

CURRICULUM VITAE

Name	Tawawalla, (Mazher) Hussain	
Date of birth	March 27, 1962	
Contact Information	Postal Address (Res):	67-B III/II, 2 nd Sunset Street, Phase-II (Ext.), DHA, Karachi
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	MFTC (Office):	Meskey & Femtee Trading Company (Pvt.) Ltd. (MFTC) Head Office: 1511-1513, Saima Trade Tower-B, I.I. Chundrigar Road, Karachi, Pakistan Tel: +92 21 32275349-51 hussain.tawawalla@mft.com.pk URL: www.mft.com.pk
	Telephone (Mobile):	+92 (333) 214 7436 and +92 (347) 266 5225
	Citizenship	Pakistan
Marital Status	Happily married with three children	
Languages	<i>Mother tongue:</i>	Gujrati
	<i>Fluent:</i>	Urdu, English
	<i>Basic knowledge:</i>	Punjabi, Pushto, Sindhi
Memberships	<ul style="list-style-type: none"> Member, Gerson Lehrman Group Policy & Economics Council, Austin (TX), USA Executive Member, Association for Social Studies Educators and Teachers (ASSET), Karachi, Pakistan Member, Experts' Committee, Sindh Environmental Protection Agency, Pakistan 	
Areas of Expertise	Planning, Monitoring & Evaluation, Impact Assessment; Applied Research and Development; Large-volume data and knowledge management; Project and programme management; Development strategy; Institutional and Organisational development.	
Countries of work experience	Pakistan (all provinces, Islamabad Capital Territory, the Northern Areas), Netherlands, UAE, Hong Kong, SAARC (Bhutan, Sri Lanka)	

OVERVIEW OF PROFESSIONAL EXPERIENCE

Mr. M. H. Tawawalla is currently Director Operations at MFTC and in this capacity is responsible for the complete management and technical development of the MFTC rice milling operations. He reinforces and propagates the CEO's vision to develop the company into the foremost leading trading company in Pakistan, exceling in rice processing and exports and sustaining all growth.

He is also the Founding Partner of Dech Enterprise (Pvt.) Ltd. He has served as the Senior Institutional Development and M&E Expert at Dech with significant relevant experience of monitoring, evaluation and research for the Embassy of the Kingdom of the Netherlands and many other international and national development agencies and actors that are active in Pakistan.

He is popularly known as a "people person" with extensive experience of working on "people problems" in Pakistan, Bhutan and Abu Dhabi, and is thus rated a good enabler, facilitator and professional trainer. In his thirty-plus year career he has also been extensively involved in facilitating teacher development and skills enhancement programmes with numerous academic institutions, NGOs and community organisations. An overview of his expertise is presented in the table given below.

Type of assignment spanning 30+ years	Total assignments
Institutional / Organizational development	22
Monitoring and Evaluation	27
Programme development (workshop / consultation / formulation / training)	44
Research (baselines, profiles, surveys, market)	24
<i>Total</i>	117

Relevance to the current envisioned undertaking

Out of the 117 assignments successfully completed, 43 undertaking benefited a government entity and/or a Public-Private Partnership. Government entities include the Government of Pakistan, Governments of Balochistan, Khyber Pakhtunkhwa, Punjab and Sindh. Most relevant to the envisioned undertaking of working with the National Assembly are the Strategic Country Environmental Assessment 2005, Preparation of the Sindh Vision 2030, Enhancement of the Forest Department (GoKPK), and Strengthening of the BoStatistics for the GoB and GoKPK. The SV2030 assignment has been recognised by many is a first in provincial consultative undertaking. All assignments for the Dutch, Norwegian and Swiss Embassies have focused on visioning, strategic planning and institutional development of line departments and several industry associations of Pakistan. A distribution of Mr. Tawawalla's experience in this regard is presented in the table below.

Professional Experience by type of client and beneficiary entity								
Type of beneficiary	Type of client							Total assignments
	GoP / Pgov organisation	Assistance / Donor / Financing Agency	Development Organisation / Service	Non Governmental Organisation	Private Sector Organisation	UN Agency	Internal development - new tool	
Government (Pakistan, provincial and or foreign)	6	11	3	4	1	6		30
Public-Private Partnership	2	2		9				13
Industry Association		7		2			1	10
Non Governmental Organisation		3		34				36
Private sector	1	1		6	13		5	26
<i>Total</i>	9	24	3	55	14	6	6	117

EMPLOYMENT (PERIOD, EMPLOYER AND POSITION HELD)

Employer	Post	Time Period	Tasks
Dech Enterprise (Pvt.) Ltd.	Founding Partner	Since 24/9/2012	Complete management and technical development of the Dech systems for internal and external operations
Meskey & Femtee Trading Company (Pvt.) Ltd.	Director Operations	Since 24/9/2012	Complete management and technical development of the MFTC rice milling operations in Sindh and in Punjab
Enterprise for Business & Development Management	Founding Partner and Director Development	2008 to Sep 2012	Technical Development and Supervision
Enterprise for Business & Development Management	Founding Partner and Chief Executive Officer	2007 to 2008	Management and Technical Development
HT Consultants	Chief Executive Officer	1997 to 2007	Management, Technical Development and Client Relations
Improvement of National Accounts Statistics (INAS) Programme for ISSAS	Chief Technical Advisor and Resident Systems Consultant	1994 to 1996	Team Lead and Solution Architecture
Improvement of National Accounts Statistics (INAS) Programme for ISSAS	Resident Systems Consultant	1991 to 1994	Solution Architecture, Survey Design and Counterpart Staff Training
United Nations Industrial Development Organization – UNIDO	Systems Consultant & Research Advisor to the Ministry of Trade and Industry Bhutan	1991 to 1991	Solutions Architecture, Training and Census Processing
Ministry of Industries, government of Pakistan	Resident System Analyst & Head of Department	1986 to 1988	Design, Implementation, Analysis
Softech, Pakistan	Assistant Manager (Professional Development Programme)	1982 to 1986	Solutions Architecture, Internal Capacity Development, Professional Development Programs Coordination

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

Mar 2014 – OGA Improving Parliamentary Performance in Pakistan (IP3)

Sr. Strategic Planning Expert: Development of the Strategic Plan 2014-2017 for the National Assembly of Pakistan

Apr - Jun 2012 Rural Support Programme Network (RSPN), Islamabad

(MTR Team Member – Institutional, Organisational and Sector Development)

Mid-Term Evaluation of the Pakistan Domestic Biogas Programme sponsored by and The Embassy of The Kingdom of The Netherlands (EKN); responsibilities included a detailed Mid-Term Evaluation of the PDBP. The tasks included both desk reviews of all documentation, marketing material / campaign, MIS assessment, stakeholder meetings, focus group discussions and physical assessments of work done in the field, etc. Other than the standard debriefings with RSPN Management and the EKN, a presentation of the key findings and recommendation was also given to the Board of Directors of RSPN.

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

Mar 2012**Helvetas Swiss Intercooperation**, Peshawar*(Lead Facilitator / Instructor)*

Facilitation of the HSI Team Building Retreats and Strategy Review; the responsibilities included collaboration with HIS in finalising the design of the events, facilitation of the two events for the HIS professional staff and for the Support Staff; the task also included imparting training on communication and organisational strategy to help HSI Pakistan gear up for new challenges after the merger (IC and HS)..

