**Curriculum Vitae**

1. Family name: **KHAN**
2. First names: **Jamshed**
3. Date of birth: 8 January 1946
4. Passport Holder: Pakistani
5. Residence: Pakistan
6. Education:

|  |  |
| --- | --- |
| Institution (From--To) | Degree(s) or Diploma(s) obtained: |
| AIOU Islamabad,1981-1988 | **M.A. (EPM) in Education Planning and Management** |
| Peshawar University 1975-1976 | Post-graduate Diploma in Public Administration |
| Peshawar University 1966-68 | M.Sc. in Zoology with specialization in Entomology |
| GOP/UNDP/RIPA April 1986-Dec. 1986 | Diploma in Management Consultancy |
| Institute of Education, London University UK | **Diploma in Modalities and techniques of educational administration** |

7. Language skills: Indicate competence on a scale of 1 to 5 (1 – excellent; 5 – basic)

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| --- | --- | --- | --- |
| Language | Reading | Speaking | Writing |
| Pashto | Mother tongue | | |
| Urdu | 1 | 1 | 1 |
| English | 1 | 1 | 1 |
| French | 5 | 5 | 5 |
| Arabic | 5 | 5 | 5 |
| Uzbek | 5 | 5 | 5 |
| Persian/Dari | 5 | 5 | 5 |

8. Membership of professional bodies: Lifelong member of Computer Society of Pakistan

9. Other skills: MS Office Professional

10. Present position: Freelance Consultant

11. Years within the firm: -

12. Key qualifications:

* Relevant academic degree **in Education Planning and Management (M.A. (EPM))** and **Diploma in Modalities and techniques of educational administration**
* **Socio-economist** with a wide range of experience in different sectors (**Education**, Health, Agriculture, Natural Resource Management)
* More than **45 years** of professional experience in **education sector.** Worked in the **education management** **training**, establishment of EMIS in the KPK and AJK, **monitoring** and **evaluation** of **education programmes**, **capacity building**, **institutional development**, restructuring and reorganization, **policy** and **strategy** **development**, performance **improvement programme**, enhancing **access to education** especially of the **vulnerable children** and **teachers training**.
* Experience in KP from 1971-1985 and 1998-2006 as Lecturer, Assistant Professor, Associate Professor, Research Officer (**Education Training**), Senior Research Officer (Training), Deputy Director, Management Unit for Study and Training, **Education Department** KP.
* Involved in the **development of Education Sector Plan** for KP especially the review of the plan and development of **monitoring framework**, this assignment was sponsored by GIZ Peshawar.
* **Developed** the **National Policy** and **Strategy for the School Feeding Programme** in Eritrea for **Ministry** of **Education** Eritrea, Asmara
* **Developed National School Health Policy** for the Government of Rwanda, Kigali and the **draft Strategic Plan** and implementation plan for the **school health policy.**
* Worked as Country Director, Afghanistan Centre for Socio-economic and Opinion Research, (ACSOR) Afghanistan, an affiliate of Gallup International, for three years, carrying out **quantitative** and **qualitative** **research** in **socio-economic areas**
* Worked as Consultant for the International Islamic University Islamabad to establish a Research Centre in the Faculties of Social Sciences and Business Administration so that to carry out **research** in business and politics
* Working experience in **sector wide approaches** and in **sector budget support** fully involved on behalf of the government to prepare plans for EMIS, **Capacity Building** of **Education Managers**, Job Description Development for the Managers, Codification of Rules and Regulations pertaining to the employees of **Education** **Department**
* **Fluent English speaker**

13. Specific experience in region

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| Country | Date from – Date to |
| **Pakistan** | **Pakistani national; working experience since 1971** |
| Rwanda | October 2010 - December 2010, March 2011 - June 2011 |
| Afghanistan | January 2003 – June 2005, August 2006; Nov 2013- Nov 2014 |
| Eritrea | August - October 2006 |
| Nigeria | June 1978 - June 1979 |

