**Shagufta BATOOL**

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I have experience in monitoring, evaluation and performance measurement and have an extensive experience working in complex environments including conflict areas like KPK, south Punjab and Interior Sind. With 12 years of work experience, 7 years of which is direct experience in performance measurement, monitoring and evaluation, I am skilled in the design and analysis quantitative and qualitative research tools for social and political change, applying results to improve project management and achieve results. She has solid experience on designing logical frameworks and performance monitoring plans. Successfully created, trained, and managed a network of M & E group in CARE to assist in data collection of performance indicators that are both reported to donors and to national partners. Managed contracts with institutional partners and supervised between 12-40 local experts across a range of geographies. Experience demonstrates ability to work with national technical teams to build local capacity with the goal of handing over technical responsibility to local staff and partners in a sustainable manner.

**SUMMARY OF EXPERIENCE & KEY SKILLS:**

* **Program/financial management:** 12 years of experience with strong program development, program management, Monitoring and evaluation and strategic planning skills.
* **M&E and Knowledge Management:** Development of M&E frameworks, reporting standards and acted as Commissioning Manager for external accountability evaluations, impact studies, and baseline/ end line surveys etc. Supervised and managed internal and external monitoring and evaluation of projects and programmes funded by donors.
* **Project management:** implemented wide range of donor funded projects in diverse communities in a diverse socio-economic environment. Successfully implemented, Urban Development Program in Rawalpindi; Girl Child Program across AJK, Punjab and Northern Pakistan and relief and rehabilitation programs for IDPS during the humanitarian crisis of 2009, and floods in 2010 & 2011 in Pakistan
* **Staff Management:** motivating, capacity building, performance measurement, empowering and supporting staff to work as a team.
* **Partnership & Grant management:** Logical Framework Analysis, donor reports, grant management (EC, ECHO, DFID, UNICEF etc.) and coordination and capacity building of implementing partner organizations
* **Policy and advocacy work:** experience of leading and contributing to policy development and advocacy on gender, poverty and disaster related issues in a range of contexts
* **Emergency response management:** provided leadership and strategic direction to conduct situation analysis, rapid assessments, program reviews, and managed projects in highly insecure and conflict hit areas in Pakistan
* **Gender Mainstreaming:** Developed gender mainstreamingtools and conducted organisation’s Gender Audit . Worked with projects and programmes working for mainstreaming gender in the development of the society.

**ACADEMIC BACKGROUND:**

* M-Phil Endocrinology 1997 Quaid-i-Azam University, Islamabad
* Course on Women In Development 2000 Centre for Women Development, Quaid-i-Azam University, Islamabad

**TECHNICAL SKILLS:**

* Wide range of development work experience including development as well as humanitarian work in conflict and post conflict areas
* Knowledge and hands on experience of Monitoring and evaluation & PRA tools and other methods of qualitative research
* Understanding of key development actors e.g. INGOs, NGOs, and public sector in Pakistan
* Computer skills**:** MS Word, Excel, Power Point, outlook.
* Have expertise in Database management and reporting.

**PROFESSIONAL WORK EXPERIENCE:**

**UNOPS**

**Reporting and Monitoring & Evaluation Officer March2013-Todate**

* Coordinated and monitored the implementation of training roll out of total of 9124 trainings for 237,198 PrOs/APOs and 2641 of orientation sessions for 93,467 polling officers under electoral cycle support to ECP
* Supported the organization and administration associated with M&E field visits and coordinate all related logistics and administrative matters as necessary
* With ECP, UNDP set out the framework and procedures for the evaluation of project activities
* Managed and pursued the collection of project information from implementing partners in the required formats to inform Project Manager on implementing partners project progress and performance
* Worked with the Pakistan General Elections Project team to collect, analyze and report information on Project progress and performance to key stakeholders including UNOPS and UNDP.
* Developed and built the capacity of information desk in UNOPS for daily monitoring form field and data management
* Based on the Project Work plan and in particular the project budgets, designed the framework for the physical and process monitoring of training program
* Supported the Project Manager in consolidation and compilation of monthly project reports and prepared and monitored the reports calendar to ensure timely generation and submission of the project reports that are on different timelines and requirements
* Prepared consolidated progress reports for project management to submit UNDP in accordance with approved reporting formats and timings
* Provided guidance & support to staff and implementing partners in preparing their progress reports. Together analyzed these reports to provide backstopping, guidelines, capacity building and monitoring.
* Undertook regular field visits to Implementing partners’ offices and assess project progress and performance, validate information reported by field team and implementing Partners, identify any issues and problems, and recommend appropriate actions or solutions
* Provided administrative support for M&E tenders and contracts (e.g. for baseline surveys, evaluations, thematic studies etc)
* Assisted in the preparation of M&E related communication, documentation, reports and contracts, checking accuracy and compliance with UNOPS formats and style, as necessary ,
* Carried out lessons learning workshop at the end of the project and reporting writing for dissemination to UNOPS, UNDP and other key stakeholders
* Evaluated project on training roll out from analysis of data derived from participants perspective and documentation for further sharing to wider audience and donor

***CARE International In Pakistan***

**1)Program Quality & Accountability Advisor-CARE 2010-Feb 2013**

**Assessment Program Design and Development:**

* In Emergency Response Team workedwith program development team at CO and with regional managers to establish immediate priorities and resources needed for CARE’s response and ways to monitor the process;
* Identified and advised on immediate response activities and priorities and incorporate in project design. Ensured that the emergency strategy, project proposals and emergency program design includes relevant targeting; meeting the needs of vulnerable groups together with gender analysis and are consistent with CARE’s humanitarian accountability framework, impact measurement indicators, relevant SPHERE standards, and essential environmental mitigation measures; Understand the basic concepts and standards related to accountability and quality management in humanitarian service delivery especially with major focus on result based monitoring.

**Development of Quality Tools and Process:**

* Developed comprehensive understanding of organizational structure, monitoring mechanisms, humanitarian plan, CARE Humanitarian Accountability Framework and roles of team members. Developed detailed understanding of community dynamics using PRA and other tools and related administrative and logistic issues.
* Established communication mechanism between program beneficiaries and program management on beneficiary selection criteria, organizational introduction, values, standards and humanitarian plan.
* Establish and monitor complaints & feedback handling mechanism for communities, staff and other specified stakeholders. Collaborated with HR to monitor and improve staff attitudes, behaviors and competencies to ensure adherence to Care standards and commitments.

. **M& E Working group in CARE:**

* As part of M & E Working groups facilitated discussions on tools designing, implementation strategies for Impact measurement at output level for all projects.
* It included baselines, Post distribution monitoring tools, sector specific M& E tools (LIVELIHOODS, Health, WASH, Shelter, NFI), Post distribution monitoring tools (PDM), Progress Reporting, Rapid reviews, After Action Reviews, Case studies and learning documents etc

**Monitoring & Impact Measurement:** Managed field data collection processes and assisted the Team Leader to backstop the project’s field operations in collaborations with M & E, gender accountability focal points;

* Conducted field visits to CARE and implementing partner field offices periodically to assess progress toward achieving objectives, ensure program compliance and effective implementation according to work plans and providing recommendations for improvement.
* Planed and coordinated After Activity Review (AAR), evaluations to be conducted internally or externally as and when required ;
* Ensured regular and timely reporting from field staff and implementing partners by monitoring receipts of monthly component/activity progress statements and quarterly component/activity progress reports and following up with the field operations and CARE Emergency staff and implementing partners on non-reporting.
* Conducted field research using various research techniques such as key informant interviewing, focused group discussions; Supervised field interviewers of about 10 – 40 interviewers depending on the geographic scope of the research;
* Conducted case studies to provide insight to bigger programs which aimed at gender mainstreaming and gender focused programming.
* Designed the appraisal questionnaires, data gathering and analysis techniques, and appraisal reports and presentation of findings to high-level national and local stakeholders
* Managed the design and implementation of the monitoring and evaluation activities related to CARE programs' performance indicator system

**Training and Capacity Building on Impact measurement**:

* Developed a comprehensive community participation strategy for the humanitarian response in consultation with project and program management;
* Planned and developed processes for assessing and planning capacity building of Emergency Staff and implementing partner staff on Monitoring and evaluation, Participatory Appraisals, HAP, SPHERE, Accountability framework & E in emergencies, LFA etc.
* Developed guidelines for training on accountability and impact measurement and implementing partners.
* Conducted ad hoc and regular training of implementing partners on the collection of data (based on capacity building plans).
* Conducted regular lessons learned workshop at organizational level keeping in mind program objectives and Care Humanitarian Accountability Framework.
* Worked with HR and other units/offices to promote appropriate skills and competencies for program quality, accountability, impact measurement and learning.

**Gender Equity and Ethnicity Group (GEED) in CARE:** Active member of GEED working group provided technical support on gender equity in programs; designed tools and surveys to assess/baseline of organizational trends and gaps for improvement

**Liaison/Advocacy:**

* Participated in cluster meetings and in networks of protection, accountability working groups, and facilitated linkages among these groups, and with decision-makers in CARE in the wider response.
* Worked with designated team members in their representation/advocacy functions to promote their own gender/diversity sensitive networking – developing themes and agendas as appropriate to the issues they face;
* In cases of top-level advocacy by the Emergency Response Team (ERT), reflect quality & accountability dimensions of the advocacy agendas.

***CARE International in Pakistan***

**2) Team Leader North Sindh=TDY May 2012-August 2012**

**Grant Management and donor reporting:**

* Responsible for contract amendment, communication with donors,
* Ensured that contract/project agreement are being followed at all level and ensure submission of high quality donor report in accordance with the contract for DEC and PEFSA.

**Monitoring & Impact Measurement :**

* Supported M&E unit to develop monitoring framework to track result of the programme interventions under each project,
* Supported M&E staff and ensure collection, compilation and analysis of qualitative and quantitative data to measure progress and outcomes of the projects.
* Acted as Commissioning Manager for all external evaluation, midterm review for Sind based programs.

**Staff Management:** provided day to day support to departmental team, built capacity of team through mentoring and coaching and supported team in development and achievement of their performance objectives. This included direct line management of six departmental staff from various background **a)** Programme Mangers on Livelihood, Health and WASH **b)** Grant and contract Managers **c)** Data Management Officer **d)** M&E Manager, **e)** M&E Advisor with task assignment, performance appraisal, support and mentoring

***CARE International in Pakistan***

**3) Project Manager Emergency Preparedness and Response-March 2012-Sept 2010**

**Project Management:** Managed health project activities in district Buner Province of the health services and distribution of NFIs to conflict affected people in selected union councils of district Buner; Provided primary health care to the IDPs who have returned to Buner..

**Grant Management and donor reporting:**  Ensured that contract/project agreement are being followed at all level and timely submission of high quality donor reports

**M&E & Knowledge Management:**

* Assessment of M&E/reporting system, design reporting templates, supervision of baseline survey
* Development & Implementation of effective and efficient Monitoring, Evaluation systems at District offices level.
* Conducted Researches/Assessments (Baseline, Midterm evaluation, Impact evaluation) for Projects
* Designed & Facilitated LFM (Logical Frame work Matrix) for programs/different projects.
* Ensured projects meet the targets through establishment of effective and efficient financial and management procedures.

**Gender Mainstreaming**

* Ensured that gender is mainstreamed in difficult and challenged cultures through using gender sensitive tools and gender markers to maximize gender participation.

**Capacity Building:**

* Health and hygiene promotion trainings, TBA trainings and refreshers; Engaged local implementing partner and provided orientation sessions for the project staff in the field office on SPHERE, CIP programming principles, HAP, and program quality.
* Trained staff and partners on participatory and result based monitoring, WHO minimum standards for emergency health care and Disease early warning system (DEWS)

**Coordination/Networking:** Developed liaison with EDO, DCO NGOs serving in this area through cluster meeting right from the beginning of the activities in the conflict affected areas. Strong coordination with the local communities and with WHO representative and OCHA; Fortnightly cluster meetings provided a platform to interact with different service providers and NGO’s working in the same district and also with the MOH officials. Fortnightly meetings with DCO for sharing of the progress reports and getting informed about the strategic situation and issues

***Concern Worldwide-Pakistan***

**4) Punjab Program Manager - Oct 2010-Feb 2010**

* **Support to program team:** provided support to program teams on their compliance and institutional donors policies, systems and procedures.
* **Support to external evaluations:** act as commissioning manager for external evaluations, baseline and other studies together with M&E team and other major players within the organization and other stakeholders
* Support: contribute to project monitoring and reporting through the provision of inputs on Planning, M&E methodology and sharing of best practices; provide technical advice on establishing Planning, M&E system; contribute to the development of project results framework at project and annual work plan formulation stage
* **Gender Mainstreaming** facilitated teams to ensure gender mainstreaming in projects implementation and monitoring in difficult and challenged cultures through using gender sensitive tools and gender markers to maximize gender participation. Denveloped a strategy to assess the implications for both men and women, of any planned actions, policies or programs in all areas and at all levels. This approach was to recognize the need to take social and economic differences between men and women into account to ensure that proposed programs have intended and fair results for women and men, boys and girls
* **Strategic communication:** provision of information internally and externally to service providers/donors and support management to achieve their targets within a specific area of department’s priorities and objectives
* **Capacity building:** Taking capacity initiatives for staff in improving skills and knowledge in areas relevant to funding, donor contract management and program development.
* **Line management:** management of staff from various background **a)** Project Coordinator Rural Development Program **b)** M & E Manager **c)** Finance Manager **d)** Documentation Officer

***Concern Worldwide-Pakistan***

**5) Project Coordinator-CWWPP June 2003-September 2009**

* **Program & Partnership Development:** Supported to conceptualise Rawalpindi Urban Development Program with local partner organisations, relevant Government Depts, NGOs and women and children. Designed, planned and managed ongoing activities including partners selection and Liaoning with stakeholders, Govt line departments, NGOs , INGOs and donors and global delegates from head office

**M&E & Knowledge Management:**

* Set up and maintaining a common electronic and hard copy system for access to key documents such as M&E tools, tracking and reporting forms, monitoring reports, proposals, donor requirements and reports, evaluations and other program information.
* Ensuring program meets targets through establishment of effective and efficient financial and management procedures/systems and followed by all sub-office staff.
*  Development of effective and efficient Monitoring, Evaluation and Accountability systems at field office level.
* Visits to disaster prone areas for assessment, distribution and monitoring of relief and rehabilitation interventions;
* Prepared initial assessments during earthquake in Muzafargarh, NWFP, and in case of flash rains & floods in Punjab (urban and south Punjab Rajan pur;
* Trained partners on reporting on floods and other disaster and linked to NDMA;
* Documented field observations planned for capacity building of local staff; Collected field evidences case studies, documentaries to validate Concern Work in Pakistan and publications in newsletters or else

**Capacity Building:**

* Conducted RBM and Sphere Trainings of staff and partners to ensure that all planning and project proposals are Sphere compliant;
* Conducted three days’ training of emergency partners on Rights based approach and emergencies with provision of handbooks. This raised the interest of partners about Sphere and sensitized them on its importance;
* Arranged one Comprehensive training on RBM, Humanitarian Accountability Principles (HAP) for partners’;
* Developed monitoring of complaints and response mechanism Interactive Theatres on Gender and HIV/AIDS; