Arshad Khan Khalafzai

DRR consultant

[**Khalafzai29@gmail.com**](mailto:Khalafzai29@gmail.com)

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_­­­­­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

A DRR Consultant, with over 20 years of experience of DRR/ M, Community-based DRM, Child-centred DRR (Child-focused and Child-led), school safety, emergency and humanitarian response, socioeconomic, and human development, have done several DRR/ M and emergency management consultancy projects such as DRR-IEC project for UNESCO, CBDRM, DRR and School Safety and Child-centred DRR for UNICEF. As a DRR researcher, I have conducted research on various topics such as building resilient communities by empowering the marginalized by promoting DRR awareness and education and development of people-centred early warning systems. Since 2000, I have been providing trainings while building capacity of staff of different UN agencies, NGOs/ INGOs and government employees. I have developed a solution oriented DRR and management approaches and the ability to remain calm under pressure.

**ACADEMIC BACKGROUND**

1. **Masters Degree in Disaster & Emergency Management**, York University, Toronto, Canada.
2. **Postgraduate Diploma** in Refugee and Migration Studies, Centre for Refugees Studies (CRS), York University, Toronto, Canada.
3. **Postgraduate Diploma** in International and Security Studies, York Centre for International and Security Studies (YCISS), York University, Toronto, Canada.
4. **Masters Degree in Development Studies**, Iqra University, Islamabad, Pakistan.
5. **Postgraduate Diploma** in Applied Information Technology, Humdard University, Islamabad, Pakistan.
6. **Masters Degree in Business Administration**, Gomal University, D.I. Khan, Pakistan.

**HIGHLIGHTS AND PROFESSIONAL EXPERTISE:**

**1. Community-based DRM and Child-centred DRR:**

**Strategic**

* Developed Community-based flood Emergency Preparedness and Response Plan (EPRP) based on UNICEF CCC (Core Commitments for Children) indicators.
* Developed monsoon floods DRR Plan for UNICEF Sindh province, Pakistan.
* Coordinated with the UNICEF Pakistan Program Sectors to develop flood emergency supplies plan.
* Advised on developing/ reframing flood risk-mitigation activities.
* Carried out partners mapping and risk assessment exercise in the priority districts for key Implementing Partners (IP) with defined roles and responsibilities, which included identification of lead partners and sub-partners for DRR, preparedness and response capacity building.
* Conducted mapping of Hazards and community-based and child-centered risk assessment and based on it, identified high-risk districts in coordination with disaster management authorities and other relevant stakeholders at the grassroots level.
* Developed a DRR/ M implementation plan while focusing on:
  + Integration of lessons learnt from 2010 and 2011 Flood Disasters in Pakistan and improved the EPRP 2012.
  + Developed Integrated Curriculum and training material for EPRP and DRR.
  + Organized joint consultation session(s) with the Program Sections and identified IPs for emergency planning and DRR/M.
  + Conducted training and consultative workshops at national, provincial and district levels.
  + Helped IPs for development of their district-wise integrated DRR/ M plan and built their capacity: How to develop district based EPRP and DRR Plan 2012.
* Supported Sections on developing DRR plans, and integrated contingency PCAs in consultation with all the section.

