRSP Secretariat, Ministry of Finance. (study sponsored by *DfID-UK*). Designed study and wrote report on 54 dialogues held in 21 districts, with 1,214 participants.
- **Led 5 year strategic planning** process of the Azad Jammu Kashmir Rural Support Program.
- **Led 5 Year Strategic Planning** process of the Thardeep Rural Development Program (TRDP), Sindh.
- Team Leader, **Mid-Term & End of Project Evaluations** of the *Oxfam Novib – NRSP* project Post Disaster Livelihoods Reconstruction in Muzaffarabad, AJ Kashmir.
- Team Leader, external evaluation of Trust for Voluntary Organizations (**TVO**), set up by a USAID \$30m endowment fund, as a grant making institution.
- Federally Administered Tribal Areas (**FATA**) **Development Program** – Livelihoods Development, (led by CHF International; initially \$150m USAID project), end of project Report on Achievements 2008-2011. The project focused youth entrepreneurship and employment, and Value Chain development.
- Deputy Team Leader, mid-term **Impact Evaluation of** Rural Support Programmes Network, *DfID UK*.

- Sector Specialist 'Independent Procurements Review' team, review of the Pakistan Poverty Alleviation Fund and its Partners; with **Ernst & Young**, for the World Bank for its funded component.

2002 – Nov 2005 **Rural Support Programmes**

April 2002 – March 2005 **Rural Support Programmes Network (RSPN)**, Islamabad
Specialist Monitoring, Evaluation & Research

- RSPN is a technical support and coordination apex body for 11 member Rural Support Programs working for poverty reduction and social and economic development, with social mobilization as the key approach. As M&E Specialist of the Network, oversaw M&E guidance and support to all its member organizations; currently working in 108 districts. Broadly, responsibilities included: Conceptual and operational guidance and support; Capacity building; operations research studies, eg, staff workshops and trainings eg in baseline surveys. Coordination and sharing of results and lessons learnt.
- Coordinated the community consultations process for the Government of Pakistan's (GoP's) 'Interim' Poverty Reduction Strategy Paper (I-PRSP), analysed findings and prepared the overall report. With the support of the PRSP Secretariat and the Planning Commission, 121 community consultations were organised in 49 districts.
- Assignment for the Planning Commission to assist in preparing the MTDf (Medium Term Development Framework); based at PC Secretariat for 3 months. Participated in Working Groups and wrote some reports, chapters and presentation on rural development, special and less developed areas, social protection, nutrition, public-private partnership.
- Oversaw support to the social sector's programs as and when needed. Member organizations managed large programs in basic healthcare and primary education, including agreements with the Government to manage its Basic Health Units portfolio in entire districts of the Punjab province.

April 2005 – Nov 2005 **Punjab Rural Support Program** (member organization of RSPN)
Regional General Manager, Lahore

Managed a large portfolio of micro-finance, community physical infrastructure and training.

1993-97 and 1998-2000 **Social and Economic Development Consultant**, Islamabad

- (i) External Assessment and Planning Platform, and (ii) led a comprehensive Management Review of the Thardeep Rural Development Program (TRDP), Sindh. *Save the Children (UK)*
- (i) Mid-term Review and (ii) Final Evaluation of the Project for Elimination of Child Labour in the Soccer Ball Manufacturing Industry. *ILO*
- Private Sector (Social) Marketing of Contraceptives in Pakistan, Feasibility Study and Business Plan for a countrywide program. Currently being implemented under the 'Key' social marketing brand. *DfID*.
- Team Leader of countrywide study "Support for the Future Role of NGOs in HIV and Development", *UNDP Regional Project for HIV and Development (Asia-Pacific), New Delhi*.
- "Rural Social Development Program", 3 missions with separate teams, for program identification, design and technical support to civil society organisations, \$25m program. The programs selected included TVO, SPO, SAP PK, Shirkat Gah; *European Commission*.

- **(1)** Child Labour in the Soccer Ball Industry, Sialkot industrial region, analysis and report, *SC UK (2)* six months technical support for the *SC-UK* Child Labour program, **(3)** review of the National Commission for Child Welfare & Development, Government of Pakistan, for the *Save the Children-Alliance*.

1998 **Government of Pakistan - Ministry of Population Welfare**, Islamabad

Chief Executive (bps 21), **National Trust for Population Welfare**

Apex NGO support and funding body for reproductive health, then funded by the World Bank and UNFPA.

1992 **Family Planning Association of Pakistan**, Lahore

Consultant, Planning & Program Development

1991-1992 **Balochistan Rural Support Program**, Quetta

Deputy General Manager: Monitoring & Evaluation, Finance & Administration

1984-1987 & 1990-1991 **Aga Khan Rural Support Program**, Northern Areas, Pakistan

This internationally acclaimed program was subsequently replicated in other South Asian countries, with the largest program in Andhra Pradesh, India. Aga Khan Development Network now implements this development approach in the new Central Asian republics.

Planning and Monitoring, Evaluation & Research Section Specialist

Regional Program Monitor, Baltistan

Manager Monitoring, at Head Office, Gilgit