Aug 2010 – Dec 2011**United Nations High Commissioner for Refugees (UNHCR)**; Project: Afghan Population Profiling & Verification and the Study on Afghan Citizens' Contribution to the Economy of Pakistan (PPV-ACCE Programme)*(Sr. Technical Expert with the responsibility of technical development of survey instruments, guidelines, training and internal monitoring and evaluation)*

The programme targeted 15000 households in the pilot phase and aims to cover 100% of the Afghan refugee population in Pakistan in the full implementation phase (estimated to cover at least 120,000 households). EBDM is the technical partner in the implementation of PPV-ACCE Programme. Main responsibilities include overall technical development, data quality management and oversight of technical aspects of the Programme, coordination and communication with UNHCR and other implementing partners. Responsibilities also included participation in the development of the Programme proposal, which was awarded to the BEFARe-EBDM consortium for over US\$ 1.1 Million. The project includes nearly 900 team members with the bulk of the team being field-based household interviewers. Phase 3 involves working with UNHCR to facilitate GoP in implementation of the Management Strategy for Afghan Refugees in Pakistan

Oct – Nov 2011**Royal Norwegian Embassy**, Islamabad*(MTR Team Lead for Programme related aspects)*

Mid-Term Evaluation of The Chitral Integrated Area Development Programme; The Chitral Integrated Area Development Programme is a five-year development programme (2009-13) funded jointly by the Norwegian and Dutch governments. The programme aims at improving the quality of life for ordinary people in Chitral, with a specific purpose and seven result areas.

The CIADP, as it stands now, is worth NOK 100 million (approximately PKR 1.5 billion) of which 25% is co-funded by the Embassy of the Kingdom of the Netherlands in Islamabad (with an initial commitment for first three years). Primary responsibilities included a detailed Mid-Term Evaluation of the CIADP involving both desk reviews of all documentation, stakeholder meetings and focus group discussions and physical assessments of work done in the field.

2009-2010**World Wide Fund for Nature-Pakistan (WWF) at the Indus for All Programme***(Senior Institutional Advisor – Retainer based assignment)*

The assignment involves providing timely expert advice on programme management, implementation and strategy for the First Five Years Implementation of a Fifty Years Conservation and Livelihood Plan for the Indus Eco-region. The first five years of the Indus for All Programme, a Euro 5 million project, has been financed by the Royal Netherlands Embassy in Islamabad and involves in-kind contributions from the Government of Sindh and technical contributions from the WWF Network.

2008 - 2010**Cleaner Production Institute (CPI)**

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

(Team Member and Lead Coordinator of the Internal Monitoring Team)

Programme for Sustainable Industrial development (PISD) – a Joint venture of the Cleaner Production Institute (CPI), Lahore and the Royal Netherlands Embassy, Islamabad – Euro 3 million project. The Programme addresses the environmental management needs of Leather, Textile Processing, Sugar and Paper sectors. Responsibilities include undertaking five periodic reviews of the all strategic, implementation and operational aspects of the programme and an Impact Assessment Study of the Programme upon completion of activities in 2011

2009 - 2010

United Nations Children's Fund (UNICEF) Lahore

(Team Leader/Lead Analyst)

Analysis of Water Quality Parameters surveyed under the Multiple Indicator Cluster Survey (MICS) 2007-08 and the Schools Data Survey in Punjab, and for developing an Action Plan for Mitigation Measures. Task involves soliciting inputs from a variety of stakeholders through consultative processes and knowledge sharing workshops.

2010

Agha Khan Social Welfare Board

(Senior Institutional Advisor – Retainer based assignment)

The assignment involves providing timely expert advice on programme (thematic) management and the development of an Integrated Monitoring and Evaluation Framework and Performance Indicators.

2010

Oxfam Novib Pakistan

(Team Member)

Formulation of the project titled 'Advocacy for Policy Development and Implementation of Sexual and Reproductive Health and Rights in Pakistan'; Role & Responsibilities: The formulation includes in-depth desk-based research on SRHR in Pakistan, problem analysis, development of the project logical framework through a consultative process involving four of the proposed partner organisations of Oxfam Novib, preparation of the budget and write-up of the concept note.

2009

Oxfam Novib Pakistan

(Chief Technical Adviser/Author)

Formulation of the project titled Fishing and farming communities enabled through Livelihoods Assistance and Development (F-LEAD) Programme (the F represents both the farming and fisher folk communities). Role & Responsibilities: The formulation includes in-depth desk-based research on issues of the fisher folk of Pakistan, particularly in Sindh and Balochistan, problem analysis, development of the project logical framework through a consultative process involving two of the proposed partner organisations of Oxfam Novib, preparation of the budget and write-up of the complete proposal for submission to PIDSA (Italian).

2009

Oxfam Novib Pakistan

(Chief Technical Adviser/Co-Author)

Formulation of the Project titled 'Integrated Mitigation and Adoption for Climate Change Engagement (IMACE)' under Lot-2: Climate Change of EC Call Europe Aid/ 128320/C/ACT/Multi. Role & Responsibilities: The formulation includes in-depth desk-based research on issues of climate change in Pakistan, its relationship with the poor communities and potential approach in getting the poor to contribute towards mitigation measures. Undertook detailed problem analysis, development of the project logical framework through a consultative process involving two of the proposed partner organisations of Oxfam Novib, preparation of the budget and write-up of the Concept Note for submission to EC.

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

2009**Oxfam GB Pakistan**

(Chief Technical Adviser)

Baseline Assessment of the Emergency Livelihood Early Recovery (ELER) Programme; Role & Responsibilities: As the Team Leader for this assessment, responsibilities included coordinating the assessment based on a sample survey size of 1,165 beneficiary households, 559 non-beneficiary households, 172 local market actors, 30 FGDs and a 3W analysis of 35 potential partner organisations in districts Swat and Buner of the Khyber Pukhtunkhwa (KPK) province. More specifically, responsibilities included development of the assessment methodology, tools & instruments, undertaking the analysis and preparation of the final report.

2009**Rural Support Programme Network (RSPN)**

(Team Leader/Principal Evaluator)

Community Livestock Extension Workers (CLEWs) Survey and Evaluation; The Ministry of Food Agriculture and Livestock (MINFAL) launched the Prime Minister's Special Initiative for Livestock (PMSIL) in December 2006 with the aim to (a) To enhance livestock productivity through provision of livestock production, extension and veterinary services at farmers' door steps; (b) Support rural livestock asset creation; and (c) Increase poverty alleviation. The Project aims to target 13 million rural poor in 1, 963 Union Councils in 80 districts over duration of five years. This Project of the Ministry of Livestock and Dairy Development (MinLDD) is implemented by RSPN through eight partners in 79 districts of all four provinces including Azad Jammu & Kashmir (AJK) and the Federally Administered Northern Areas (FANA). One of the key interventions of the Project is to create a trained cadre of 7,250 Community Livestock Extension Workers (CLEWs) to supply sustainable animal health services to the rural community.

2009**World Wide Fund for Nature-Pakistan (WWF) for the Thirsty Crop Project**

(Team Leader / Principal Consultant)

Development of Action Plans and Agreements for Microfinance facilities for Small-Scale Cotton and Sugarcane Farmers in Punjab by engaging like-minded MFIs and corporate sector MFBs. The objective of the undertaking was to support the small-scale farmers of the PSCI and TCP Projects to sustainably invest in Better Management Practices.

2009**World Wide Fund for Nature-Pakistan (WWF), BirdLife International and Department for International Development (DFID)**

(Chief M&E Advisor)

External End-of-Project Evaluation of the Project Decentralisation of Power at the Local Level (DPLL) in the Palas Valley (Kohistan), one of the most remote and poorest regions of Pakistan.