**General**

* Contributed to development of Sector-wise DRR documents for children, women and marginalized communities as a national and local priority.
* Identified different risks faced by girls, boys, adolescents and women.
* Helped UNICEF Sindh and Khyber Pakhtunkhwa (KP) provinces, Pakistan in creating safer and more resilient conditions for girls, boys and women.
* Strengthened humanitarian preparedness, response and recovery through capacity development of the UNICEF Sindh and KP Staff and the staff of their IPs.
* Reduced disaster risk by addressing vulnerabilities and capacities in the context of flood hazard.
* Assessed disaster risks specific to children, and multiple-hazards and climate change adaption.
* Developed DRR projects targeting the population groups most at flood risk, as identified through the disaster risk assessment and analysis.
* Developed mechanism for an integrated multi-sectoral flood emergency response for the UNICEF Sindh Program Sectors’ convergence as effective DRR requires different sectors to work together to reduce risk to women and children.
* Bridged the gap between humanitarian action and development planning toaddress the immediate and underlying causes of disaster risk, and contributed to reducing vulnerabilities.
* Designed Community-based and Child-centered projects focusing on the vulnerabilities and capacities of children and women to build their resilience.
* Engaged and involved community especially children and women through participatory actions to develop Community-based and Child-centered DRR projects.
* Advocated for DRR policy as a national and local priority with a strong institutional framework for implementation.
* Assessed disaster risks, identified areas and groups of most vulnerable children for targeting of proactive activities, such as focused efforts on system building.
* Ensured that data on disaster risk assessments and mappings of protection risks are overlaid to identify and target the most vulnerable children, women and the most vulnerable communities.
* Supported proactive inter-agency monitoring of child protection risks (family separation; abuse; gender-based violence; trafficking; child marriage; abduction; child labour; exploitation; recruitment and use) in relation to hazard risks, to support a sound knowledge base and situation analysis on risks to children, and enable the development of national child protection systems.
* Trained the staff and partners about child protection in an emergency, including the recommendations of the Guidelines for the Alternative Care of Children.
* Promoted community awareness of the links between child protection issues and natural hazards and trained communities and local partners on DRR/ M.
* Strengthened social networks within the community to enhance the capacity of communities and families to care for their children by identifying, encouraging and enhancing already existing positive traditions and coping mechanisms.
* Supported community initiatives and outreach work for flood hazard (surveillance mechanisms).
* Distributed child-friendly teaching tools such as the Disaster Master and Riskland Games.
* Ensured that child protection systems and networks are linked to the national and regional early warning systems for hazards.
* Promoted family-based care systems as a post-disaster strategy in compliance with the CRC, the Hague Conventions and the Guidelines for the Alternative Care of Children.
* Established permanent ‘Safe Spaces’ for children and women in flood disaster-prone areas as part of the community based child protection system.
* Trained master trainers/ teachers to teach students different life saving skills (e.g. swimming, first aid, etc.).
* Prepared communities to establish residential care centres and children’s clubs etc. to react to emergencies, for example by appointing and training emergency focal points and organising simulation exercises, and pre-positioned flood emergency supplies for children.
* Mainstreamed child protection into other sectors’ response work to increase the scale of protection measures and reduce potential protection risks associated with other sectoral interventions.
* Contributed to the establishment of a coordinated inter-agency mechanism to undertake monitoring and situation analysis on priority protection risks and concerns to the most vulnerable.

**2. DRR/ M and School Safety:**

* Designed and developed hazard identification checklists, hazard and vulnerability assessment checklists, worksheets, matrix, diagrams and flow charts for safer school.
* Conducted multi-hazard risk assessment and vulnerability assessment of both built structures and natural environment and vulnerable populations.
* Developed DRR Package: School Safety Plan and Manual, Hazard and Vulnerability Assessment, etc.
* Created DRR/M awareness, IEC (information, education & communication), disaster prevention, mitigation and preparedness material development for school safety.
* Conducted site and hazard assessment for construction/ reconstruction of school buildings.
* Over 12 years experience of imparting trainings on DRR/ M and School Safety, Women Empowerment & ICTs, and socioeconomic and human development.
* Integrated DRR into school curriculum, School-based DRM, Mainstreaming of DRR into school curriculum and in school policies.
* Developed of guidelines on structural and nonstructural mitigation for school safety.
* Developed manuals for training and capacity building for school teachers, non-teaching staff, and children.
* Developed emergency supply distribution methodologies and policy for resources and school emergency management.
* Developed school contingency plan primarily focusing on the high priority districts in the context of natural hazards stated by disaster management authorities in Pakistan.
* Engaged and involved Education Dept in consultative process of integrating DRR/ M into School Disaster Management and Safety Plans.
* Conducted workshops at different levels for integration of DRR/ M in Curriculum for School Safety.
* Carried out DRR research and conducted different activities for DRR/ M and School Safety.
* Developed DRR/ M strategies and plan of action(s) for School Safety.

**2. Community Based Disaster Risk Management (CB-DRM):**

* Developed an innovative CBDRM Strategy that suited the community DRR needs, organizational needs and proved instrumental in achieving goals and objectives.
* Assisted local partners in terms of coordination and communication with federal, provincial and local government departments and other stakeholders.
* Complied with donors’ contractual obligations (quantitative and qualitative) and prepared/ submitted timely project reports as per agreed donor contracts.
* Developed capacity and assisted the International Rescue Committee (IRC) Emergency Response Teams (IRC-ERT) and local partners in setting up Community Disaster Risk Management Organization (CDRMO) and Community Emergency Response Teams (CERT).
* Developed CBDRM related IEC material and trainings modules for the use of Village (V) and Union Council (UC) level (V-CDRMO & UC-CDRMO) and local partners.
* Developed capacity and assisted the IRC-ERTs and local partners in facilitating CDRMOs to conduct hazard and vulnerability assessment and developing UC level disaster management plans.
* Developed mechanism for the IRC Pakistan Program to disseminate weather updates/ flood early warnings to the IRC-ERT, UC-CDRMO, V-CDRMO and their respective communities.
* Identified and assessed competent and experienced training institutions to build the capacity of CDRMOs to bridge the gap between existing capacity and desired capacity.
* Coordinated with provincial and district teams and the IRC Country Office logistics in order to pre-position different kits, tools & equipment and NFIs.
* Drafted Sitreps, collected and compiled data received from district and provincial teams and the IRC-ERTs.
* Represented the IRC Pakistan Program in DRR/ M forums such as Pakistan Humanitarian Forum (PHF) DRR Forum, UNDP DRR-TWG.

**3. Humanitarian Operations and Emergency Response:**

* Developed flood emergency response/ contingency plans for IRC working for refugees and IDPs in WASH, Health, Education, Protection/ Child Protection, Livelihood, Community Infrastructure sectors.
* Mainstreamed DRR in WASH, Health, Education, Protection/ Child Protection, Livelihood, Community Infrastructure, Agriculture sectors.
* Developed the IRC Pakistan Program flood emergency response strategy.
* Provided technical and expert advice on DRR and flood emergency response.
* Helped clients improving delivery of social and technical services in both emergency and peacetime to a diverse and broad range of clients including communities, private/ social sector organizations and government departments.
* Led the design and implementation of a programme on ICT and women empowerment in flood affected districts. Later on, replicated the project for IDP camps, the intervention sought to expand social, economic and physical spaces for the women to create opportunities of decent livelihood.
* Developed and lead projects on issues related to livelihoods, poverty alleviation, economic development, women empowerment, Small and Medium Enterprise (SME) development, cottage industries, self-employment/ employment generation.
* Carried out disaster and emergency management research based project coordination.

**4. Policy Advice/Formulation:**

* Designed and developed hazard identification and vulnerability assessment models for Community-based DRM and school safety.
* Designed and developed School Safety Strategy for a UN agency for implementation at provincial level.
* Designed and developed School Flood Emergency Response Strategies.
* Developed School Safety DRR material for integration in school curriculum.
* Conducted workshops for involving stakeholders at policy planning stage.
* Designed flood emergency response model focusing the grassroots level.
* Developed contingency plans for a humanitarian organization/ INGO working for refugees and IDPs in WASH, Health, Education, Child Protection, Livelihood, Community Infrastructure, Agriculture sectors.
* Developed guidelines for mainstreaming DRR in all emergency response sectors as well as long term development projects and programs.
* Developed the IRC Pakistan Program emergency response and Community- based DRM (CBDRM) strategy.
* Contributed to the policy making process such as Cottage Industries, Small and Medium Enterprise (SME) legislation and Rules of Business (RoBs) including setting up school projects.
* Provided technical assistance to NGOs, CSOs, government and the UN agencies.
* Policy research on fisher folk, date growing farmers, women empowerment and ICT sector, poverty reduction, DRR and sustainable development, community and industrial development, micro credit/ micro finance and digital literacy, etc.

**Project and Programme Management:**

* Have led development and implementing results based management tools.
* Designed monitoring and evaluation systems for various projects: Economic, social and human development, supervised baseline data transcription project.
* Across board, incorporated the cross cutting issues of women and development, devolution and decentralization, access to information, etc.
* Experience in gender related issues, gender awareness, development, capacity building, etc.
* General Management/ Project Management (administration, financial management, human resource management, procurement and compliance to Standard Operating Procedures)
* Managed financial portfolios of over US $ 500 million
* Led the development of human resource policy and compliance policy for procurement at various organizations.
* Directly responsible for managing teams of 30-45 members.
* Trained over 5,000 people on DRR across the country.
* Coordinated Women Economic Development Project in the 2010 and 2011 flood affected areas in Pakistan.

**Training and Capacity Building**

Imparted trainings in Disaster Risk Management: Emergency Response Team, CBDRM, Child-centred (Child-focused and Child-led) DRR, Climate Change and DRR, DRR and School Safety (Hazard Identification and Assessment, Hazard Risk Matrix, Vulnerability Assessment), Business Continuity Management and Planning, Risks and Vulnerabilities (Progression of Vulnerability using Pressure and Release Model (PAR), and Capacity & Vulnerability Analysis (CVA) Model), Risk Management and Operational Risk Management, DRR/ M and Sustainable Development, ICT for Development; Project Appraisal, Implementation, Monitoring and Evaluation; Empowering Marginalized Women by Imparting Marketable Skills; Micro-enterprises and Livelihoods for improving Lives/Living Conditions, Disaster Impact on Livelihoods, Small and Micro-Businesses, etc.

**PROFESSIONAL EXPERIENCE:**

**June-Dec 2012:** Presently, I am providing DRR consultancy services to UNICEF Sindh, Pakistan as a Flood DRR/ EPRP Consultant - a 6 months project based in Karachi. My consultancy assignment include building capacity of UNICEF staff and its IPs conducting training workshop on ‘Disaster Preparedness and Emergency Response’, DRR and mainstreaming of DRR into UNICEF Program Sectors/ Interventions, development and implementation of DRR Plan, conduct risk assessment and Sindh province district profiling for DRR, carry out partners mapping, etc.

March 2011-June 2012: Developed course outlines for different universities such as COMSATS and NUST in Pakistan. These universities have started new degree programs by offering masters degree in Disaster and Emergency Management.

**March 2011-June 2012:** Visiting faculty at Preston University, Islamabad, Pakistan.

**March-August 2012:** Consultancy services provided to Oxfam, GB on DRR and Climate Change Adaptation (CCA) project.

**February-May 2012:** DRR Consultant (school safety project), UNICEF-ABES, Islamabad, Pakistan.

As a DRR Consultant, I developed a DRR Package for UNICEF and ABES, an IP and NGO. The DRR Package included DRR and School Safety Manual and School Safety Plan, Multi-hazard Risk Assessment and Vulnerability Assessment of 215 schools constructed by UNICEF in the earthquake affected and GLOF prone areas of Khyber Pakhtunkhwa province, provided trainings to the field staff of the UNICEF IPs on disaster prevention, mitigation (DRR) and preparedness measures in schools; natural hazards and school-specific hazards, development of school-based DRR and disaster and emergency plans for school safety and school emergency response plans, etc.

**Dec 2011- Jan 2012:** DRR Resource Person, PITAD, Islamabad, Pakistan.

Provided trainings to the newly inducted civil servants (CSS Officer) under training in Pakistan Institute of Trade and Development on disaster prevention, mitigation (DRR), and preparedness and emergency response measures, disaster recovery, and Business Continuity Planning (BCP), etc.

**June 2011- December 2011:** Emergency Response/ DRR Coordinator, IRC Pakistan Program, Islamabad, Pakistan.

**I. Summary of Responsibilities**

While reporting to the Director Programs, I have led the IRC Pakistan emergency preparedness, planning and response program. Following identification of an appropriate structure and strategy, I developed tools as well as advised on necessary policies and procedures for emergency response. I also conducted training to ensure IRC-ERTs are able to effectively and efficiently respond in any emergency situation. In addition, I conducted awareness raising on climate change and DRR and assisted program teams in mainstreaming DRR approaches in project interventions.

**II. Strategic Leadership**

I work with Senior Management Team (SMT) to contribute to the strategic planning process. In consultation with the SMT, I drafted an emergency response strategy.