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| --- | --- | --- | --- | --- |
| Date | Location | Company | Position | Description |
| Dec 2014 to date | Islamabad, Pakistan | **Gallup Pakistan** Dr. Ijaz Shafi Gilani, Chairman Gallup, Pakistan  [gilani@gallup.com.pk](mailto:gilani@gallup.com.pk) | **Consultant** | Socio economic and opinion surveys.  Providing consultancy services in data analysis, report writing, **HR administration and financial administration**. |
| July 2014 to Nov 2014 | Kabul, Afghanistan | **Ministry of Education**, Deputy Ministry of Technical and Vocational **Education and Training**, Project Manager, **TEVT** Mr. Wahidullah Madani, Director ASDP [waleed.madani@gmail.com](mailto:waleed.madani@gmail.com) | **Policy Advisor/ Education Expert** | Afghanistan Skill Development Project  **Policy analysis**, **planning**, **strategy development** and **management** of **technical** and **vocational education** to enhance employability and absorption in the local and international markets. **TVET Strategic Plan Development** process involves **Sector Wide Approach**; coordinating with the government, development partners, implementing partners and other stakeholders. |
| June-July 2014 | Islamabad, **Pakistan** | **European Commission,**  Islamabad, Mr. M. Siddique Bhatti, Development Advisor, Education, [siddique.bhatti@eeas.europa.eu](mailto:siddique.bhatti@eeas.europa.eu) | **Education Sector Specialist, Formulation Mission** | Based on the findings of Identification Mission, carried out a complete **review** of the **education sector** **programmes** and found out areas for **EU intervention** and identified suitable partners for implementation of the programmes. |
| Nov 2013- till June 2014 | Kabul, Afghanistan | **Ministry of Education**, Deputy Ministry of Technical and Vocational **Education and Training**, Project Manager, TEVT Mr. Wahidullah Madani, Director ASDP [waleed.madani@gmail.com](mailto:waleed.madani@gmail.com) | **Policy Advisor/ Education Expert** | Afghanistan Skill Development Project  **Policy analysis**, planning, **strategy** **development** and **management** of **technical** and **vocational** **education** to enhance employability and absorption in the local and international markets. **TVET Strategic Plan Development** process involves **Sector Wide Approach**; coordinating with the government, development partners, implementing partners and other stakeholders. |
| Feb 1, 2013- Oct 31, 2013 | Islamabad **Pakistan** | Gallup Pakistan, Dr. Ijaz Shafi Gilani, Chairman Gallup, Pakistan  [gilani@gallup.com.pk](mailto:gilani@gallup.com.pk) | Consultant | Socio economic and opinion surveys.  Providing consultancy services in data analysis, report writing, **HR administration and financial administration**. |
| June 13, 2011-to Dec 31, 2012 | Lahore, **Pakistan** | Dr NasirJalil, Cambridge Education, UK implementing WB project  [drnasirjalil@yahoo.com](mailto:drnasirjalil@yahoo.com) | **Senior Capacity Development Specialist/ Education Expert** | Punjab **Education Sector Reforms Project**  The Project's development objectives were to **improve** **access** and **equity**, and the quality and **relevance** of **education** in Punjab. The purpose was to **enhance access to primary** and **secondary education** especially of the **vulnerable children** and develop the capacity of the staff of the existing institutions. Providing incentives to the students, their parents and teachers serving in the poorest of the poor area to increase **enrolment** and retain them in **schools** and show improved performance. **Technical support** in **capacity development**, M&E, **sector** **plan** **development** to the Government of Punjab, **Education Department**, Lahore. This was a good example of **Sector Wide Approach** as the funds were utilised for the changed mandate of the system. **The Midterm Sector Framework (MTSF) was developed in the light of Mid-Term Budget Framework (MTBF) for the education sector including the budget breakdown by year for the different sub-sectors of education.** |
| March 1-June 8, 2011 | Kigali, Rwanda | Dr. Jane W. Muita, Deputy Country Representative, UNICEF, Kigali, Rwanda Phone # +250 252 592 710, [jnuita@unicef.org](mailto:jnuita@unicef.org) | **Education Policy and Strategy Expert** | **Strategic Plan Development** for the school health programmeinvolving meetings with stakeholders, consulting the existing data, collecting additional data and information from different sources, analyzing data and finally developing National Strategic Plan for School Health Programme 2011-2015.  The **National** **School Health Policy** was designed to provide awareness to students regarding common diseases and preventive measures and **Developed Strategic Plan** 2011-2015 based on the **National School Health Policy**. For the welfare of students and teachers the School Health Guide and Teachers Training Manual were developed. The **policy** mainly aimed at decreasing pressure on curative measures, attracting students of the vulnerable children to schools for getting better environment for enhanced learning achievements. |
| September 27-December 31, 2010 | Kigali, Rwanda | Ms. Iris Uyttersprot, Chief Education Section, UNICEF Kigali Rwanda,  [iuyttersprot@unicef.org](mailto:iuyttersprot@unicef.org) | **Education Policy and Strategy Expert** | **School Health Policy Development**, School Health Package Development, Training Modules Development, School Health Kits and M**&E Indicator Development**. The **school** health **policy** has a great focus on health and other related issues at the community, school and in particular at the ECE levels |
| May 24- June 7, 2010 | Islamabad/Karachi/ **Pakistan** | **European Commission** Particip Germany **Evaluation Mission**  WimBierveliet Team Leader [circle.education@thdc.nl](mailto:circle.education@thdc.nl) | **National Education Evaluation Expert** | Country mission to Pakistan for the Thematic **global evaluation** of **European Commission** support in the **education sector** in partner countries (including **basic** and **secondary education**) (Lot 2). The **evaluation** also focused on the **EC** **inputs** in **education** in Sindh. |