2008-2009**World Wide Fund for Nature-Pakistan (WWF), UNDP and the Embassy of The Kingdom of The Netherlands (EKN)**

(Team Leader - Internal Evaluation Team)

Pakistan Wetlands Programme (PWP) – US\$ 11 million project; Reviewed the Programme's progress at mid-term, assessing problems relating to planning, delivery, institutional dimensions, technical aspects, operations, regional/field activities, human resources and financial management. The Evaluation included a management review of all regional components of the Programme covering the northern alpiners, central Indus region, Makran coastal belt and the Salt-Range. Besides review, responsibilities also included recommending solutions to all key problems prevalent in the

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

- Programme and enabling the Programme management in developing an effective future implementation strategy.
- 2008-2009** **BEFARe, ActionAid (UK & Pakistan) and European Commission**
(Chief Technical Advisor)
Baseline Research Study on Illegal Migration, Human Smuggling and Human Trafficking in Pakistan under the C-PRISM Project. The study included developing key indicators on the subject, comprehensive secondary data collection and analysis, primary data collection and analysis in Karachi, Quetta, Rahim Yar Khan, Peshawar and Swabi. Preparation of the baseline report and development of a monitoring framework for the C-PRISM project.
- 2008-2009** **World Wide Fund for Nature-Pakistan (WWF) and European Commission**
(Team Leader External Evaluation)
 Thirsty Crop Project (Cotton) (TCP-Cotton) in Bahawalpur and in Faisalabad for WWF Pakistan and Ikea Pakistan. The assignment involved a comprehensive review of the relevance, effectiveness, efficiency, innovativeness and sustainability of the Project's institutional dimensions, outputs, activities, management processes & procedures.
- 2008-2009** **Leadership for Environment and Development (LEAD) Pakistan and Oxfam (Novib)**
(Team Leader – External Evaluation Team)
 External End-of-Project Evaluation of the Project Disaster Response Network at Balakot (DRN Balakot).
- 2008** **Leadership for Environment and Development (LEAD) Pakistan and Engro Foods Limited**
(Team Leader and Senior M&E Advisor)
 Baseline Development and M&E System with LEAD Pakistan for the Community Empowerment through Livestock Development and Credit (CELDAC) Project co-sponsored by Engro Foods Limited and UNDP Islamabad.
- The objectives of the undertaking were to: (i) To enable a preparation of comprehensive baseline (2,400 sample size), detailed questionnaires, enumerator instructions and data processing guidelines were developed, and, (ii) To enable a meaningful processing of the tabulations a comprehensive Concordance Matrix was developed to link known livestock diseases to the corresponding Sindhi names. Based on the results of the baseline survey an integrated framework for Internal Monitoring and Evaluation was also developed along with eight monitoring tools.
- 2008** **National Management Consultants (Pvt.) Ltd.**
(Team Leader and Principal Author)
 Development of the Manual for Human resources commissioned by the National Bank of Pakistan (NBP). The task entails reviewing and vetting 400 plus documents related to human resource management at NBP and preparing one consolidated Policy and Procedures Manual for Human Resources
- 2008** **Agha Khan Planning and Building Services (AKPBS)**
(Team Leader)
 Conducted a comprehensive Market Survey (900 sample size) and subsequently develop a Business Plan development for Marketing Energy Efficient and House Improvement BACIP products for the Agha Khan Planning and Building Services

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

- 2008** Pakistan (AKPBS,P). The survey was carried out in the Northern Areas of Pakistan with Gilgit as the centre. The business plan developed for AKPBS,P considered seven products developed by AKPBS,P in the early stages of the BACIP Project.
National Management Consultants (Pvt.) Ltd.
 (Team Member and Lead Researcher)
 Development of a market study and solicitation document for Qureshi Floor Mills (Pvt.) Limited, including preparing the client for solicitation meetings in Turkey.
- 2008-2009** **World Wide Fund for Nature-Pakistan (WWF) and Ikea (Asia Pacific)**
(Team Leader External Evaluation)
 End of Project External Evaluation of the IKEA (Asia Pacific) funded 'Pakistan Sustainable Cotton Initiative (Phase-I)'. Lead the EET in reviewing the Project's progress against OVIs, outputs, risk analysis of the cotton production supply chain, project management and implementation processes, methodology, best practices, institutional dimensions, planning instruments, successes and shortcomings and interviews of the project team and stakeholders including the farmers. Based on the review a Final Evaluation Workshop was held and a comprehensive report was produced with recommendations for Phase-II.
- 2007-2008** **Cleaner Production Institute (CPI)**
(Team Leader)
 Development of an interactive Knowledgebase and Project Database for the Cleaner Production Institute (CPI) covering all environmental development projects undertaken by CPI
- 2007-2008** **National Environmental Information Management System (NEIMS), Ministry of Environment, Government of Pakistan**
(Leader of Team-C – Institutional Assessment)
 Institutional assessment of Potential stakeholders and nodal organizations for the development and implementation of the National Environmental Information Management System of the Ministry of Environment. The project is directly sponsored by UNDP & EKN;
- 2003-2008** **Introduction of Cleaner Production Technology for Korangi Tanneries (ICPT-KT), Royal Netherlands Embassy**
(Team Leader External Monitoring and Evaluation (M&E) Team)
 This assignment also includes the review of the Combined Effluent Treatment Plant (CETP) Project in Korangi and its Institutional Set-up and facilitation (one contract since March 2003, eight missions completed successfully). Responsibilities included reviewing the Project's performance against planned targets through field visits, interviews, data analysis and document reviews. Providing recommendations to the Project management in course correction, helping the project team re-define key performance indicators, developing and introducing tailored project management tools, preparing annual work plans and producing the External Monitoring & Evaluation Report.
- 2007** **ActionAid International Pakistan (AAPK)**
(Team Leader/Principal Consultant)
 Formulated and compiled the response to the European Commission's Request For Proposals under the Aeneas programme "Financial and technical assistance to third countries in the field of migration and asylum (Ref: EuropeAid/124151/C/ACT/Multi).
- 2007** **Competitive Support Fund (CSF)**

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

(Institutional Expert)

Member of the team commissioned by the Competitiveness Support Fund (CSF/Ministry of Finance) to conduct the study “Policy Analysis on the Competitive Advantage of the Motorcycle Industry in Pakistan; Problems & Prospects”.

2006-2007

Planning & Development Department, Govt. of Sindh

(Team Leader & Principal Consultant)

On the Government of Sindh Vision-2030 Formulation Project for National Management Consultants (Pvt.) Ltd.; The assignment entailed (i) organising consultations in five cities involving representatives from 23 districts and taking the lead as the Principal Integrator of all research and commentary from more than 500 stakeholders, (ii) compiling the socio-economic profiles for 23 districts of Sindh and (iii) all aspects of project management, financial management and team building & execution;

2006-2007

Indus For All Programme (IFAP), World Wide Fund for Nature-Pakistan (WWF);

(Team Leader/Principal Consultant)

For WWF-Pakistan to conduct an *institutional assessment* to “identify potential stakeholders of the ‘Indus For All Programme’ and define their roles and responsibilities during the implementation period of IFAP”;

2006-2007

InterCooperation Pakistan (IC)

(Team Leader/Principal Consultant)

For Inter Cooperation Pakistan to assimilate, collate and compile the Introductory Brochure celebrating the silver jubilee of the organisation in Pakistan and five topic papers on resource governance etc.

2006-2007

ActionAid International Pakistan (AAPK)

(Team Leader)

Of the Team working on the “Critical Donor Analysis” for ActionAid International Pakistan; the analysis covers a list of 22 international donor agencies that have a presence in Pakistan.

2006-2007

Embassy of the Kingdom of The Netherlands (EKN), Pakistan

(Team Leader & Principal Consultant)

On the Embassy of the Kingdom of The Netherlands (EKN) sponsored research “Pakistan economic, socio-economic and statistical data series from 1980 to 2006” in five key areas of interest to the EKN, including economic and social sectors;

2006-2007

World Wide Fund for Nature-Pakistan (WWF)

(Advisor)

To WWF-Pakistan to enable them to make the transition from an Input Billing structure to an Output Billing System for the Indus For All Programme (IFAP) sponsored by the Embassy of the Kingdom of The Netherlands (EKN). The task also included facilitating the Programme Team in the development of the Integrated Activity Matrix (IAM) of the IFAP.

2006-2007

National Management Consultants (Pvt.) Ltd. (NMC)

(Institutional Advisor)

With NMC for preparing the Feasibility Study on the establishment of the Institute of Renewable Energy Technology (IRET) for the Alternate Energy Development Board (AEDB) Pakistan (contract negotiations ongoing).

2005-2007

Leadership for Environment and Development (LEAD) Pakistan

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

(Institutional Development Advisor and Monitoring Specialists)

For LEAD Pakistan for their E3P Project in Sindh (on-going assignment since November 2005); The assignment includes the development of the household survey, analytical baseline, standard operating procedures, field-based monitoring and facilitation in reporting.

2005-2007

Embassy of the Kingdom of The Netherlands (EKN)

(Team Member External Monitoring and Evaluation (M&E) Team of Andel Consultants)

This task includes infusing the Integrated Activity Matrix, Stakeholder Analysis, and Input-Output oriented Data Flow Diagrams into the project's planning processes and design revisions (single contract, six missions, expected completion by September 2007 covering three years of project life)

2006

ActionAid International Pakistan (AAPK)

(Master Trainer)

For the development programme of ActionAid International Pakistan on "Working with budgets - Breaking funding barriers". This was a three-day intensive course organised for a select group of ActionAid's programme staff and Development Area Managers.

2006

Embassy of the Kingdom of The Netherlands (EKN)

(Information Analyst)

For the EKN commissioned to structure the Information Map and Data Structures to record and track Achieved Environmental Efficiencies for projects undertaken in Punjab and in Sindh.

2006

Competitiveness Support Fund (CSF)

(Institutional Expert)

With the Team commissioned by the (CSF/Ministry of Finance) to conduct the study "Policy Analysis on the Competitive Advantage of Auto Vendor Industry in Pakistan (AVIP); Problems & Prospects".

2006

ActionAid International Pakistan (AAPK)

(Principal Consultant)

Evaluation and finalisation of project proposals for ActionAid International Pakistan for final submission to (i) CIDA and (ii) UNDEF. The CIDA proposal has been awarded and the UNDEF proposal is under review.

2006

Leadership for Environment and Development (LEAD) Pakistan and IFAD

(Principal Author)

Of the Proposal on Budget-neutral (zero-cost) extension of the "Enhancing Public Private Partnerships (E3P) Pilot Project" for IFAD, Islamabad. The task involved developing a comprehensive Development Continuum for the E3P Target Group, Formulating a scheme for village development scores and compiling an integrated performance matrix of all villages in the project. The proposal was accepted and approved by IFAD.

2006

ActionAid International Pakistan (AAPK)

(Master Trainer)

Compiling Winning Proposal and the Logical Framework Analysis training workshop for ActionAid International Pakistan; a four day event resulting in five proposals for further development and use.

2006

Leadership for Environment and Development (LEAD) Pakistan

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

(Advisor)

To the LEAD Pakistan Team on the formulation of a development project in response to the call for proposals by USAID/Pakistan under the Post-Earthquake Education Recovery Program (ERP) Funding Opportunity (Ref: RFA 391-06-019) titled "Improving Financial and Human Resource Management Related to Teacher Training".

In addition to the background research and compilation of the document, the task also involved developing the Integrated Outcome & Activity Matrix (IOAM) and the Plan for Advocacy dissemination through the administrative tiers, Integrated framework of activities for policy dialogues.

2006

Leadership for Environment and Development (LEAD) Pakistan

(Advisor)

To the LEAD Pakistan Team on the formulation of a development programme for the Capital Development Authority titled "Institutional Strengthening of CDA's Office of Emergency Management (OEM)". The assignment included participation in meetings with the client, compilation of the proposal presentation to the Board of Directors and the formulation of the Input-Output Budget.

2006

Leadership for Environment and Development (LEAD) Pakistan

(Advisor)

To the LEAD Pakistan Team on the formulation of a development project for the British Council (Pakistan) in response to the call for proposals by the European Commission titled "Support Government of Sindh, district governments and schools to implement the envisioned Sindh Education Plan (Ref: EuropeAid/122745/C/SUP/PK2)".

2005–2006

Leadership for Environment and Development (LEAD) Pakistan

(Principal Consultant)

The first part focuses on a Ten-year Review for LEAD Pakistan, Islamabad using a consultative Vision, System and Performance Audit approach. The second part involves facilitating the organisation in identifying restructuring and realignment in line with the emerging development needs in Pakistan. This work was based on the outputs of consultations, issues-specific task forces and inferential analysis of the Ten-year Review. The third part covers enabling each department in optimising operational and symbiotic systems and associated planning (single contract, seven missions over a two year period)

1998–2006

Embassy of the Kingdom of The Netherlands (EKN)

(Team Leader)

External Monitoring and Evaluation (M&E) Team, of the Dutch project Introduction of Cleaner Technologies for Tannery Clusters in Punjab (ICTP) in Lahore. (two contracts since Jan 1998, twelve missions completed successfully).

Responsibilities included reviewing the Project's performance against planned targets through field visits, interviews, data analysis and document reviews. Providing recommendations to the Project management in course correction, helping the project team re-define key performance indicators, developing and introducing tailored project management tools, preparing annual work plans and producing the External Monitoring & Evaluation Report.

1997–2006

Embassy of the Kingdom of The Netherlands (EKN)

(Master Trainer)

Consultative, Interactive and Participatory (CIP) workshops undertaken in each of the