**III. Disaster Risk Reduction: Mitigation/ Prevention:**

1. Conducted awareness-raising among program team on climate change and DRR.
2. Developed high quality GIS maps, and conducted hazard, risk and vulnerability assessments while using GIS tools.
3. Supported program staff in awareness-raising of beneficiaries on DRR.
4. Drafted IRC Pakistan DRR/ M and action plan.
5. Provided technical guidance to program staff in mainstreaming DRR in current programming.
6. Contributed to the proposal development so as to ensure DRR is mainstreamed in future project interventions, as necessary.
7. Developed capacity-building plans and conducted training of partners in CB-DRM and practical DRR activities.

I worked with Senior Management Team (SMT) to contribute to the strategic planning process. In consultation with the SMT, I developed high quality GIS maps, and drafted and implemented CBDRM and emergency response strategies.

**IV. Emergency Preparedness:**

1. Reviewed existing IRC DRR and emergency response procedures and guidelines and developed Emergency Operating Procedures (EOP) for effective response, lessons learned from other IRC emergency responses as well as relevant documentation from other agencies. In consultation with program, operations and finance teams, I recommended a structure for the IRC-ERT and DRR/ M suitable to the pattern of emergencies in Pakistan, the capacities and strengths of the country program and available/expected funding.
2. Developed IRC DRR and Emergency Response Models: prepared terms of references for Country Office, Provincial and District Emergency Operation Center (EOC), IRC-ERT members and also for Union Council level Community Disaster Risk Management Organizations (CDRMO), Village level CDRMOs and Community Emergency Response Teams. Identified, selected and trained the IRC-ERT members on the emergency response and CB-DRM models.
3. Developed IRC Pakistan ER Toolkit which included Rapid Emergency Assessment (REA) toolkit, and necessary policies and procedures as well as practical tools necessary in first phase of emergency response e.g. rapid assessment formats, reporting formats to feed into situation reports.
4. Developed a training calendar and conducted initial and quarterly trainings for all above mentioned entities and conducted table-top simulation exercises.
5. Worked with the partners to identify potential strategic geographic, sectoral partners for DRR/ M and CB-DRM projects and emergency response. Following a comprehensive technical needs assessment, conducted DRR/ M and ER capacity-building sessions.

**V. Emergency Response:**

1. As and when required, conducted initial visit to affected location to assess the situation and provide policy/ other recommendations on a possible response.
2. Led the IRC Pakistan ERTs in conducting initial assessments and liaising with other agencies and local officials in the area regarding needs and response efforts.
3. Coordinated IRC Pakistan ER interventions as determined by the management.
4. Ensured ER programs meet international and national standards, including SPHERE where appropriate.
5. Ensured that staff adheres to the NGO Code of Conduct and humanitarian principles.
6. Contributed to the development of ER and CB-DRM proposals.

**Jan - April 2011:** **DRR IEC Consultant, UNESCO Emergency Management Unit,** Islamabad, Pakistan.

**Emergency Preparedness and Response, Prevention and Mitigation:** Contributed to the development of policy for making safer schools, development of DRR IEC material for school safety, integration of DRR into school curriculum, school based DRM, mainstreaming DRR into school curriculum, engaged and involved the Education Departments of federal, provincial and district governments in consultative process of integrating DRR into school safety meeting both national and international requirements, conducted workshops at different levels for integration of DRR in curriculum for school safety, carried out DRR research activities for material development, developed strategies and plan of actions.

**April-May 2011:** **DRM Resource Person, UNICEF,** Islamabad, Pakistan.

As a DRR Expert/ resource person, I imparted trainings to the UNICEF staff and its Implementing Partners on disaster prevention, mitigation (DRR), and preparedness and emergency response measures in schools; development of school-based DRR and disaster and emergency plans for school safety and school emergency response plans, etc.

**March – October 2011:** **DRM Resource Person, ZTBL,** Islamabad, Pakistan.

I imparted DRR trainings to the ZTBL staff (managers, area managers, zonal chiefs) on Risk Reduction and Preparedness measures, Emergency Response Plans and trainings on DRM including prevention and mitigation and Business Continuity Planning and Management, Disaster Recovery, etc.

