

CV

Imtinan Ahmad

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Career goal: Contribute to a just world by working in partnership with others to achieve human rights for all.

Skills and knowledge

- **Leadership and management skills**, with more than eight years of management experience in South Asia, Far East & Europe as an expatriate on senior management roles;
- **Program design and planning skills**, with experience in designing and finding funds for multi-year development and humanitarian programs;
- **Monitoring and evaluation skills**, with experience designing and implementing participatory program evaluations;
- **Advocacy skills**, with experience leading high-level international advocacy initiatives;
- **Communication skills**, including fluent English, Urdu, Hindi and Punjabi;
- **Strong understanding of government**, with experience in negotiating, collaborating and with various government departments on national and international level for various project purposes;
- **Accountability and commitment to results.**

Experience

- **More than 12 years of experience on senior management positions in Pakistan & UK**, including throughout the mass internal displacement and flood crisis of 2009 & 10, respectively;
- **Increasing levels of responsibility**, including two years as Chief Executive Officer of Impact Insulation Group (managing 160 staff);
- **Outstanding academic background**, including University Gold Medal and High Distinction at University of Manchester and MAJ University;
- **Demonstrated commitment to human rights**, through extensive community volunteer experience.

Core Competencies

- **Result Oriented Wash Specialist**
- **Sanitation & CLTS Specialist**
- **Expertise in project planning, designing, implementation, coordination, monitoring, evaluation & managing emergency & community development WASH projects**

Employment

Development Solutions International (DSI) - Pakistan¹

Managing Partner – Senior Consultant (Oct 2012 – Ongoing)

- **UNICEF Pakistan**

Developing Thematic Issue Papers for RuSFAD program on Sanitation Marketing, CLTS / SLTS, Monitoring & Evaluation, and Constructed Wetlands.

- **UNICEF Pakistan**

Sanitation Marketing Consultant - Technical Assistance for SPSP Rural Sector Mechanism for Sanitation Marketing (SMSM) for UNICEF

- **Merlin Pakistan**

KPC Baseline Survey & SMART Baseline Survey of Food Security Thematic Program for Merlin Pakistan in Sindh. A project funded by European Commission (EC).

¹ DSI is an leading strategic and management consulting firm, established itself in Pakistan in 2005; providing services in the areas strategic & management consulting, research services, training and development and project implementation.

- **Plan International Pakistan: End of Project Evaluation.**

Conducted end of project evaluation for Plan International Pakistan for its Police Training and Capacity Building for Democracy and Human Rights Project. The project was funded by European Commission (EC).

- **Mercy Corps Pakistan: Post-KAP Study: End of Project Evaluation.**

Carried out the Post-KAP Study for Mercy Corps Pakistan for the project “Improved Access to Water & Sanitation Facilities in Refugee Impacted Areas of Balochistan”. I served as a Lead Consultant on the said assignment.

- **The Asia Foundation: Training & Development**

Conducted trainings on Internal Governance, Human Resources Planning and Management & Financial Management. These trainings were organized for the 32 member NGOs of Free and Fair Election Network (FAFEN). The assignment was assigned by The Asia Foundation's STAEP project, funded by DFID, UK.

- **Managing the WASH consultancies, training and development component and research services in this leading international consulting house.**

I have organized trainings for staff engagements, capacity building, program information dissemination and various workshops for leading national, international NGOs, donors and corporate companies. I have built up effective and efficient working relationships with clients and managing in house consultants' hub.

- **Consulting leading clients on WASH, Sanitation Marketing and Social Marketing Interventions.**

I have been engaged with some of the leading names in development sector and consulting them in the areas mentioned on short and long term consulting assignments, in addition to report writing and budgeting.

Water & Sanitation Programme (WSP), WORLD BANK

Sanitation Marketing Consultant (Nov 2012 – Present)

I am working as a consultant with World Bank and WSP as Sanitation Marketing Consultant. As part of this consultancy, I am preparing water sanitation plan and sanitation marketing policy at country level. The major focus of this sanitation marketing strategy is to design the country strategic plan and all related interventions in light of Pakistan Approach to Total Sanitation (PATs) and oversee the marketing plan implementation across Pakistan.

Plan International – Pakistan²

Consultant - Sanitation Marketing Specialist (July 2011 – Oct 2012)

- **Preparing strategy for the private sector development & creating a sanitation market in 35 districts in Asia's largest sanitation project.**

I have built up strategic plan for the creation of sanitation markets in flood affected districts of Pakistan and at rural level in order to address poverty alleviation through market creation. The major focus of my sanitation marketing strategy is to create demand for sanitation products and establish micro, small and medium enterprise market for the effective availability of the products at profit. I am overseeing the marketing plan implementation in 35 districts scattered throughout Punjab, Sindh, Khyber Pakhtoon Khawa, Gilgit Bultistan and Azam Jammu and Kashmir.

- **Involving public-private-social and corporate stakeholders for WASH in up scaling rural sanitation for the flood affected districts whilst creating demand for sanitation products.**

² Plan International is a 70 years old international non government organization working in more than 50 developing countries and implementing Asia's largest sanitation demand creation project.

I have developed a participation framework for the involvement of public sector departments including Public Health & Engineering Departments at provincial and district level and private sanitation supply chain partners in order to achieve a broad scale marketing policy acceptance and smooth implementation.

- **Regular reporting to UNICEF on entrepreneurs training and establishment of rural sanitation marts. Regular networking with WASH Cluster.**

I have developed a training plan and manual for entrepreneurs training. These training sessions have been conducted in 17 districts so far and the training sessions enable local entrepreneurs to understand the scope and profit margins of sanitation business. The training also highlights the effective techniques of profit maximization and the implementation of 4Ps of marketing.

- **Making MFIs a significant feature of the project and providing access to finance to rural customers.**

I am currently working with Micro Finance Institutions and creating a strategy for them to provide finance facility to rural customers against the sanitation products that they buy. The MFIs like the plan whilst discussions and strategy will be finalized by the end of the specialist consulting assignment.

- **Working with Project Implementing Partners for an effective private sector and demand creation.**

I am creating synergies and working on close coordination with the project Implementing Partners so that all stakeholders understand the significance of media campaign, community resource allocation and execution of inception workshops between implementers and project designers. The project partners I am closely working with include UN Habitat, Water Aid Pakistan, Aga Khan Rural Support Program (AKRSP), National Rural Support

Program (NRSP), Punjab Rural Support Program (PRSP), Integrated Rural Support Program (IRSP), and Plan Australia.

THZ International - Pakistan (July 2009 – June 2011)³

Program Manager WASH – Senior Consultant (leading to Interim Executive Director)

- **Environmental scanning and intelligence gathering, networking with donors and maintained effective donor relations with regular Project Coordination & Inception Reporting. Represented organization in WASH Cluster meetings.**

I proactively identified the funding opportunities. I critically reviewed the proposal drafting, budget preparation and technical & financial proposal presentations. I maintained a regular reporting line with DO on 17 projects in accordance with donor grant & fundraising policies. It helped in securing Rs. 37 million in 48 hours during flood emergency relief. This resulted in extensive collaboration, participation and establishment of stronger partner relationships for future project design and funding.

- **Executed sound WASH Project financial planning & management.**

I oversaw the accomplishments of country finance department. Managed the spending levels on all ongoing projects, including WASH project phases and achieved no spending variance report every quarter which eventually kept the donors interested in funding other prospective projects.

- **Managed an organization of over 110 staff based in four districts of Pakistan, as Executive Director.**

³ Tehzeeb is an international, development organization without religious, political or governmental affiliation.

I established a staff consultation mechanism to improve coordination between management and field staff; oversaw the preparation of a systems gap analysis and an action plan to address gaps in Tehzeeb Pakistan's systems; and ensured appropriate handling of human resources issues as they arose. I incepted a robust people management policy and implemented sociable people and culture policies.

- **Oversaw the design and rollout of Tehzeeb's Annual Monitoring & Evaluation Program Review and Social Audit.**

The review consulted with beneficiaries in 12 communities in four districts, and other key stakeholders. It generated information on communities' views on the strengths and weaknesses of Tehzeeb's programs, increased staff understanding of beneficiary concerns, and led to concrete program improvements.

- **Oversaw the preparation of Tehzeeb International's Country Specific Plan (CSP).**

The CSP charted progress on all of Tehzeeb's programs in FY2009-10, and was praised by Tehzeeb Headquarter for its high quality and timeliness. The CSP was further elaborated into tasks and organization's interventions, departmental activities, and individual tasks to be performed and achieved by Strategy, Program Support, Advisory, Communication, Advocacy, Monitoring & Evaluation, Finance, and Administration departments. Country Management Team regularly monitored performance on CSP.

- **Designed and oversaw a Review of Tehzeeb's Child Protection Emergency Response and the preparation of a Child Protection in Emergencies Toolkit.**

The Review and Toolkit drew on lessons learned from Tehzeeb's child protection work with internally displaced people and will enable other organizations to learn from its experience.

- **Organization Image Building.**

I contributed to the creation of a positive image and overall credibility of Tehzeeb as an organization, notably through the application of Tehzeeb's mandate, ethics, values and stand-point with regard to other actors.

I have been awarded by Jang Group of Newspapers for this achievement.

Impact Group - UK – (July 2007 – June 2009)⁴

Consultant Private Sector Development

- **Conducted vertical and horizontal expansion to achieve management buyout.**

Through team building and leadership development activities, I helped the organization to grow from a startup company to a multi million pound management buyout in less than 2 years.

- **Managing the Sustainable Water Solutions (SWS) project. Developed and executed Rural Sanitation Project for the IDPs in emergency phase. Spearheaded the creation of the Impact's Green Task Force.**

Prepared an Environmental Action Plan; increased staff knowledge of environmental issues; improved energy-saving and waste-disposal practices; and developed Impact's reputation as an environmental leader.

- **Developed a grants department and raised business through networking and hired a team to implement grant winning strategy.**

⁴ Impact is a UK based insulation & environmental solution provider national company.

The strategy aimed to win grants available for environmental innovation in the UK. The newly recruited team pitched the government officials with new products developed by the organization's Research & Development wing. A seven figure grant was achieved and as a result more emphasis was made on monitoring, evaluation and research, partnership support, and resource utilization.

- **Led the development of three regional offices within first year of working.**

Mentored staff to produce five-year Program Strategy with strong program logic, and clear monitoring and evaluation frameworks. 84 new staff members were hired as an outcome and 3 multi million pound contracts were acquired.

- **Created Leadership Development Plan (LDP) for inculcating internal staff promotion and incorporation of staff after management buyout.**

I formed a LDP and trained staff on new JDs and enabled the culture to absorb new changes after the management buyout. Eventually, no staff member was made redundant or sacked after the MBO due to LDP & capacity building.

Twice awarded for these achievements by the UK media and the organization.

Greater Manchester Chamber of Commerce - UK - (June 2006 – June 2007)⁵

Research & Membership Advisor

- **Contributed to the leadership of GMCC.**

⁵ Greater Manchester Chamber of Commerce (GMCC) is the largest chamber of commerce in the UK with more than 7,000 businesses as members.

I actively participated in the Management Team. I represented GMCC at high-level meetings (including the provision of membership overviews to the North West Members of Parliament and local counselors, in addition to the networking with Trade and Commercial Attaché of various countries, from time to time.

- **Established a strong system for managing memberships & services at GMCC.**

Oversaw the preparation of high-quality proposals and ensured a steady income flow through increased membership. Wrote a Membership Future Plan and created tools for projecting future funding needs, identifying potential donors and ensuring donor reports for existing grants were submitted to a high standard and on time. Mentored staff to develop their grant management skills.

- **Selected by GMCC as a Senior Advisor for GMCC strategic decisions.**

Trained staff on membership sales & services, techniques, and friendly relations with members in order to sell any further services they may require.

- **Promoted GMCC's media and communications support program.**

My team prepared a Communications Strategy; promoted two major events which were attended by leaders from government and donor agencies; and achieved extensive positive media coverage nationally and internationally. The team also raised the voice in front of government and advocated the issues faced by the member businesses.

- **Maintained excellent relations with external stakeholders.**

Represented GMCC at meetings with United Kingdom Trade & Investment (UKTI), UK Trade missions, British High Commissions, trade

unions, DFID, government and NGOs, including at agency head level. This includes negotiations at board & senior level on various projects and funding.

- **Monitored trading rights violations by corporate conglomerates and designed and managed a program to respond to these allegations.**

The program monitored the trading rights abuses, trained members of the GMCC on their rights as a trader, and supported them to follow up their complaints with the authorities.

Ideation House – Pakistan - (July 2004 – May 2006)⁶

External Relations Manager

- **Monitored and maintained regular business**

Market development in Pakistan, and maintained targets consecutively through a team of motivated individuals.

- **Managed the company's direct marketing program**

DM program (worth US\$ 55,000 in FY 2004-05). Prepared budget allocation tables and monitored the disbursements.

- **Delivered corporate presentations** and visited clients all across the country.
- **Relieved as Director Implementation**, managing the operations section and coordinating creatives and artwork within timelines.
- **Relieved as Chief Operating Officer**, overseeing the financial and administrative management of the company and the supervision of around 20 staff.
- **Supervised and mentored research, and information technology staff.**

⁶ Ideation House is Pakistan's leading development consulting & training firm.

Red Communication Arts – Pakistan - (February 2003 – June 2004)⁷

Operations Manager

- Delivered corporate presentations constituting media plans and artworks.
- Researched and wrote reports on design matters for various corporate clients.
- Studied economics, trade policy, negotiation skills, management skills, computer skills international law, human rights law, politics, Punjabi, Pothohari, and Hindi.

Education

Masters of Science (MSc) – Social Sciences

University of Manchester - UK - (2006-2007)

- **Groundbreaking Dissertation on pressure groups.**
- Detailed knowledge of the processes and methods of **behavior studies.**
- Strong understanding of the theory and practice of **research dynamics.**

Chartered Marketer

Chartered Institute of Marketing – UK – (2006)

- Built capacity in marketing management & principles implementation on global scale.
- Developed expertise in Behavioral Change Campaign Management.
- Created cordial relations with marketers around the world.
- Continuing networking & existing member of the CIM, UK.

⁷ Red Communication Arts is one of the top ten advertising agencies in Pakistan.

Masters in Business Administration (MBA)
MAJ University – Pakistan - (2003 - 2004)

- University **Distinction Holder** in Highest Course Achievement.
- Special **Presidential Prize** for 'outstanding personal qualities and contributions to university life', 2004.
- **President Student Union**, consecutively for two years.
- **Summer Research University Scholarship** from the Punjab Group of Colleges, 2004
- Majors: Marketing, HR, Management.

Bachelors in Business Administration (BBA - Honors)
MAJ University – Pakistan - (2000 - 2003)

- **University Gold Medalist** for scoring **3.78 CGPA. (Highest in the University history).**
- **National Undergraduate Scholarship** for MAJ University.
- **Quaid-e-Azam Scholarship** by the Government of Pakistan.

Languages

- **English, Urdu, Hindi, Punjabi, Pothohari – fluent**
- French, Chinese – working.

Teaching Experience

MAJ University – Pakistan – 2009 – 2010

Visiting Faculty

Taught undergraduate & post graduate courses, including:

- Management in development sector, Organizational Behavior, Human Resource Management, NGO Management.

National University of Modern Languages – Pakistan – 2004 – 2005

Visiting Faculty

Taught undergraduate & post graduate courses, including:

- Psychology, Research Methodology, Business Communication.

University of Central Punjab – Pakistan – 2005

Visiting Faculty

Taught undergraduate & post graduate courses, including:

- Principles of Management, Principles of Marketing, NGO Image Management.

Broadcasting Experience

Radio Presenter

- **Asian Sound Radio, Manchester, UK – 2006 – 2009**
- Presenting talk shows on the radio and helping listeners talk about controversial topics.
- Advocated freedom of speech through talk shows to a 77,000 audience per show.

Radio Presenter

- **Capital FM 100 – Pakistan – 2000 – 2004**
- Conducting live entertainment and talk shows on the radio.
- Achieved an excellent presenter status by the management.

Volunteer Community Work

Volunteer, Oxfam – UK - (April 2006 – January 2007)

- **Organized events to raise awareness of rights issues** – including a Musical Gig Session for fundraising at intra city level.
- **Coordinated shop management** and supported through free man hours.
- **Strengthened our relationship with local non-government organizations** through information-sharing and collaborative projects.

Sponsor, World Vision International – UK - (2007 - 2009)

- Took part as a keen sponsor of life and dreams of two children in Africa and Asia.
- Took particular responsibility for writing to them, publicity and organizing the friends to follow suit.

Recognition

May 10

Daily Pakistan Observer, Pakistan

News article

<http://pakobserver.net/detailnews.asp?id=28436>

April 10

Insider Media, UK

News article

<http://www.insidermedia.com/insider/north-west/24867-mason-williams-looks-for-maximum-impact/>

April 10

Daily Pakistan Observer, Pakistan

News article

<http://pakobserver.net/detailnews.asp?id=24317>

Mar 10

Daily Pakistan Observer, Pakistan

News article

<http://pakobserver.net/detailnews.asp?id=19069>

Feb 10

The News Daily, Pakistan

News article: Tehzeeb to serve free food to poor

<http://www.thenews.com.pk/TodaysPrintDetail.aspx?ID=225516&Cat=6&dt=2/23/2010>

Feb 09

The Business Desk, UK

News article

http://www.thebusinessdesk.com/northwest/news/8691-insulation-company-branches-out-to-liverpool.html?news_section=4170

Feb 09

Liverpool Echo, UK

News article

<http://www.liverpoolecho.co.uk/liverpool-news/local-news/2009/02/13/we-ve-got-the-bottle-to-move-to-liverpool-100252-22919101/>

Feb 09

Liverpool Daily Post, UK

News article

<http://www.liverpooldailypost.co.uk/ldpbusiness/business-local/2009/02/18/manchester-entrepreneur-launches-liverpool-branch-of-his-insulation-firm-96026-22952086/>

Manchester Business School, UK

Featured on University of Manchester's Manchester Business School website.

<http://www.mbs.ac.uk/programmes/masters/courses/marketing/a>

[bout-the-course.aspx](#)

Publications

Sanitation Marketing Strategy for Pakistan & Modern Perspective to Sanitation Marketing (Published by UNICEF Pakistan)

- It declares and signifies the sanitation marketing strategy for the early recovery program for the flood affected districts of Pakistan.
- The framework designed addresses the demand creation methods and introduces the concept of campaign branding, along with behavior change communication tools to be utilized.
- The 7Ps of sanitation marketing are narrated which is the need in Pakistan's context.
- The strategy clearly explains the roles and responsibilities of implementing partners and provides a detailed timeframe for the implementation of sanitation marketing interventions.
- The role of government, the policy challenges and advocacy mechanism are also highlighted in detail in this publication.

Guerrilla Warfare - The Cathedral of Consumerism– A way to combat big budgets

- It is an innovative writing which serves as a guide to small scale firms / companies in managing their marketing budgets in a smart manner.
- Guerrilla marketing is less seen and most heard kind of marketing that provides the adopter the competitive advantage to beat the comparative advantage of a large firm with huge marketing budget.
- It also states the tools and techniques through which an SME organization can target a large scale competitor through guerrilla marketing interventions.
- It also highlights some of the best guerrilla marketing examples that have been successful in recent past.
- This publication is a guiding tool for SMEs, national, multinational organizations, guerrilla marketing and advertising agencies.