| March 16-31, 2010 and follow up till Sep 2010 | Peshawar, **Pakistan** | Ashraf model School, Peshawar  Prof. Bashir Tariq, Principal, Nasir Bagh, Peshawar Ph # +92-300-5991511 | **Master Trainer, Early Childhood Education** | **Trained teachers** for the Ashraf Model School and the surrounding schools as Master Trainers in **Early Childhood Education** (ECE/ECD), and followed up to find out the effectiveness of the training programme. |
| October 1, 2009 to March 15, 2010 | Peshawar, **Pakistan** | GTZ Peshawar Mr. Naeem Firdous, Senior Programme Manager  [naeem.firdause@gtz.de](mailto:naeem.firdause@gtz.de) | **Consultant Capacity Development Needs Assessment** | **Training needs analysis** of the different tiers of **education** **personnel** working in different positions of the **education department** in KPK Province and FATA. Needs assessment for **capacity development** of the KPK **Education Department** employees working in **primary**, **middle**, **high** and **higher secondary** **schools**, district offices, provincial directorates and the provincial secretariat of **elementary** and **Secondary Education Department** and FATA **Education Directorate**. |
| March 1, 2009 to September 2009 | Islamabad, **Pakistan** | Gallup Pakistan, Dr. IjazShafiGilani, Chairman Gallup Pakistan  [gilani@gallup.com.pk](mailto:gilani@gallup.com.pk) | **Consultant** | Opinion surveys, quantitative and qualitative data collection, data analysis, report writing on different socio-economic issues, **capacity building** and **institutional development** |
| December 10,2007-Feb 15,2009 | Islamabad, **Pakistan** | MOE/USAID  Ms. Jennifer Stewart, Technical Director, MSI, 600 Water Street SW Washington DC, 20024, USA, Tel (202) 484-7170  Fax (202) 488-0754  [jtewart@msi-inc.com](mailto:jtewart@msi-inc.com) | **Policy Advisor/ Education Expert** | Worked as **Policy Advisor** in the **Secondary Education Development Programme** in FATA, ICT, Sindh and Baluchistan. In this capacity I worked in close association with the Planning Wing of the **Ministry of Education** to identify **gaps** in the **policies** regarding pre-service, in-service teacher training programmes, academic supervision, and **budget** **line** for training programmes. My role in this project was basically accomplishing an **educational planning** and **management** **assignment** in proposing measures to the **educational planners** for bridging the **gaps** in **policies**. The **secondary education system** was not focussed in isolation but was also considered in accordance with the primary and **ECE education system** in the country. **Sector Wide Approach for Baluchistan and FATA in the form of Education Sector Strategy Development were initiated and later on developed by full time consultants.** |
| October 2007-Dec 2007 | Islamabad, Sindh and Baluchistan **Pakistan** | DevTech Systems USA  Team Leader Wendy Rich-orloff  wendyrichorloff@gmail.com | **Specialist in Early Childhood Education** | Worked as **Teacher Training Specialist** in the **evaluation** of USAID funded **Early Childhood Education Program** in Pakistan. Two organizations; AKF and CRI were using different strategy for implementation of the **ECE programme** in Sindh and ICT. We were to **assess** the **weaknesses** and **strengths** of these different **implementation strategies**. |
| July 4,2007-Aug 3,2007 | Peshawar, **Pakistan** | GTZ Peshawar, Pakistan  Mr. Naeem Firdaus, Incharge **Education** **Planning Section**, GTZ Peshawar; Ph: +92-301-8588995;naeemkhan@esdpgtz.org.pk | **Education**  **Expert** | Educational Planning and Management, **Department of Education**, Govt of KPK/GTZ KP **Education** Sector Plan 2007-2015 **review** and **analysis** in conformity with MDG, EFA, ESR and Provincial Reforms Programme. **Sector wide approach adopted by Government of KPK in the form of School Sector Plan development** was reviewed. This involved application of principles and common practices of **educational planning** and **management**. The sector plan covered the **ECE**, **primary** and **secondary level education and allocation of appropriate budget line for the different sub-sectors**. |
| September 2006-June 2007 | Islamabad, **Pakistan** | Gallup/BRB  Dr. IjazShafiGilani,  Chairman Gallup Pakistan  Phone No. +92-51-2655630  gilani@gallup.com.pk | **Consultant** | Socio-economic and opinion surveys in Pakistan. Opinion surveys, quantitative and qualitative data collection, data analysis, report writing on different **socio-economic issues**, **capacity** **building** and **institutional development** |
| August 2006 | Afghanistan | UMCOR USA/MOE Kabul Afghanistan UMCOR Afghanistan, near Park Hotel Kabul | **Education Consultant** | Proposal writing for **funding** for the **school** feeding **programme** in Afghanistan |
| January – July 2006 | **Pakistan** | International Islamic University, Islamabad,  Prof. Dr. IjazShafiGilani  Dean Faculty of Social Sciences  Phone: +92-51-2655630  gilani@gallup.com.pk | Consultant | Faculty of Social Sciences. Research administration and coordination of research activities in **social sciences**. A centre of research was established in the International Islamic University Islamabad to carry out research and analysis on the current business and political issues in different countries of the world. Weekly reports on different regions of the world were produced by the University for distribution |
| August – October 2005 | Eritrea | MOE Eritrea/USDA/Mercy Corps Eritrea  Josh Dewald, Country Director, Mercy Corps Eritrea, Asmara  [jdeward@lk.mercycorps.org](mailto:jdeward@lk.mercycorps.org) | **Education and Policy Expert** | Developed **Strategy** and **Policy** for the **National School** Feeding **Program** for MOE Eritrea. Carried out field survey of existing programs and studied the documents prepared on the existing procedures and practices in different parts of the country and devised a plan of action, **strategy** and **policy** for the **national level**. The MOE staff was fully involved at all stages of the development of the strategy so they accepted the **ownership** of the **strategy** and **policy**. The **strategy** and **policy** for the **national school** feeding **programme** was designed to provide social welfare assistance to attract more and more children to the schools, decrease drop out and **enhance learning achievements**. The **policy** and **strategy development** **process** took the government, the stakeholders, the INGOs and implementing partners on board to support the successful implementation. |
| January – February 2005 | **Pakistan** | **European Commission** /Sofreco France  Mr.AbdusSiddiqBhatti, Technical Expert, EC Delegation, Islamabad  [Siddique.bhatti@eeas.europa.eu](mailto:Siddique.bhatti@eeas.europa.eu) | **Consultant** | Pakistani Expert for EC Asia Mission, worked with other international experts in preparing a **base** **paper** for the **EC country strategy** 2007-2013 |
| January 2003 – June 2005 | Afghanistan | Gallup Pakistan/BRB an Affiliate of Gallup International Dr. IjazShafiGilani, Phone No. +92-51-2655630 [gilani@gallup.com.pk](mailto:gilani@gallup.com.pk) | **Country Director** | **Socio-economic**, opinion surveys and management consultancies to the public and private sector organisations. Carried out a number of opinion surveys countrywide and management consultancy assignments for different offices and Ministries. In Afghanistan carried out a number of studies for GTZ, UNICEF, World Bank and Media Research Companies, apart from monthly nationwide opinion surveys. Trained more than 500 interviewers and 50 moderators for Focus Group Discussions. |
| August – September 2003 | **Pakistan** | **European Commission** /COTECNO ITALY  Via Alberico II, 4  00193 Rome, ITALY  Tel: +39 06 6873406 Fax: +39 06 6873204  [cotecno@compuserve.com](mailto:cotecno@compuserve.com) | **Evaluation Expert in Education** | **Monitoring** and **Evaluation** Mission of EC inputs in Aga Khan **Education Services**, Pakistan. As member of the **Final Evaluation Mission** of five year **EC** inputs in AKES,P along with an International Expert. **Evaluation** and **monitoring** covered all activities carried out in the Northern part of the country as well as in Karachi (Sindh) for planning, financing and implementation of the project. |
| April 2002 | **Pakistan** | **European Commission** /COTECNO ITALY  Via Alberico II, 4  (same as above) | **Evaluation Expert in Education** | Member of **EC Monitoring** and **Evaluation** M**i**ssion Worked with two other international experts as Member of the **EC** M&E Mission in Aga Khan **Education Services**, Pakistan. **Evaluation** and **monitoring** covered all activities carried out in the Northern part of the country as well as in Karachi (Sindh) for planning, financing and implementation of the project. |
| April 2001 – March 2002 | **Pakistan** | SKB/KNK Group of Companies, Islamabad  Kamal Nasir Khan, Chief Executive Officer, KNK Group of Companies, F-10/4, Islamabad skbisb@skbpk.com | **Education Expert** | **Consultant Educational Planning** and **Management**. Management Consultancy for KNK Group of Companies. The group operated **35 schools** in the poorest of the poor area in Punjab, Pakistan. Conducted **performance evaluation** **studies** for **improvement of the system**. As consultant worked to attract more and more out of **school children** by providing certain incentives and ensured the mildly handicapped children join the main course and become like the normal children. **Coordinated the education programmes** for the group of selected students from South Africa in Pakistan. |
| November 2000 – January 2001 | **Pakistan** | DFID/Semiotics Consultants  F-6/Markaz Islamabad  Mr.AjmalBaig, CEO  [mail@semiotics.pk](mailto:mail@semiotics.pk)  Ph. # +92-51-227 1248 | **Team Leader/**  **Evaluation Expert** | **Evaluation** of the **Teacher Training Programme**, financed by the World Bank:  The objectives of the Project were to **improve** the **quality** of Pre- Service and In- service teacher training by introducing **improved curriculum**, introduction of new Pre Service Diploma Program and establishing Center of Excellence in **Teacher Education**. The Project provided support to existing GCETs and Colleges of Educations and sponsored various research studies to investigate the **teacher training** issues   * **Evaluated the Teachers’ Training Programmes** conducted in the Northern Pakistan for the Govt. and NGOs schools * Carried out literature review, survey and interviews in NWFP * Analyzed the primary and secondary data * **Prepared** the **draft** and **final reports** |
| September – October 2000 | **Pakistan** | **European Commission** /COTECNO ITALY  Via Alberico II, 4  (same as above) | **Team Member** | Member of the **EC Mid Term Review** **Mission** of Aga Khan **Education Services** Pakistan. **Evaluation** and **monitoring** covered all activities carried out in the Northern part of the country as well as in Karachi (Sindh) for planning, financing and implementation of the project. |
| July – August 2000 | **Pakistan** | NOVIB/DEVFOUND Pakistan  Professor Barkat Ali  [barkat\_kharal@buitms.edu.pk](mailto:barkat_kharal@buitms.edu.pk) | **Team Leader/Education Planning & Management Expert** | NOVIB Appraisal Mission for SAHE run **educational institutions** for the girls in the rural areas of Punjab. **kindly specify what were your main responsibilities)** As Team Leader and Education P&M expert I was responsible for the final report writing of the Appraisal Mission. Meetings with the different stakeholders, FGDs, IDIs were conducted to find out the effectiveness of SAHE system of education; which was mainly borrowed from BRAC Bangladesh. Further funding and expansion of the programme depended on the basis of the findings of this mission. |
| May 2000 | **Pakistan** | **European Commission** /COTECNO ITALY  Via Alberico II, 4  (same as above) | **Team Member** | Member of the Annual **EC Monitoring Mission**, of Aga Khan Services, Pakistan. **Evaluation** and **monitoring** covered all activities carried out in the Northern part of the country as well as in Karachi (Sindh) for **planning**, **financing** and **implementation** of the **project**. |
| 02/00-  04/00 | **Pakistan** | ADB/Semiotics Consultant  F-6/Markaz Islamabad  Mr.AjmalBaig, CEO  [mail@semiotics.pk](mailto:mail@semiotics.pk)  Ph. # +92-51-227 1248 | **Education Evaluation Expert** | **Final Evaluation** of the **Girls** **Primary Education Project**, financed by the ADB:  The objective of the **evaluation** was to assess the effectiveness of the role of WFP’s assistance in increasing enrolment, attendance, and improving retention and completion rates of girls in **primary schools** throughout the **Pakistan**, impact, and sustainability.  This assignment was carried out in all provinces of Pakistan including Sindh.   * **Developed the strategy** for conducting the assessment; * Designed and pre-tested the research instruments; * Carried out survey and interviews in selected districts of all the four provinces. **Analyzed** the **primary** and **secondary data**; assessed the **effectiveness** of the **education program**; * **Evaluated** progress towards the achievement of stated/ agreed goals and objectives; Prepared four provincial and one **country assessment** **report** including recommendations for improvements |
| January – February 2000 | **Pakistan** | PLAN INTERNATIONAL/Semiotics Consultants  F-6/Markaz Islamabad  Mr.AjmalBaig, CEO  [mail@semiotics.pk](mailto:mail@semiotics.pk)  Ph. # +92-51-227 1248 | **Team Leader /Education Specialist** | **Evaluation** of the **impact** of PLAN INTERNATIONAL inputs in **primary** and **middle schools** in District Chakwal and Mansehra:  Plan Pakistan, started its five year Country Strategic Plan of community development in the districts of Mansehra, Chakwal, Islamabad, and Vehari. The programme covered the period of fiscal year 2001 to 2005.   * **Evaluated** **PLAN Pakistan Country Strategic Plan** (2001-2005) of community development. * Conducted focus group discussion and interview in districts of Mansehra, Chakwal, and Vehari. * Assessed how well the Country Programme addresses the key issues or problems that affected the plan communities over the implementation period. * Analysed systematically the impact of PLAN Pakistan’s various programmes in improving the quality of life children, families, **education** and the relevant community. |
| June – September 1997 | **Pakistan** | ADB/Semiotics Consultant  F-6/Markaz Islamabad  Mr.AjmalBaig, CEO  [mail@semiotics.pk](mailto:mail@semiotics.pk)  Ph. # +92-51-227 1248 | **Education Specialist** | **Teacher Performance Evaluation** in the Classroom in **Secondary Schools** in Balochistan, **Teacher Training Project**, Pakistan, financed by the ADB:  The objective of the project was to improve the quality, access, and **institutional capacity** of the **lower secondary** pre service **teacher training system**.  **Analyzed** the **quality of the training** given in the **teacher training institutions**, adequacy of the period of the training, **relevance of curriculum** and **textbooks** and the problems of teacher **training institutions** were assessed. The study also highlighted the analysis verbal interaction of students and teachers during the classroom teaching-learning process. |
| January – June 1997 | **Pakistan** | ADB/Semiotics Consultants  F-6/Markaz Islamabad  Mr.AjmalBaig, CEO  [mail@semiotics.pk](mailto:mail@semiotics.pk)  Ph. # +92-51-227 1248 | **Educational Planning and Management Specialist** | Tracer Study of Graduates of the Teacher Training Institutes, Teacher Training Project,Ministry of Education, Pakistan  A survey of the trained graduates was carried out, their opinions in various issues were sought. Carried out a survey of the primary school teachers who have completed in-service training programme. Their performance was compared with those who did not participate in any in-service training programme. A cost-effective, innovative in-service training model was developed in view of the models being implemented in some other countries. The new model was developed with the assistance and active involvement of the officers of the Education Department, Government of NWFP. The study aimed at evaluating the in-service training programme offered to primary school teachers in NWFP and developing a cost-effective model of in-service training for implementation in the province. |
| December 1996 – February 1997 (Phase 1)  September 1997 to August 1998 (Phase 2) | **Pakistan** | World Bank/Semiotics Consultant  F-6/Markaz Islamabad  Mr.AjmalBaig, CEO  [mail@semiotics.pk](mailto:mail@semiotics.pk)  Ph. # +92-51-227 1248 | **Team Leader/Education Planning and Management Specialist** | Northern Education Project - Annual School Mapping ActivityPhase-I, Mirpur Tehsil AJK, Phase II, Azad Jammu & Kashmir, financed by the World Bank:  The objective of the projects were to develop contents and strategy for the implementation of a school mapping routine and the incorporation of this activity as part of annual collection and processing of educational data undertaken by the EMIS. The project involved an integration of Educational Management Information System, Geographical Information System and demographic data for only one Sub-Division of AJK, Mirpur in Phase 1 and the rest of AJK in Phase2. The assignment included the capacity development of officers of the MOE AJK to carry out such exercises on annual basis and in the use of EMIS and GIS data and reports for educational planning and management.  Designing Field Testing and Execution of the First Round of |
