***Resume***

Name: **SALMAN MAHMOOD**

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| **PROFILE summary** | |
|  | H. Salman Mahmood is a development professional having over seven years of strong experience in the field of Monitoring & Evaluation of Development Projects both in the Public and Private sectors.  The **sectoral and thematic areas** of his experience include: Primary and Higher Education; Health, Democracy and Governance; Public Finance; Community Participation; Economic Growth; and Trade.  His **expertise** include: Monitoring; Evaluations; Baseline/Need Assessment Survey; Reports Writing (Performance/Surveys/Assessments); Qualitative & Quantitative Research; Questionnaire Designing; Statistical Data Analysis by using Statistical Packages (SPSS, Minitab & MS Excel etc); Assessments; Work Planning and Tracking; Management Information Systems; Project Development; Staff and Counterparts Trainings; Grants Management; Public Briefings; Events Management (also include High level national and provincial events); Financial Management and Oversight; Public Community Partnerships; and Project Coordination.  Mr. Salman has done **Masters in Statistics** from Bahauddin Zakariya University Multan during the session 2001-2003. Upon completion of his degree, he was awarded with a **Gold Medal** on getting **First Position** in the university.  He is currently working as **“Research, Monitoring and Evaluation Specialist”** on a DFID funded **“Aitebaar Programme – Peace-building Support to the PCNA”** where he is mainly responsible for the overall design and implementation of an efficient and robust M&E system for the programme that includes: development of Theory of Change (ToC) and detailed logframe indicators both for the programme as well as for the outputs; establishment of a partner coordination system between different donor funded programmes working in the governance and security sectors in KP and FATA areas; field monitoring of programme activities; reporting of programme activities to DFID; and coordination with key stakeholders and partner organizations to create an enabling environment of the successful implementation of the project.  Mr. Salman is a hard worker professional and able to work independently as well as in a team. |
| **professional work experience** | |
|  | * **Coffey International Development/ DFID Funded “Aitebaar Programme – Peace-building Support to the PCNA”:**   **Designation**: **“Research, Monitoring and Evaluation Specialist”**  **From:** January-2013 **To:** Present  **Responsibilities**: As part of RM&E team at the DFID funded Aitebaar Programme, my major responsibilities include;   * Development and implementation of research, monitoring, and evaluation framework; * Conducting Theory of Change workshops both for the programme and the outputs; * Development of programme logical frameworks for both the V&A and Innovation funds; * Establishment of an information sharing and knowledge management mechanism between donor funded programmes working in governance and security sectors in KP and FATA; * Preparation of Performance Reports for DFID; * Conducting baseline to gather data on programme as well as output level indicators; * Holding regular meetings with each Output team to discuss the current work plan and the relationship of the planned activities to the ToC and logframe indicators; * Participating in regular meeting with DFID team to share progress update on logframe indicators; * Design and implement output level RME activities in consultation with output teams including activity monitoring and formative evaluations through the life of the project.; and * Any other task as required by the RM&E Technical Director and/or senior management. * **Cambridge Education / DFID Funded Ilm Ideas: Education Voice & Accountability and Education Innovation Funds:**   **Designation**: **“Monitoring and Evaluation Specialist”**  **From:** January-2012 **To:** January-2013  **Responsibilities**: At the DFID funded Ilm Ideas Programme, I was mainly responsible for;   * Development and implementation of monitoring, evaluation and learning framework; * Development of programme logical frameworks for both the V&A and Innovation funds; * Development and tracking of work plan deliverable completion and submission to DFID; * Liaisoning with DFID, partner projects, Government of Pakistan, NGOs and other community based organizations; * Preparation of quarterly work plan and summary report showing progress against task completion and progress towards deliverables; * Preparation of Quarterly Performance Reports for DFID; * Acting as focal point for all DFID inquiries related to M&E, log frames and work plan; * Building capacity of grant partners for successful implementation of grants projects; * Facilitating in planning and organizing of programme events. |
|  | * **Deloitte Consulting, LLP / USAID Trade Project:**   **Designation**: **“Project Management Specialist”**  **From:** November-2009 **To:** Present  **Responsibilities**: At the USAID Trade Project, I was responsible for;   * Preparing the project management plan (PMP); * Preparing and submitting to USAID project annual workplan documents; * Tracking and monitoring of work plan deliverable; * Documenting issues, risks, and change requests associated with work plan activities to the portal and track their resolution; * Preparing weekly/monthly/quarterly work plan summary report showing progress against task completion and progress towards deliverables; * Preparing and submitting to USAD the Quarterly Performance Reports; * Responding to all USAID work plan and PMP related inquiries; * Managing the access and updates to the online project portal; * Accompanying COP, DCOP or other Team Leads in high level meetings to record meeting notes and circulation among the participants; * Supporting operations staff in holding high level events; * Serving as the primary contact point for the USAID/EG office regarding workplan/PMP or reporting questions; and * Any other task as assigned by the Supervisor. |
|  | * **Development & Training Services, (dTS) Inc / USAID Performance Project:**   **Designation: “M&E Specialist/Partner Reporting System Coordinator”**  **From:** August-2009 **To:** October-2009  ***(Note: The project was closed by the USAID/Pakistan, among many others, because of non-availability of funds due to changing US Government strategy in Pakistan)***  **Responsibilities**: At the USAID Performance Project, I was responsible for;   * Managing the Partner Reporting System on a daily basis; * Serving as the primary contact point for the USAID/EG office regarding PRS questions; * Developing data collection tools for EP partner use as needed; * Designing templates for weekly, monthly and quarterly performance reports for USAID/EG projects; * Collecting and compiling weekly, monthly & quarterly reports from USAID/EG partner projects; * Submitting consolidated weekly, monthly & quarterly reports of the entire EG program to USAID/EG office; * Assisting the preparation of PMP for USAID/EG office; * Assisting the preparation of Annul Implementation Plan of EG Program; * Working with other partners in developing and implementing solutions to identified program implementation problems; and * Doing other tasks related my areas of work and assigned by the supervisor. |
|  | * **The Urban Institute / USAID Districts That Work Project:**   **Designation**: **“Monitoring & Evaluation/Reporting Specialist”**  **From:** August-2008 **To:** August-2009  **Responsibilities**: At the USAID DTW Project, my detailed responsibilities included;   * Design and implement monitoring and evaluation activities for the DTW project covering achievement of DTW project activities and governance indicators shown in the project’s work plans; * Work with the DTW’s Chief of Party, Deputy Chief of Party, Senior Technical Advisor, and other staff members in developing and implementing solutions to identified program implementation problems; * Build capacity of DTW project staff members to carry out monitoring and evaluation activities during implementation of the project’s work plans; * Develop reporting formats for DTW project governance indicators and DTW project activities shown in the project’s work plans; * Establish baseline data for DTW project governance indicators and for evidence-based ProAction Plans with participating DTW project Districts, TMAs, and CBOs/CSOs; * Facilitate opinion samples and/or surveys aimed at measuring progress in DTW project governance indicators and project activities in conjunction with the Data Analyst, DTW project staff members, consultants, and participating DTW project Districts/TMAs, and CBOs/CSOs,; * Prepare monthly, quarterly & annual progress reports for USAID/Pakistan and home office; * Regularly inform DTW’st Chief of Party, Deputy Chief of Party, and Senior Technical Advisor, as appropriate, about progress in the foregoing tasks and about any significant problems that might be encountered which need their attention; * Organize meetings with federal, provincial and district level counterparts as required by the project senior management; * Organize policy dialogues, seminars and workshops at federal, provincial and district levels; * Support preparation of briefing documents, fact sheets, presentations and update information materials to ensure that stakeholders have a common understanding of the project; * Guide and coordinate the review of achievement on DTW project governance indicators and project activities, as required; and * Act as a liaison with the project counterparts at federal, provincial and district level to support programme activities. |
|  | * **The Urban Institute / USAID Districts That Work Project:**   **Designation**: **“M&E Data Analyst”**  **From:** April-2007 **To:** August-2008 *(Promoted to the position of M&E/Reporting Specialist)*  **Responsibilities**: At the USAID DTW Project, my detailed responsibilities included;   * Develop reporting formats for the performance indicators stated in the project work plan; * Ensure timely and quality implementation of all activities included in the project work plan; * Assist technical teams in the preparation of monthly, quarterly, semi-annual and the annual progress reports for their respective components and carry out all necessary reporting to USAID; * Conduct baseline and need assessment surveys aimed at improving project management & implementation; * Train enumerators on the data collection procedures and prioritize, assign, and manage data-collection tasks; * Organize data collection in the field and develop/maintain a system of quality control of databases; * Supervise data entry in on line M&E system and data cleaning/editing processes; * Create and maintain computerized collection and tracking of relevant project data; * Produce qualitative & quantitative analyses for the project by using statistical softwares/techniques; * Document the results of the analysis, usually in written technical statistical & narrative reports and make recommendations based on analysis & interpretation of data; * Assist partner Districts/TMAs to conduct external monitoring activities, such as establishing a baseline for future improvements; * Support Senior Management in establishing relations with key governmental authorities and counterparts; * Coordinate and organize consultation meetings with federal, provincial and district level counterparts; * Coordinate and organize policy dialogues, seminars, trainings/workshops at federal, provincial and district level; and * Act as a liaison with the project counterparts at federal, provincial and district level to support programme activities etc. |
|  | * **Federal Government’s Higher Education Commission (HEC):**   **Designation**: **“Program Development Officer (M&E)”**  **From:** January-2006 **To:** April-2007  **Responsibilities**: At the HEC, my detailed responsibilities included;   * Conduct monitoring & evaluation of HEC funded development projects in Public Sector Universities of Pakistan which includes civil work, procurement and hiring of staff etc; * Assist the Universities in preparation of RFPs and contract agreements, hiring of contractors/consultants and procurement of equipment, furniture & books etc. * Ensure that all procurement activities are according to PPRA rules; * Ensure that all civil work contracts are awarded after fulfilling all codel formalities; * Undertake physical monitoring of all construction work at site; * Assist the Universities in developing and finalizing developing proposals in the light of long and short term strategic plans; * Assist the Universities in developing and finalizing their Human Resource Development Plans; * Assist the Universities in preparation of cash Plans for all HEC funded PSDP Projects and for approval of theses cash plans from all relevant Division/Ministries for release of funds; * Maintain, in coordination with HEC’s P&D Division, annual & quarterly allocation of funds and quarterly releases of funds to HEC funded Development projects in universities; * Develop reporting formats for the performance indicators stated in the project proposal; * Conduct monthly/quarterly field visits of the project sites to verify/track the project performance; * Prepare monthly, quarterly & annual progress reports/exception reports of development projects for HEC, Planning Commission, Economic Affairs Division, Finance Division & other Federal Government Departments; * Maintain & update project related database and qualitative & quantitative analysis of data for decision making; * Prepare Institutional profile of all public sector institutions sponsored by HEC; * Prepare working papers (review) for the DDWP/CDWP to make decision on proposed new projects; and * Facilitate Universities in the smooth execution of developing projects. |
|  | * **TriTec Solutions:**   **Designation**: **“Data Analyst”**  **From:** March-2004 **To:** January-2006  **Responsibilities**: At the TTS, my detailed responsibilities included;   * Design Questionnaire/Need Assessment Forms; * Conduct statistical surveys to collect baseline data for the feasibility studies; * Collect, compile and clean data to ensure data accuracy; * Qualitative & Quantitative Analysis of data for planning/decision making; * Forecast future requirements; * Prepare Survey Reports for clients; and * Assist the Consultants for the preparation of feasibility studies/development projects/ PC–Is. |
| **training/WORKSHOPS ATTENDED** | |
|  | 1. One Day Workshop on “**Life of Project Environmental Compliance and Environmentally Sound Design and Management**” organized by USAID/Pakistan Islamabad on 15-Dec-2009. 2. Two Days Training on “**AID-Project**”, a project management software, organized by USAID Pakistan from August 12, 2009 to August 13, 2009 at USAID/Pakistan Performance office. 3. Three Days Training on “**TraiNet Training & USAID Visa Policy**” organized by USAID Pakistan from October 29, 2007 to October 31, 2007. 4. One Day Training on “**Technical Report Writing**” organized by Higher Education Commission Islamabad. 5. One Day Workshop on “**The Power of Focus & Emerging Trends**” organized by Higher Education Commission Islamabad on 23-01-2007. 6. Five Weeks Training Course on “**Office Procedures & Practices**” organized by Secretariat Training Institute Islamabad from 06-02-2006 to 11-03-2006. |
| **Awards received** | |
|  | * **Gold Medal** (Academic) awarded by B Z University Multan on First Class First Position in M.Sc (Statistics) in the University. * **Gold Medal** (Sports) awarded by BZU Multan on All Round Performance in sports (2002-2003). * **Best Employee of the Year 2006** by the Monitoring and Evaluation Division of the Higher Education Commission, Government of Pakistan. * **Best Employee of the Year 2008** by The Urban Institute (USAID’s Contractor)/DTW Project on best performance during a contract year (August-07 to August-08). |
| **Language Skills** | |
|  | Excellent written & oral command over English, Urdu, Punjabi, Hindko and Sarieky Languages. Good working knowledge of Pashto, Sindhi & Arabic Languages. |
| **technical & computer skills** | |
|  | * Strong Working experience on Statistical Packages (Minitab & SPSS) and a good knowledge of E-Views & SAS. * Excellent command over MS Office (MS Excel, MS Word and MS Power Point etc). * Good working experience of MS Project and Database Development on MS Access * Strong Knowledge of Internet, Computer Related Problems (Like LAN, Installation of Operating Systems & applications etc). |
| **Summary of qualification** | |
|  | * **Masters (M.Sc)** **in Statistics** with **First Class First Position (Gold Medalist)** from B Z University Multan, Pakistan during session 2001-2003. Courses include Statistical Methods, Sampling Techniques, Probability Distributions, Demography, Statistical Inference, Econometrics and Experimental Design. * **Bachelors (B.A)** inStatistics, Economics, Arabic with **First Division** from Islamia University Bahawalpur, Pakistan during session 1999-2001. |
| **Personal Information** | |
|  | * Father’s Name Mahmood Ahmed Zahid * N.I.C #: 31301-8355481-9 * Date of Birth: April 29, 1979 * Domicile: Rahim Yar Khan (Punjab) * Religion: Islam * Marital Status: Married * Permanent Address: Mehboob Corporation, Old Grain Market, Khanpur (RYK), Pakistan. |
| **REFERENCES** | |
|  | * **Academic:**  1. **Dr. Ijaz Iqbal** | Professor of Statistics, Bahauddin Zakariya University, Multan, Pakistan | +92-345-733-1933 | [dr.ijaz.iqbal@gmail.com](mailto:dr.ijaz.iqbal@gmail.com)  * **Professional:**  1. **Edward Wittenberg** | Project Management Results Leader, Deloitte/USAID Trade Project, Islamabad, Pakistan | +92-300-555-3259 | [ewittenberg@deloitte.com](mailto:ewittenberg@deloitte.com) 2. **Thomas Patrick Carson, PhD** (Ex M&E Director, USAID Performance Project)| Director Performance Management, Development & Training Services, Inc., Arlington, Virginia | +1-703-465-9388 | [tcarson@onlinedts.com](mailto:hbano@usaidpakistantrade.org) 3. **Dr. Qaiser Munir Pasha** (Ex DCOP USAID DTW Project) | Senior Health Advisor, AusAID, Pakistan | +92-300-856-9086 | [qmpasha@hotmail.com](mailto:qmpasha@hotmail.com) 4. **Shahzad Arif** | Director Monitoring, MSI/USAID-MEP, Pakistan | +92-300-8523158 | [shaahzad@gmail.com](mailto:shaahzad@gmail.com) 5. **Ashley Barr** | Ex-Team Leader, DFID funded Ilm Ideas Programme | +92-302-8500011 | [jashleybarr@gmail.com](mailto:jashleybarr@gmail.com) |