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

- External Monitoring & Evaluation Missions for the Royal Netherlands Embassy (42 workshops to date); the CIP methodology to development auditing is a HTC approach that can be customised to suit any donor and/or beneficiary organisation.
- 2005** **Consortium of seven International and National NGOs**
(Team Leader)
 For a Consortium of seven International and National NGOs that collaborated to formulate and develop an integrated approach in answer to the EuropeAid call for the proposal titled "Legal aid and Vocational training for Afghan Refugees and Support to hosting communities in Pakistan - EuropeAid 122056/C/G/AF" (50-day assignment, completed successfully).
- 2005** **AAB (Pvt.) Ltd., Ministry of Environment and The World Bank**
(Team Member)
 Responsible for the overview of environmental degradation and development expenditures on environment of the Strategic Country Environmental Assessment (SCEA 2004) for the World Bank, The task included research, collection, collation and processing of data on degradation, conservation and environmental expenditures and the compilation of the two chapters on environmental overview and expenditures. Additionally the assignment also included the integration and cross-verification of the reports compiled by co-authors into on SCEA document.
- 2005** **World Wide Fund for Nature-Pakistan (WWF)**
(Principal Consultant)
 Desk review of the Indus Delta Eco-Region Programme Proposal of WWF-Pakistan for the Royal Netherlands Embassy, Islamabad (completed successfully).
- 2005** **World Wide Fund for Nature-Pakistan (WWF)**
(Principal Consultant)
 Post Mid Term Review Facilitation to WWFP-Pakistan sponsored by the Royal Netherlands Embassy; Enable WWF-Pak and outsourcing partners in making the transition from an Input Billing structure to an Output Billing System for the PERT Project.
- 2004–2005** **Pakistan Institute for Environment-Development Action Research-(PIEDAR)**
(Principal Consultant)
 Launched and supervised the pilot extension in Karachi of the EEPAL programmes of PIEDAR; task also included technical supervision of all development material and teaching aids.
- 2004** **InterCooperation (IC)**
(Principal Consultant)
 Facilitation and documentation of the Internal Midterm Review Workshop of the Innovation for Poverty Reduction Project (IPRP). A project implemented by InterCooperation (IC), Peshawar, and funded by the Swiss Agency for Development and Cooperation (SDC), Islamabad. This assignment was carried out using the Logical Framework Analysis, the Integrated Activity Matrix, and the Stakeholder Analysis to enable the project in conducting a comprehensive review culminating in the development of effective work plans and included the compilation of a comprehensive report on the proceedings and intermediate outputs (completed successfully).
- 2004** **Professional Teachers Association Network (PTAN)**
(Principal Consultant)

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

Facilitation and document compilation of the two-day workshop on the development of a Logical Framework and its corresponding Analysis for the PTAN and six allied Associations. The objective was to enhance the management and organizational skills of the executive committee members, and to strategize PTAN's Vision and develop an LFA for PTAN and its associations, a 2 day LFA workshop was held on November 10 and 11 2004.

As a result of the workshop, the individual associations' executive committee members were able to draft their respective Integrated Activity Matrixes (IAM) and LFAs. These would now be developed into PTAN's IAM and LFA (five out of the seven teacher associations were able to compile result-based LFAs for the planning year); PTAN is a forum for the professional development of Pakistani teachers & educators and is programme implemented in conjunction with CIDA, AKDF and IED.

2004 **Pakistan Institute for Environment-Development Action Research-(PIEDAR)**
(Principal Consultant)

Reviewed and integrated/edited for final publishing the "Proceedings of the National Workshop on Water and Sanitation and Exposition 2004" for PIEDAR, the lead organiser of the event in conjunction with the Ministry of Environment, Local Government and Rural Development, Government of Pakistan.

2004 **Embassy of the Kingdom of The Netherlands (EKN)**
(Consultant Monitoring & Evaluation)

Mid Term Review of the Dutch project, Programme for Environmental Research and Training (PERT), Lahore & Islamabad (one contract, one mission, completed successfully). Responsibilities included reviewing the Project's performance against planned targets through field visits, interviews, data analysis and document reviews. Providing recommendations to the Project management in course correction, helping the project team re-define key performance indicators, developing and introducing tailored project management tools, preparing annual work plans and producing the External Monitoring & Evaluation Report.

2004 **Manhattan Pakistan (Pvt.) Ltd. (MPL)**
(Master Trainer)

Internal Review Workshop for Manhattan Pakistan (Pvt.) Ltd., Islamabad (three day event, completed successfully).

2004 **Global Environmental Facility (GEF) Small Grants Programme**
(Master Trainer)

Logical Framework Analysis and training for GEF-partner NGOs and a consolidated desk-review of ten GEF-funded projects.

2004 **Swiss Agency for Development and Cooperation (SDC)**
(Principal Consultant)

Rapid Institutional Appraisal on behalf of (SDC) & Inter Cooperation (IC), Peshawar, of the NWFP Forest Department with reference to the status of Legal and Institutional Reforms (completed successfully).

2004 **Manhattan Pakistan (Pvt.) Ltd. (MPL)**
(Master Trainer)

Strategy Development – Inspiring Relationships Workshop for the Askari Commercial Bank Limited on behalf of MPL, Islamabad (three day event, completed successfully).

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

- 2004 Association of Social Studies Education Teachers (ASSET)**
(Master Trainer)
 Co-facilitated the workshop on "Developing teaching aids: A Social Studies Class Newsletter" for ASSET members; The objective of this workshop was to enable social studies educators to engage their students in the compilation of a newsletter and to use this as means to share information on Social Studies topics; basic component of newsletters, brainstorming of idea, identification of target, selection of words, frequency of publishing, and target-appropriate writing style were some of the topics discussed and developed in the ASSET scenario culminating in the production of five draft newsletters.
- 2004 Association of Social Studies Education Teachers (ASSET)**
(Master Trainer)
 Workshop on "The value of a good discussion in a Social Studies Class" for ASSET members; In this workshop the main emphasis was on understanding the objectives for initiating a classroom discussion on a particular topic. Elements of communication, elements, structure and management of group discussions, discussion etiquette, taboos, do's/don'ts and challenges are some of the topics discussed and developed in the SSC scenario.
- 2004 World Wide Fund for Nature-Pakistan (WWF)**
(Principal Consultant)
 Field review of stakeholders and facilitation of the workshop on WWF-Pakistan's Freshwater & Sugarcane Initiative including integration of six sub-sector papers compiled by speakers (field work, workshop and documentation completed successfully).
- 2004 Embassy of the Kingdom of The Netherlands (EKN)**
(Principal Consultant)
 Lead designer of the Output Billing System (OBS) formulated for Dutch funded programs in Pakistan (January 1998); third revision March 2004.
- 2004 Professional Teachers Association Network (PTAN)**
(Master Trainer)
 Workshop on Environmental Issues for participants of the Professional Teachers Association Network (PTAN) Conference; The objective of the undertaking was to share and discuss the intersections (overlaps) of environment on the Social Studies canvas in Pakistan, and in this process, create a discussion forum to engage teachers and educators in the characterisation of the perceived intersections and in this process empower them to develop guidelines for introducing environmental awareness in the teaching of Social Studies in Pakistan.
- 2004 Pakistan Institute for Environment-Development Action Research-(PIEDAR)**
(Master Trainer)
 Annual Teachers Training Workshop "Communication, its importance & requirements" for the programme staff of EEPAL (nationwide).
- 2003–2004 Professional Teachers Association Network (PTAN)**
(Master Trainer)
 Teacher Training Workshop series: #5-6 "How to Teach Math".
- 2002–2004 Embassy of the Kingdom of The Netherlands (EKN)**
(Member, External Monitoring and Evaluation (M&E) Team)
 Of the Dutch project; Cleaner Production Practices (CPP) for industry, Karachi

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

(Single contract with Andel Consultants for four missions spanning two years of project life, completed successfully). Responsibilities included reviewing the Project's performance against planned targets through field visits, interviews, data analysis and document reviews. Providing recommendations to the Project management in course correction, helping the project team re-define key performance indicators, developing and introducing tailored project management tools, preparing annual work plans and producing the External Monitoring & Evaluation Report.

2003 **Institute of Social Research & Development (ISRD)**

(Principal Consultant)

Researched and compiled the "Proposal on Adult Literacy for Young Adults & School Dropouts in Sindh" for (ISRD) for submission to the Education Sector Reforms Programme of ESSRA under Funding Cycle Number No.ESRA-03-03.

2003 **World Wide Fund for Nature-Pakistan (WWF)**

(Principal Consultant)

Facilitation and document compilation of the two-day workshop on the development of WWF-Pakistan's Freshwater Programme (completed successfully; includes the compilation of the proceedings and analysis of the workshop and corresponding field activity.

2003 **USAID Pakistan**

(Principal Author)

Compilation of the Proposal on Monitoring and Evaluation Services For USAID/Pakistan Projects in the Province of Sindh. The document was compiled and submitted to the Agency for International Development, Overseas Missions, Pakistan USAID-Islamabad, Department of State Unit.

2003 **Pakistan Institute for Environment-Development Action Research-(PIEDAR)**

(Master Trainer)

Project programming workshop "Understanding Logical Frameworks in the EEPAL case"; the project structuring requirements of PIEDAR v.v. the EEPAL Project were discussed in detail and some of the issues surrounding the qualitative and quantitative elements of the Project's Objectively Verifiable Indicators (OVIs) were reviewed and articulated.

2003 **Institute of Social Research & Development (ISRD)**

(Team Leader and Chief Analyst)

For the "Survey of Senior Citizens" for the Institute of Social Research & Development, Karachi (completed successfully culminating in a presentation on Senior Citizen Day).

2002–2003 **Al-Madrasah Tul Saifiyah Tus Burhaniah (AMSB)**

(Master Trainer)

Teacher Training Workshop series: #1 "Adding Value to Lesson Delivery using Microsoft PowerPoint"; #2 "Recognising and dealing with Dyslexia"; #3 "Identifying the Cases of Depression"; #4 "Cognitive Behaviour in Children".

2002 **Embassy of the Kingdom of The Netherlands (EKN)**

(Team Member)

Joint Review Mission of the Forestry Sector Project of the Asian Development Bank and the Royal Netherlands Embassy including the review of the Institutional Transformation Cell for the EKN (two contracts, single missions, completed successfully). Responsibilities included reviewing the Project's performance against

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

planned targets through field visits, interviews, data analysis and document reviews. Providing recommendations to the Project management in course correction, helping the project team re-define key performance indicators, developing and introducing tailored project management tools, preparing annual work plans and producing the External Monitoring & Evaluation Report.

2002

World Wide Fund for Nature-Pakistan (WWF)

(Team Member)

Responsible for socio-economic profiling and document integration of the Rapid Environmental Appraisal of six of the most denuded/devastated Afghan Refugee Camps in Pakistan. This was a 53-day assignment for WWF-Pakistan that included intensive field work and stakeholder workshops (completed successfully).

2002

Pakistan Institute for Environment-Development Action Research-(PIEDAR)

(Team Member)

Assisted Syed Ayub Qutub (Executive Director Pakistan Institute for Environment-Development Action Research) in the compilation of the paper The Impact of Globalisation on Urban Development; Karachi – a case of asymmetric inclusion in the current globalisation? The task involved data collection through interviews and web portals, tabulations and corresponding analysis.

2002

Jaffer Brothers Limited (JBL)

(Principal Consultant)

Field assessment of the ENGRO-NPK Bulk Material Handling facility and proposal development on semi-automated Raw Material Delivery System as a project of ENGRO-JBL.

2002

Embassy of the Kingdom of The Netherlands (EKN)

(Team Member)

Institutional Appraisal Mission (in anticipation of a second phase) of the Dutch project; Introduction of Cleaner Production Technologies for Textile Sector, Lahore & Karachi (single contract, single mission, completed successfully).

2001–2002

Merchant's Institute, ASSET, BTW Global

(Team Leader)

Project Formulation Group, HTC initiative in conjunction with BTW Global on Strengthening the Educational Canvas (IQ-CROP) in Pakistan (completed successfully).

2001–2002

Pakistan Telecommunication Limited (PTCL)

(Principal Consultant)

Facilitation and integration of the Tender Documents for Supply, Installation, Testing and Commissioning Of Billing and Customer Care System on Turn Key Basis to PTCL, Pakistan.

2001–2002

Uni Lever Pakistan Limited

(Principal Consultant)

Researched, surveyed and compiled a Project proposal for a Completely Outsourced Automation Helpdesk and Equipment Service & Maintenance Facility for Lever Brothers Pakistan Limited.

1997–2002

Embassy of the Kingdom of The Netherlands (EKN)

(Team Member External Monitoring and Evaluation (M&E) Team)

Of the Dutch project; Environmental Technology Programme for Industry, Karachi (Single contract for nine missions spanning six years of project life, nine successful

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

- M&E assignments completed). Team Lead, Mr. Willem van den Anel – Anel Consultants, Tilburg, The Netherlands. Responsibilities included reviewing the Project's performance against planned targets through field visits, interviews, data analysis and document reviews. Providing recommendations to the Project management in course correction, helping the project team re-define key performance indicators, developing and introducing tailored project management tools, preparing annual work plans and producing the External Monitoring & Evaluation Report.
- 2001 Jaffer Brothers Limited (JBL)**
(Principal Author)
Preparation of the Executive brief on JBL Programmes that support Karachi's development for a meeting with the Karachi City Nazim, Mr. Naimatullah Khan.
- 2001 Embassy of the Kingdom of The Netherlands (EKN)**
(Principal Author/Designer)
Of the Benefit Matrix and the Cumulative Benefit Matrix; tools that facilitate an integrated approach to development programme formulations and reviews based on Return on Investment formulations/analysis.
- 2001 Jaffer Brothers Limited (JBL)**
(Principal Consultant)
External review of the JBS I-Shoppe Web portal. The task involved undertaking a comprehensive review of submissions by the contractor and preparing a executive brief for the Chairman and CEO of Jaffer Brothers Limited. Findings of the review were also presented and discussed in the JBL Board Meeting for the benefit of the Directors.
- 2001 Elixir Technologies Corporation USA (ETC)**
(Team Leader)
On the development of an Institutional & Information System Roadmap for the Pakistan National Shipping Corporation (PNSC), Karachi (single mission, completed successfully).
- 2000–2001 Elixir Technologies Corporation USA (ETC)**
(Project Leader)
On the NADRA Electoral Roll Printing & Update Project with Jaffer Brothers (Pvt.) Limited (Main Contractor). Played the key role in designing the turnkey solution and in implementing the project in collaboration with the partners (Project completed successfully, Nazims were elected on schedule using the Electoral Roll compiled, printed and managed by the Project Team).
- 2000 HT Consultants and Anel Consultants**
(Principal Author)
First manuscript: Conceptualisation, development and instrumentation of a Development Project Auditing & Monitoring (DPAM) methodology. The method proposes the integration of a number of project-cycle management tools by focusing on a result-based, consultative, interactive and participative approach that revolves around the project team. This work is self-sponsored and relies heavily on actual experiences of working as a Monitor for the Royal Netherlands Embassy and on valuable inputs from three colleagues involved in similar work.
- 1999–2000 Embassy of the Kingdom of The Netherlands (EKN)**
(Team Leader)

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

External M&E Team of the Dutch project; Hospital Waste Management Implementation, Lahore (two contracts for three missions spanning three years of project life, successfully completed). Responsibilities included reviewing the Project's performance against planned targets through field visits, interviews, data analysis and document reviews. Providing recommendations to the Project management in course correction, helping the project team re-define key performance indicators, developing and introducing tailored project management tools, preparing annual work plans and producing the External Monitoring & Evaluation Report.

1997–2000

Ohms Lighting, Karachi

(Consultant)

On human resource development and level-1 implementing Total Quality Management (TQM) in the Production Area and Management Offices

1989–1999

Al-Madrasah Tul Saifiyah Tus Burhaniah (AMSB)

(Principal Consultant)

On organisational strengthening, capacity enhancement of teaching staff, motivation and team building; the work included SWOT Workshops for strategy formulation; Proposal on Restructuring the AMSB School Management System (Dec 29, 1999); Teacher evaluation tools such as the "Peer Review Worksheets".

1998–1999

United Nations Development Programme - UNDP

(Team Member)

On UNDP Abu Dhabi Project UAE/96/005 - Department of Planning Government of Abu Dhabi. As a member of the Supply-&-Use Matrix (SUM) development team my tasks involved organising the team for the data collection, collation, and validation of the Abu Dhabi Supply & Use Tables 1995, the Input-Output matrix for the same year and associated socio-economic indicators (completed successfully).

1998

Embassy of the Kingdom of The Netherlands (EKN)

(Master Trainer)

Project formulation workshop with all identified stakeholders for strengthening the Balochistan Bureau of Statistics, Quetta, Pakistan, a EKN sponsored initiative.

1998

Embassy of the Kingdom of The Netherlands (EKN)

(Consultant)

Compiled and read the Paper on Preconditions for achieving desired sustainability in Dutch Development Assistance projects in Pakistan for the Netherlands Embassy-Expert Day workshop in Islamabad. The paper presents guidelines for dealing with social and organisational issues in counterpart organisations.

1998

Embassy of the Kingdom of The Netherlands (EKN)

(Team Member)

External End-of-Project Evaluation of the EKN sponsored project "Strengthening the Soil Survey of Pakistan" covering the project period January 1, 1996 to February 27, 1998 (completed successfully). Responsibilities included reviewing the Project's performance against planned targets through field visits, interviews, data analysis and document reviews. Providing recommendations to the Project management in course correction, helping the project team re-define key performance indicators, developing and introducing tailored project management tools, preparing annual work plans and producing the External Monitoring & Evaluation Report.

1997

Embassy of the Kingdom of The Netherlands (EKN)

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

(Principal Consultant)

Project formulation for strengthening the Balochistan Bureau of Statistics, Quetta, Pakistan, an EKN sponsored activity (completed successfully). The assignment involved undertaking a consultative institutional assessment of the Bureau, its role and function within the Planning & Development Department, and for developing a holistic plan for strengthening (capability and capacity) the organisation.

1997

United Nations Development Programme - UNDP

(Master Trainer)

Organise and moderate a SWOT workshop at the Bureau of Statistics, NWFP in Peshawar leading to project formulation and in determining the institutional strengthening requirements on behalf of UNDP, Islamabad.

1994-1996

Institute of Social Studies Advisory Service (ISSAS) at the Federal Bureau of Statistics, Government of Pakistan, Islamabad

(Chief Technical Advisor (CTA)/Team Leader)

The terms of reference of this resident assignment involved taking care of all aspects and matters (including financial) necessary for the smooth and efficient execution of the project **(Improvement of National Accounts Statistics (INAS))** up to its completion (i.e. December 31, 1996). Some of the more prominent outputs of the project were; delivery of the Supply and Use Tables for the years 1984/85 and 1989/90, Integrated Economic Accounts for the same years, Integrated Accounts Software (IAS), publication of the Handbooks on National Accounting in Pakistan (eight volumes) and the accompanying interactive PNA Reference CD-ROM. During this period extensive work was also done (in conjunction with The Royal Netherlands Embassy, Islamabad and MDF, The Hague) on formulating a detailed handbook on monitoring of Dutch funded projects in Pakistan.

1995

Embassy of the Kingdom of The Netherlands (EKN)

(Team Member)

Of the EKN Team on the formulation of the EKN Handbook on Monitoring of Dutch Funded Projects in Pakistan.

1991-1994

Institute of Social Studies Advisory Service (ISSAS) at the Federal Bureau of Statistics, Government of Pakistan, Islamabad

(Resident Information Analyst & Systems Consultant/Data Processing Expert)

The terms of reference of this residency project **“the project; Improvement of National Accounts Statistics (INAS)”** involved the: (a) Standardisation and optimisation of the computer facilities at National Accounts/FBS (install base of about 50 personal computers and two DEC VAX machines). This activity also involves the compilation of a document, which provides guidelines for sustainable computing practices in NA/FBS and the implementation of computing standards (b) Development and the sustainable installation of, a Local-Area-Network (LAN) using the popular LANtastic/AI network operating system. The objective being, the implementation of good computing practices using a network that facilitated counterpart staff in the compilation of national accounts. Other network-based activities include the training of counterpart staff in the use of the LAN, especially in centralised back-up procedures and data file management (c) Development of further Interactive Data Entry software in Paradox (Version 4.0), various file translations utilities for export-import of data files between VMS and DOS environments, including export-import utilities for data sharing between software in the DOS environment (d) Transfer of technology to counterpart staff in all areas of computing directly affecting National Accounts/FBS. This aspect also covers the formulation of

PROJECTS & CONSULTING EXPERIENCE

(Consulting experience is presented chronologically. A thematic presentation is available if required)

- an in-house Help-Desk and hands-on training to it's members.
- 1991** **Institute of Social Studies Advisory Service (ISSAS) at the Federal Bureau of Statistics, Government of Pakistan, Islamabad**
(Consultant)
This was a two-month consultancy for Federal Bureau of Statistics (Government of Pakistan) of the project “**INAS Project on Interactive Data Entry Systems (IDES)**” to impart on-the-job training to eight senior systems analysts at the Data Processing Centre of the Federal Bureau of Statistics (GOP), in the design, development and implementation of an artificially intelligent IDES for the Agricultural Input-Output Survey. The complete IDES for this survey was based on 28-data-screens and over 6000 lines of code.
- 1991** **United Nations Industrial Development Organization (UNIDO)**
(Systems Consultants and Training Advisor)
At the Ministry of Trade and Industries, Royal Government of Bhutan. This was a 9-month contract for the development and implementation of the Bhutan Industrial Information System and the execution of the Bhutan Industrial Census. It also included giving quality on-the-job training to the Ministry Staff.
- 1989–1990** **Solutions Unlimited**
(Jr. Partner and Director Development)
Responsible for Special Projects. The following activities outline some of the special projects undertaken while at Solutions Unlimited: Apple Operating System based network installation at American Express-TRS office in Karachi. The network was based on the PhoneNet architecture and used the TOPS Network Operating System. Development and implementation of a highly specialised, large volume mail-shot for CitiBank in Karachi. This was a one-time activity and required the integration of a number of equipment, which were integrated to produce the mail shot at high speeds and of good quality.
- 1986-1988** **Investment Advisory centre of Pakistan (Ministry of Industries)**
(Resident Systems Analyst and Head of Department)
Revision and further development of computerised project appraisal and feasibility study software for, (SuperCalc2 on the ICL Mini DRS20/150). Main counterpart to various UNIDO Consultants in the design and development of a spreadsheet-based system for optimising the balance between service level percentage and stock level based on a study of over 200 manufacturing industries. Main counter-part to UNIDO Consultants on the development of various automated Economic Monitors involving numerous computerised surveys and feasibility studies.
- 1986** **Selling Business Systems (SBS)**
(Consultant)
On a four-month contract on the optimisation of the SBS technical support and software facilities.
- 1981-1986** **Software & Technical Services (Pvt.) Ltd. (SOFTECH), Karachi**
(Assistant Manager/ System Analyst)
Major activities at SOFTECH included: (a) Analysis, design and development of client monitoring performance systems (b) Assist in the execution and co-ordination of Professional Development Programs (PDP) conducted by SOFTECH for Industrial Concerns in Pakistan (c) Training in IT concepts & architecture, BASIC and Pan Information Processing System.

PUBLICATIONS

Mar-2012	Principal Author of the “Population Profiling Verification and Response Survey” for UNHCR
Nov-2011	Principal Author of the “Study on Economic Activities of Afghans in Pakistan” for UNHCR
June-11	Author of the “Profiling of Flood-Affected Population in Pakistan; WATAN Card Project 2010-11” for UNHCR and NADRA
May-10	Author of the "Water Quality Analysis Component (Annex to Volume-1): Provincial Report" for the Multiple Indicator Cluster Survey (MICS) of Punjab, 2007-08
Mar-10	Author of the “Survey of Water Quality in Schools of Punjab (2008-09)” including the accompanying PowerPoint presentation for the May 14, 2010 Stakeholder Consultations, assisted by K. Gilani for the Analysis of the Technology Options
Mar-09	Co-author of the "Baseline Study of the Community Empowerment through Livestock Development and Credit (CELDAC) Project" together with Faisal Shams Khan and Rao Muhammad Saleem
Feb-09	Co-author of the EC-commissioned study “Baseline Study on Illegal Migration, Human Smuggling and Trafficking in Pakistan” together with Kamran Khan Durrani, Faisal Shams Khan and Rao Muhammad Saleem
Aug-08	Co-Author of the “National Bank of Pakistan: Manual For Human Resources - Volume 1: Policies and Volume 2: Procedures”, together with Dr. Junaid Ahmad, Rao Muhammad Saleem, Muhammad Adil and Habibullah
Jun-08	Co-author of the paper on “Malpractices in the private sector and preventive measures: Mitigating Corruption” with Mr. Nisar Shekhani, Chairman SITE, Karachi. The paper was presented at a seminar hosted by the National Accountability Bureau (NAB) Sindh, on Preventing Corruption in the Public Sector
Apr-08	Co-author of the "Task 3(a) and (b): A Study of Environmental Institutions for the National Environmental Information Management System (NEIMS)" prepared in conjunction with NEC Consultants (Pvt.) Ltd., on behalf of the Ministry of Environment, together with Azher Uddin Khan, Rafi Ghaus, and Faisal Shams Khan
Nov-07	Co-author and lead integrator of The Vision for a Prosperous Sindh; Sindh Vision 2030 prepared on behalf of the Planning and Development Department; Government of Sindh together with Shamyll Zeb and Arusha Noorani
Jul-07	Principal author of the special “Study on Comparative Performance of various governments of Pakistan” for the EKN. The document is not open for the public
May-07	Co-author of the Policy Analysis on the Competitive Advantage of Automotive Vendor Industry in Pakistan; Problems and Prospects; Competitiveness Support Fund (CSF), together with Syed Ikram Haider and editing by Dr. Junaid Ahmad
Apr-07	Institutional Assessment and Recommendations for a Collaborative Framework for the Indus For All Programme; WWF Pakistan
Mar-07	Principal Author of the PCDC series of Corporate Responsibility Papers that also include case studies of the CR/CSR implementations of Engro Chemicals Limited Pakistan, Shell Pakistan, British Petroleum (Dadu site), IKEA (IWAY) and Cotton Initiative, Al-Karam Textiles, Al-Noor Textiles, Mian Mohammad Shafi & Company, Siddique Leather Works (Pvt.) Ltd., etc.
Dec-06	Training Manual titled Compiling winning proposals – breaking the funding barrier, a self-sponsored initiative used in numerous trainings; HT Consultants
Jul-05	Co-author responsible for the Overview of Environmental Degradation and Review

PUBLICATIONS

- of Public Expenditures on Environment for the Strategic Country Environmental Assessment (SCEA 2004); World Bank
- May-05** Training Manual titled Compiling and using Logical Frameworks in development projects in Pakistan, a self-sponsored initiative; HT Consultants
- Mar-05** With Syed Ayub Qutub (Executive Director Pakistan Institute for Environment-Development Action Research) in the data analysis for the paper The Impact of Globalisation on Urban Development; Karachi – a case of asymmetric inclusion in the current globalisation?; Qutub, S.
- Feb-04** Report on WWF-Pakistan Sustainable Sugar Initiative: National Project Planning Workshop
- Jun-99** Data processing and SUT compilation handbook for the Department of Planning, Government of Abu Dhabi, UAE
- May-98** Paper on Preconditions for achieving desired sustainability in Dutch Development Assistance projects in Pakistan for the Netherlands Embassy-Expert Day workshop in Islamabad. The paper presents guidelines for dealing with social and organisational issues in counterpart organisations; The Embassy of the Kingdom of The Netherlands
- Nov-96** Handbooks on National Accounts in Pakistan; VII - Automation this handbook is one of eight Handbooks on National Accounts compiled for NAD/FBS.
- Nov-96** Co-author of the Handbooks on National Accounts in Pakistan; II - Integrated survey systems for basic data collection this handbook is one of eight Handbooks on National Accounts compiled for NAD/FBS, together with Willem van den Anel and Michel Hendriks
- Nov-96** A Review and Analysis of the training activities of the INAS Project (1988-1996) for NAD/FBS and the Royal Netherlands Embassy. This document is a complete study and presentation of the scope and magnitude of the transfer of technology under the INAS Project taking into account the social and organisational structure of FBS.
- Mar-95** The Integrated Business Directory and its application within NAD/FBS. This document covers a complete study of available data sources on the corporate sector in Pakistan and presents a detailed methodology for the development of an (automated) integrated business directory for NAD/FBS. This system enables NAD/FBS to effectively draw samples for supplementary survey that are normally required in the authentication of its statistics or for the compilation of the supply and use tables.
- Jun-93** Computing Environmental Standards this document was written for the National Accounts Directorate (NAD) of the Federal Bureau of Statistics, Pakistan. The document proposed a Standard Operating Environment (SOE) and a Uniform Data Platform (UDP), which together form the Computing environmental Standards (CES) for NAD/FBS. It is based on a detailed analysis of the install base; national accounting computing requirements and future plans of NAD/FBS.
- Currently working on a the first edition of a comprehensive book titled, Development Project Auditing & Monitoring – A CIP Approach, a self sponsored initiative

TRAINING AND EDUCATION

Professional Training

- 1999 Integrated Accounts Software (IAS) 1996, NAMES (bv), Gouda, The Netherlands based on the SNA-1993 protocols and methods

TRAINING AND EDUCATION

1995	One-month intensive training in project formulation and monitoring using log-frames, conducted by Management Development Foundation (MDF) & the Royal Netherlands Embassy, Islamabad
1995	One-month intensive training in project formulation and monitoring using log-frames, conducted by Management Development Foundation (MDF) & the Royal Netherlands Embassy, Islamabad
1994	Application and use of PERT/CPM techniques in project control and monitoring
1985	System Design course (NCC methodology) with Dr. Istvan Bana under UNDP assistance programme
1985	NCC (Hungarian) Methodology for Systems and Process Analysis
1982	Diploma in Computer Science; majors Comparative Study of Programming Languages and Operations Research (with a GPA of 3.3) from the PETROMAN Institute, Karachi
1982	Application and use of PERT/CPM techniques in project control and monitoring

Academic Qualification

2001-6	AU, Idaho, USA, M.B.A (Risk Management – Distinction 2001 session)
2006	AU, Idaho, USA, M.B.A (General Management – Distinction 2006)
1986	University of Karachi, Bachelors (Economics)