**TEHMINA KAZMI**

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**E-mail address:** [kazmitehmina@yahoo.com](mailto:tehmina123@hotmail.com)

**Nationality:** Pakistani

**Education: M.Sc. Anthropology**

Quaid-i-Azam University, Islamabad

**Diploma in Human Resource Management**

National University Science & Technology, Islamabad

Employment Record:

**1) Change Management Project – The Asia Foundation, Kabul -Afghanistan**

**Feb 2010 to March 2011**

**Capacity Assessment Analyst and Gender Coordinator**

**Accomplishments:** Review of existing Capacity Building Programs of Ministry of Agriculture, Irrigation and Livestock (MAIL), Kabul, conduction of functional analysis, capacity assessment of existing sixty five Directorates and conduct Training Needs Assessment of staff working in MAIL, Kabul, 34 Provinces and 40 Districts. Developed Capacity Building Plan for MAIL and DAIL, Facilitated development of Training Data Base for MAIL. Identify relevant training Institutes and Trainers for staff training. Conducted Capacity assessment of 65 Directorates of MAIL and conducted Organizational assessment of Department of Agriculture, Irrigation and Livestock in provinces.

Work as Gender coordinator for the project, liaison with the newly established Gender Unit in the Ministry. Provide hard and software support to the Gender Unit. Advise Deputy Minister Technical for gender mainstreaming in Agricultural activities. Facilitate Gender Unit staff in development of Gender Mainstreaming strategy and policy. Support Unit in hiring of staff, setting up Gender Resource center and conducting provincial training.

**2) Community Rehabilitation Infrastructure Support Program(CRISP) /USAID/Pakistan**

**March 2009 to January 2010**

**Capacity Building & Social Mobilization Manager**

**Accomplishments:** Reviewed existing social mobilization strategies of consortium partners and developed CRISP social mobilization strategy. Developed selection criteria for schemes/projects with special focus on gender integration during all phases of construction of infrastructure schemes. Developed training modules and training materials and conducted training programs for community mobilizers, contractors and community members on gender sensitization.

Conducted social assessment of sites selected for construction; prepared and reviewed Activity Identification Documents (AIDs) and social assessment reports; developed monitoring and evaluation formats, supervised staff working in regional offices. Developed and implemented social mobilization plans for small, medium and large infrastructure schemes.

**3) International Relief and Development**

**November 2008 to January 2009**

**Impact assessment on “Women Empowerment through Enterprise Development in Pakistan for training and development”**

**Accomplishments:** Undertook study on existing Value Chains in Pakistan and studied role of women in these value chains. Conducted field and desk research and developed action plan for women empowerment through enterprise development.

**4) USAID/Pakistan District That Works(DTW) Project Islamabad**

**November 2006 to November 2008**

**Director Gender and Citizen Participation**

**Accomplishments:** Institutional Assessment of district and provincial government offices, training needs assessment of government officials, elected representatives and communities and members of civil society organization.

Developed capacity building plans and implemented training plans for the said clientele in 30 districts across Pakistan and trained 3,018 people in 18 months. Designed and organized consultative budget dialogues, mobilized 45,000 people to attend these events. Organized Gender awareness raising campaigns at district level.

Designed and developed monitoring and evaluation system for Local Government Training Institutes across Pakistan. Assist in designing of questionnaire, supervision of actual fieldwork in various remote parts of Pakistan as a team leader for citizen participation. Worked on analysis of socio-economic data, result generation and report writing for budget consultations.

**5) A. F Ferguson & Co (a member firm of PricewaterhouseCoopers)**

**July 2003 to November 2006**

**Position: Senior Program Manager**

**Main Responsibilities:**

* Developed project proposals and ensure proper women representation in all projects
* Project Management, Supervision of Capacity Building programs
* Business development for company, proposal writing for award of contract
* Budgeting, Contracting and financial management
* Develop training material for USAID project and monitor USAID projects as monitoring contractor.
* Working as Team Leader for the following Projects for Asian Development Bank:

**Project Liquid Assets Management**

**Position Team Leader**

**Client Local Government NWFP & ADB**

**Responsibilities**

* Supervision of team of consultation
* Preparation of work plan
* Conducting Capacity Assessment of TMA officials
* Assisting investment specialist in determining of Liquidity at TMA level
* Training of staff (HRD)
* Preparation of Monitoring and Evaluation framework