| January – April 1996 | Pakistan | ADB/ Semiotics  F-6/Markaz Islamabad  Mr.AjmalBaig, CEO  [mail@semiotics.pk](mailto:mail@semiotics.pk)  Ph. # +92-51-227 1248 | Survey Specialist for Balochistan Province Programming Mission | Science Education Project, Phase II, Ministry of Education, Government of Pakistan, financed by the ADB:  Provided services as school mapping expert in Baluchistan. The objectives of the study were to assess the science facilities in the secondary schools for male and female students and to recommend the schools for up-gradation of physical facilities. Carried out a detailed survey of existing facilities for science education in secondary schools in Balochistan. The institutional needs in science education were identified. |
| January – April 1994 | Pakistan | World Bank/ DFID  British Council Main Office Near Melody Market, Islamabad | Consultant/ Educational Planning and Management Specialist | Secondary Education Reforms Project, Pakistan  Mainly worked on access to secondary education and teachers, demand and supply. In these studies besides making projections up to the year 2005, the level of school facilities utilization was assessed and a comparison of the higher secondary schools and inter-college in terms of resource utilization was made. Completed the following two studies  · Access to secondary education  · Teachers demand and supply  In Access to secondary Education a complete survey of all the provinces of Pakistan was carried out and data on enrolment, repetition and dropout rates were obtained to make projections to the year 2005. The cohort analysis was carried out with the help of computer models prepared for this purpose. The teachers’ demand and supply also required a detailed survey of the pre-service training facilities in the whole country and the projections to the year 2005 were made. In both these projects the emphasis was to be laid in particular on the female students, teachers and out-of-school population. The scope of this study covered all the four provinces (including Sindh) and AJK. The ultimate aim of the study was to facilitate access to education for the poorest and special needs children to increase the enrolment and attract out of school children. |
| January 1998 – January 2006 | Pakistan | Department of Higher Education, Govt. of NWFP  Secretary Education, Khyber PakhtunKhwa Province, Peshawar Tel # +92-9211025 | Associate Professor | Teaching, Administration and Research. Management capacity development of teaching staff in managerial functions and of non-teaching staff in routine office work. |
| January 1991 to September 1993 | Pakistan | Committee for Research and Analysis, Prime Minister’s Secretariat, Islamabad  Dr.IjazShafiGilani, Chairman  CRA, now Chairman Gallup Pakistan,  [gilani@gallup.com.pk](mailto:gilani@gallup.com.pk) | Management Consultant/ Director (Administration) | Helping the Committee in **utilizing the transport, equipment, financial and material resources** in economical and effective way. Assisting the Committee in identifying new projects for implementation. Helping the Committee in maintaining proper accounts of expenditure. Continued conducting courses in capacity development of Afghan Refugees in management and organization. Supervised the research activities undertaken on issues of interest to the Muslim World. The subjects pursued and the projects undertaken resulted in the generation and compilation of substantial information and resource material for consumption of policy makers in the Muslim World.  The areas included in the scope of studies were:  Central Asian States, Iran, Afghanistan and Middle Eastern Countries. Weekly reports on each of these countries were produced for consumption of Ministry of Foreign Affairs, Area Study Centres, Research Institutions and Universities. The issues pertaining to role of women in development in Pakistan and the neighbouring countries were also included in the areas of interest. The indicators for Women In Development were developed in consultation with experts in various fields. Before the start of a financial year, prepared **budget plan** for the different activities and the Secretariat after approval released the whole amount for year. On quarterly basis the office sent the quarterly progress reports along with **statement of expenditure**. |
| November 1985-December 1990/September 1993 to January 1998 | Pakistan | Management Services Wing, Cabinet Division, Govt. Of Pakistan  Secretary, Establishment Division, Government of Pakistan, Islamabad [contact@establishment.gov.pk](mailto:contact@establishment.gov.pk) | Consultant/Director/Deputy Director | Acting as Management Consultant to the Federal Government Ministry/ Division/Organization. Advised Federal and Provincial Governments in reforms, administration, simplification of procedures, enhancing efficiency, work load assessment, monitoring and evaluation of criteria/indicators and in economic reforms. Carried out more than one hundred consultancy assignments for different organizations, some independently and in some as a member of the team.The assignments mainly focused on Social protection, social assistance, social welfare development, enhancing scope and efficiency of social welfare organisations, career planning institutional development, re-structuring, reorganization, development of job description, work load assessment, management, organizational and staff reviews. **Reviewed the Government Policies regarding different sectors**, with the aim to identify the major issues and constraints. Designed, and advised for implementation social safety nets and developed the built-in monitoring and evaluation tools to improve performance.Assisted the government's Restructuring Committee in the new organizational set up for various Ministries/ Divisions and Governmental Organizations, with the object to ensure close coordination, avoid overlapping and duplication and establish close synergies with other related organizations. In the restructuring and reorganisation Social Insurance was the focus so that not a single person is laid off but the services of the surplus staff were utilised by other organisations or were put in a pool of staff for future use.  Reviewed management and organisation of the Ministry of Social Welfare and Special Education, Govt. of Pakistan.  Advised the Government of Pakistan in expanding the scope of Ministry of Social Welfare.  Conducted management and organisational review of National Institute for the Handicapped (NIH) Islamabad to enable it run innovative reforms programmes for the handicapped.  Conducting feasibility studies for various organizations.  Conducting management studies for different organizations for simplification of procedures, enhancing efficiency, work load assessment, monitoring and evaluation of criteria/indicators.  Carried out more than one hundred consultancy assignments for different organizations, some independently and some as a member of the team. During this period carried out more than 20 courses in Management and Organization for Afghan Refugees in Pakistan. These courses were intended for the capacity development of the Afghan Refugees in taking over the government positions after the expected collapse of the then government. Apart from these courses continuously worked for the management consultancy capacity development of staff of the O&M Division and also of other ministries through the Training Wing of the division.  The assignments mainly focused on enhancing efficiency, career planning institutional development, re-structuring, reorganization, development of job description, work load assessment, management, organizational and staff reviews. |
| January1985 – November 1985 | Pakistan | USAID, GadoonAmazai Area Development Project, Department of Planning and Development, Government of NWFP, Pakistan  Ghulam Dastgir Akhtar, Project Director (Now Chief Secretary, Govt of KPK, Pakistan) Tel No. +92-91- 9210666-9211837 | Administrator | Gadoon Amazai Area Development Project, USAID  Overall implementation of project. Monitoring and Evaluation of the sub-projects. **Responsible for personnel and financial management**. Effective utilization of physical and human resources. Preparation of the working papers and reports. Developed job manuals for the employees of the project and also for those who were associated or deputed to work for the project. Identified many small projects for social welfare of area residents who were engaged in poppy cultivation and were provided alternative livelihoods and got them implemented as action research. Evaluated the training programme held for the area residents by various training institutions. Was responsible for the informal education particularly female education and also the skill development for females in this particular area formerly used for poppy cultivation. The project aimed at social and infrastructure development in an area famous for poppy cultivation, the residents adopted these alternative means for their livelihood. The budgeted activities were identified in the project document and spending was confined to the listed items and heads of expenditure. Alteration to the scope of activities was not allowed. |
| June 1978-June 1979 | Nigeria | Ministry of Education, Kaduna State, Nigeria  Principal, Govt. Secondary School Saminaka, Kaduna State, Nigeria) | Education Officer | Education Planning and Management, teaching biology and health sciences at secondary level, institutional development, promotion of co-curricular activities and healthy activities in students’ dormitories. |
| 1971 - 1984 | Pakistan | Education Department, Government of NWFP  Secretary to Government of KPK, Education Department, Peshawar,  Director Management Unit for Study and Training (MUST) Peshawar  Dr. Habib Khan  [drhabibk@gmail.com](mailto:drhabibk@gmail.com) | Deputy Director / Sr. Research Officer / Research Officer (Training) Lecturer | Reforms of Educational Administration in the Provinces:  Overall implementation of the project, plan, organize, implement, evaluate and follow up the training courses for the administrators of the Education Department in education planning and management. Organize training courses in Data Collection Techniques, Computer Operations and Programming. Acted as Resource Person in the above courses. Establishment of MIS based on EDP for the Education Department. Collection, codification of rules and regulations. Development of job manuals of the different tiers of administrators of Education Department. Providing educational planning and management consultancy to different sub-sectors of the Department of Education to enhance efficiency and productivity. Identification of training needs. Collected data from all the educational institutions including primary, middle, high, higher secondary schools and inter-colleges of NWFP and prepared reports for the decision makers. Trained the decision makers in the use of these reports for educational planning and management practices. The project was a pilot for whole country to enhance monitoring of the access to education and suggesting measure to attract more and more of vulnerable children to schools. Based on the annual plan for the different activities including EMIS, Education Managers Training, Development of Job manuals for the Education Managers and Codification of Rules and Regulation a specific amount was demanded for the year. **The amount agreed by donor used to go to the provincial education budget and reflected in the provincial Annual Development Plan, therefrom through the detailed project activities form (PC 1) used to transfer the amount to the project funds for proper execution.** |
| January 1971- August 1971 | Pakistan | Malaria Eradication Program NWFP  USAID Funded Project under Department of Health, Govt. of KPK Peshawar | Assistant Entomologist | Research work on Malaria Insects in NWFP |
| October 1968-Decemebr 1970 | Pakistan | Pakistan Forest Research Institute  Director Entomology Department  PFI, University Campus Peshawar Phone: + 92 91 9216995  Fax: + 92 91 9216203  [muhammadatifmajeed@yahoo.com](mailto:muhammadatifmajeed@yahoo.com) | Research Officer Entomology | Conducting research on the insect pests of poplar trees in Pakistan |

15. Other relevant information (e.g., Publication):

I have more than 100 reports at my credit on different management and education related subjects.

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| **Synopsis of some selected studies**  **A study of the financial crises in the NWFP Agricultural University, Peshawar- some suggestions for cost reduction and funds generation.**  The study emanated from a request made by the Ministry of Education, Govt. of Pakistan highlighting overspending and low productivity in the University. The Ministry of Education desired to carry out the study on:  Analysis of the utilization of federal grants allowed to the University since its establishment in 1982 and to find out the major causes of financial deficit.  Identifying wasteful expenditure if any and suggest suitable measures to eliminate waste or overspending and suggest adequate measures to reduce cost.  Studying the potential areas of the university which can be utilized to generate funds.    **Merger of National Institute of Labour Administration Training (NILAT) with Directorate of Worker Education (SWE)**  This study was carried out in pursuance to the Cabinet Decision. The surplus staff in the two organizations was identified and the job description for the retained staff was developed. As a result of merger reduction in the staff strength was proposed to be from 189 from 139. An organizational chart for the new set-up was also developed.  **Management review of the Ministry of Information and Broadcasting 1) Career planning of the officers of Information Group, 2) Establishment of regional Information Centres.** |
| The review was undertaken on the request of Secretary, Ministry of Information and Broadcasting. In the study on career planning a rationale has been developed to recommend restructuring of the group, without creating any new post so as to open up new avenues of promotion for officers who have been languishing in lower grades for inordinately long period. In the second part of the report, a framework has been suggested for absorbing the proposed adjustments, ensuring that the proposed changes, besides being beneficial to the Information Group Officers, are in the interest of the Government and the country – and these will involve insignificant additional cost to the state. |
| **Organizational review of Pakistan Sports Board, Islamabad**  This assignment aimed at :  Highlighting the working of the headquarters of the Pakistan Sports Board and its attached offices;  Suggesting appropriate organizational structure for the Board and its attached offices for carrying out the assigned jobs with greater efficiency and to assess the staffing requirement in the light of the existing workload.  A merger of Pakistan Sports Board was proposed with the Pakistan Sports Complex. Consequent to the merger, three wings were proposed, one for administrative matters, second for technical matters and the third one for training programmes in sports and physical education. |
| The merger and the subsequent re-organization of Board would help to avoid overlapping and duplication of functions and duties. An annual saving of Rs. 12 million was expected from this merger and reorganization.  Staff requirement of the National Institute for the Handicapped, Islamabad.  The National Institute for the Handicapped was established under the Directorate of Special Education. The Ministry of Health, Special Education and Social Welfare desired that a detailed study of the staff requirement be undertaken by the Management Services Division. The work measurement technique was used to estimate the time required to carryout elements of a job at a defined level of performance. |
| **Workload assessment of the Pre-audit sections of Accountant General Office NWFP, Peshawar**  The factors and resources involved in existing and proposed way of doing work were critically examined and the time was established for a qualified worker to carry out a specific job at a defined level of performance. Consequently the manpower requirement for these sections were determined after having used the activity sampling technique.  **Study of the National Council for Social Welfare.** |
| The study was initiated under the Prime Minister's directive to suggest measures for expansion in the scope of the National Council of Social Welfare and for enhancing the effectiveness to redress the current pressing social problems in the country. The factors responsible for diminishing the capability of the council were identified and steps were recommended for improving effectiveness and scope. |
| **Manpower requirement for modernization and extension of computer facilities of Federal Bureau of Statistics.**  Statistics Division, Government of Pakistan requested Management Services Division to assess the manpower requirements for the project “Establishment of Directorate of Sample Design and replacement and modernization of corporate facilities in the Federal Bureau of Statistics”. Activity sampling, method study and work measurement were carried out to assess the manpower requirement. |
| **Reorganization of Chief Minister's Secretariat, NWFP, Peshawar.**  The study was initiated on the request of the Chief Ministers Secretariat. This assignment involved a detailed method study, work measurement, time study and analytical estimation of various sections of the Secretariat. The proposed structure eliminated overlapping and duplication of functions. |
| **Restructuring of Federal Ministries and Divisions.**  The federal government constituted a commission on restructuring of Federal Ministries and Divisions. Studies on restructuring of Ministries of Commerce, Planning and Development, Industries, Petroleum and Natural Resources were undertaken. Staff reviews, management and organizational reviews of the main ministries and the attached organizations were carried out. |

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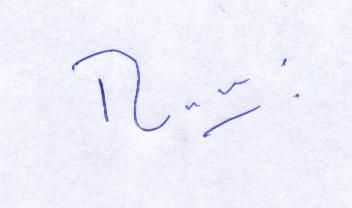
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Dated: Aug 3, 2015

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