**Sep. 2008–August 2010:** **DRM (Disaster Risk Management) Researcher,** York University, Toronto, Canada.

Conducted DRM academic research and engaged in DRM academic activities during my stay at York University, Toronto.

**Jan 2009–June 2009:** **Project** **Coordinator: DRR Knowledge Exchange Project** of York University, Toronto, Canada.

A project initiated by York University to bridge the gap between the DRR knowledge producers and disaster management practitioners to make resilient and safer communities in Greater Toronto Area (GTA) in Toronto, Canada. The project was implemented through an implementing partner i.e. Council of Agencies Serving South Asians (CASSA). I coordinated the project while coordinating between the York University and CASSA.

**April 2004–July 2008:** National Program Coordinator, National Commission for Human Development.

Overall project management and coordination, advise on hazard information and education particularly floods, relief & early recovery programs after disastrous events of 2010 flooding & emergencies, awareness program for hazard mitigation & preparedness for DRR/DRM by incorporating DRR information in Universal Primary Education (UPE), Adult Literacy & Health Programs Curriculum & training modules, resource mobilization, women economic development project for early recovery/livelihoods in 23 districts of flood affected areas of Sindh, capacity building of project target audience, technical assistance to the implementing partners, management and coordination of women empowerment program for community restoration/livelihood development in conflict areas, baseline data for measurement of impact and outcomes of the intervention, and building resilient communities, program design & implementation of the model, training & need assessment, formulation of policy and standard operating procedures, monitoring & evaluation & reporting of multi-sectoral development programs, design, plan, budget, and implement overall development projects, M & E of projects, capacity building & trainings of employees of government line departments and district administrations at the grassroots level, etc., coordination and communication with local, provincial and federal governments and their attached/line departments as well as NGOs, INGOs and international organizations and donors agencies.

**PROJECT MANAGEMENT/ PROPOSAL DEVELOPMENT COURSES**

1. Proposal Development & Resource Mobilization, UNDP, Islamabad, Pakistan.
2. **Foundation of Project Management,** MITACS, University of Toronto, Toronto, Canada.
3. **Managing Projects,** MITACS, University of Toronto, Toronto, Canada.
4. **Project Management,** PMI, Islamabad, Pakistan.

**AREAS OF INTERESTS AND SPECIALIZATION**

1. Project Appraisal, Implementation and Evaluation and Monitoring
2. DRR and School Safety: Natural and School-specific Hazards & Vulnerabilities
3. Disaster and Emergency Management: Concepts and Causes of Disasters
4. Social and Behavioural Dimensions of Disasters
5. Hazards, Risks and Vulnerabilities of Populations
6. Complex Humanitarian Emergencies (CHE) and Terrorism
7. Advanced Tools of Disaster Management (Geographic Information System)
8. Disaster Risk Reduction (DRR) and Sustainable Development
9. Mainstreaming DRR into various program interventions
10. Disaster Risk Management, Governance and Poverty Alleviation
11. Business Continuity Planning (BCP)
12. Human Security, Refugee and Migration Issues
13. Planning Development
14. Women, Development and Globalization

**DRR IEC Material Developed**

* + Disaster Master Game: Pakistan specific high priority natural hazard (NDRMF) for UNESCO DRR project.
  + CBDRM Strategy for IRC Pakistan Program.
  + DRR Package: DRR and School Safety Manual and Plan, Hazard and Vulnerability Assessments Checklists, Worksheets, Matrix, etc. for UNICEF project.
  + Community Technology Learning Centre (CTLC): A curriculum having over 400 pages was developed in 2004-05 for empowering underserved rural women through ICTs.

**PUBLICATIONS**

Building Resilient Communities through Empowering Women with Information and Communication Technologies: A Pakistan Case Study; Published on January 4, 2011 in “Sustainability” Journal in its Special Issue – Disaster Risk Reduction and Sustainable Development.

Recently, I have completed a research project by conducting primary research on flood early warning systems and their impacts on people, agro-based livelihoods of rural communities in the context of Climate Change and DRR, which will be published soon in an international journal.