**Project Strengthening of Citizen Community Boards (CCB)**

**Position Team Leader**

**Client Local Government Punjab & ADB**

**Responsibilities**

* Training of team of consultants
* Preparation of work plan
* Developed training modules and conducted training for community mobilization and CCB formation
* Developed functional framework for CCB assessment

**Project Strengthening of Zila Accounts Committees**

**Position Deputy Team Leader**

**Client Local Government Punjab, Sindh, Baluchistan & ADB**

**Responsibilities**

* Management of team of consultation
* Budgeting
* Conducting Capacity Assessment member of Committees
* Development of training module
* Training for Human Resource Mobilization and Management
* Monitoring and evaluation of training activities

**Project Training of Mater Trainers**

**Position Team Leader**

**Client Devolution Trust for Community Empowerment**

**Responsibilities**

* Capacity building of CBO and NGOs at grassroots level on CCB formation and Project Cycle Management
* Conducted training of trainers (TOT) for DTCE partner organization
* Conducting Capacity Assessment member of CBOs & NGOs
* Development of training materials and training modules
* Monitoring and evaluation of training activities
* Budgeting and staff management

**6) DHV Consultants:**

**March 2001 to June 2003**

**Position: Capacity Building and Gender Development Specialist**

**Project: Forestry Sector Programme NWFP (Funded by Asian Development Bank)**

**Accomplishments in the project:**

* Worked for institutional reforms of Forest Department in NWFP
* Provided consultation for the up-gradation of Sarhad Forest School NWFP. Developed curriculum for the Pre-service training of Foresters and Forest Guards and senior management staff
* Developed training plan for the training of staff to accommodate participatory development and gender sensitive approach to development. Developed Gender policy reforms documents for the Forest Department of government of NWFP. Conducted women manager conferences all over NWFP for women foresters
* Developed social mobilization systems and procedures for involving communities and especially women in decision making at all levels and to open channels of communication between stakeholders and officials of forest departments.

**7) HALCROW-UK:**

**March 1999-March 2001**

**Position: Survey Officer**

**Project:** **On farm water management project** **(Funded by JBIC-Japan)**

**Accomplishments:** Facilitate identification of issues at the community level and conflict resolution between government staff and community stakeholders. Developed gender mainstreaming program through participatory rural appraisal to integrate women in water management.

Developed training program for female members of water User association and assisted project monitoring team in conducting participatory monitoring and evaluation of activities. Facilitated the collection of Gender segregated data and prepare of quarterly and annual progress reports on the basis of field data.

**8) Ministry of Environment and Local Government**

**Feb 1988 – June 1997**

**Position: Assistant Director (In charge Water and Sanitation Section)**

**Accomplishments:** consolidate M&E reports of Water and Sanitation projects, conducted training needs of government officials, provide on the job training to the staff Conducted and organized participatory training programs for communities on **water and sanitation**. Undertook impact assessment of different community based projects.

**CIRDAP Bangladesh**

Worked as trainer for one year as trainer for the staff of Rural Development and water and sanitation Department in Bangladesh

**Research:**

**Research Papers:**

* “Basic need approach in Rural Development” for Ministry of Local Government in 1993
* “Role of women in Local Government” for seminar in India in 1995
* “Basic Democracies: a step towards decentralization” for National centre for Rural Development in 1996
* “Extent of Women Participation in Natural resource management” for Forestry Sector project in 2003
* “Role of ADBP in enhancement of women participation in Agriculture development” for ADBP in 2001

**Research Assignments:**

* Anthropological research on "Kinship and Gift exchange amongst the Dhunds of Nimb Valley" in District **Murree. Sponsored by Quaid-i-Azam University and Lok Versa Islamabad**
* **Explorative study on "Impact and Training Need Assessment of Female Youth Groups" in District Rawalpindi,** Sponsored by UNICEF – Pakistan
* Conducted "Comparative Study of Local Government Ordinance - 1979". Sponsored by M/O LG & RD - Pakistan

Consultancies:

1) Short term:

During short term assignments (April 2003 – June 2005) worked with civil society organizations, government departments and multi/bilateral agencies. Focus was on gender mainstreaming, institutional reforms, capacity building and organizational strengthening in local government and devolution process settings to promote sustainable human development and to ensure good governance.

* Gender Audit of Mountain Area Conservation Project (Gilgit & Chitral) IUCN Pakistan. Conducted gender audit of the MACP staff and communities in Gilgit and Chitral, 2003
* Design and conduct survey for Gender audit
* Developed communication and gender strategy
* Introduced concept of Micro – enterprise development for women
* Facilitation of Workshops on Gender assessment and mainstreaming of Mountain Area Conservation Project (Gilgit & Chitral) IUCN Pakistan for MACP and partner organizations staff, 2003
* Development and pre-testing of manual for Planning and Budgeting for EIROP, UNDP. 2003
* EIROP- UNDP, NWFP, Training on “Planning and Budgeting ” Organized and managed 95 training on Planning, Budgeting and Formulation of Citizen community Board through out NWFP for Nazims, Naib Nazims, secretaries of Union councils and members of CCBs and NGOs, 2003
* EIROP- UNDP, NWFP, Training on “ Participatory Planning for Union councils and Citizen community Board” Designed, and implemented 26 training on Participatory Planning for Union councils and of Citizen community Board for Nazims, Naib Nazims, TMO, Lady Councilors of District councils and members of CCBs and NGOs, 2003
* Provide Technical support to A F Ferguson in development of Proposal for capacity building programs funded by Asian Development Bank.
* EIROP- UNDP, NWFP, Designed, developed and pretested Manual on “ Accounting and Performance Auditing” for Nazims, Naib Nazims, secretaries of Union councils and members of CCBs and NGOs, 2004
* ADB: Conducted a study on poverty ranking in southern rural Punjab, 2000
* UNICEF: Impact evaluation study of project Titled” Female youth groups”, 1990
* CIRDAP: Designed, developed and implemented training for trainers course for rural development functionaries on Enterprise development, Bangladesh, 1992
* IFAD: Designed, developed and implemented a training course on Micro credit and enterprise development for mid level mangers, 1993
* First Women Bank: Developed, designed and implemented a training course on Preparation of feasibility and marketing strategy for women loanees of Punjab and Sindh, 1994
* ABAD, ADBP, ICT development programme: Designed, developed and implemented training on micro - enterprise for rural women and middle management staff, 1994
* UNICEF: Impact study on water & sanitation issues and prospects in Potohar region, 1995

**Training & Workshops Attended:**

* 1990 Training of Trainers; at NCRD, Islamabad
* 1990 Rural Development in Pakistan; Problems & Prospects; at NCRD , Islamabad
* 1991 Orientation Course on local Government in Pakistan; at NCRD, Islamabad
* 1991 Social Research Methodology; at NCRD, Islamabad
* 1991 Manpower Planning & Economic Development; at PMI Islamabad
* 1992 Participatory Training Workshop for Extension Workers; at NCRD, Islamabad
* 1992 Poverty Alleviation Training for Asia & the Pacific; IFAD Islamabad
* 1992 Management Information System, World Bank, Abbotabad
* 1992 Working with the communities; MTRI, Karachi
* 1993 Poverty Focus Rural Development; BARD, Bangladesh
* 1993 Workshop on Gender sensitive planning for development, Islamabad
* 1994 Planning & Management of Training Programs for Women Trainer of RD, CIRDAP, Dhaka Bangladesh
* 1995 Role of Women in Local Government; at Mumbai India
* 1996 Creating High Performance Team, NRSP
* 2000 Training of Trainers, NRSP
* 2000 Gender Sensitization Workshop, Agha Khan Foundation, Karachi
* 2002 Training on Impact assessment of Forestry Sector Programs of ADB, Islamabad
* 20002 Creating Effective Managers, LUMS, Lahore
* 2002 Effective Writing Skills, LUMS Lahore

**Membership in Professional Organizations:**

* Human resource development network
* PRA network
* Gender network

**Language & Degree of Proficiency (Excellent, Good, Fair, Poor)**

Understanding Writing speaking Reading

Urdu E E E E

English E E E E

Punjabi E P E F

Pushto E P F P

Sindhi G P ` P P

Countries of Work Experience

Pakistan, Bangladesh and Afghanistan

## **References**

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Chief of Party

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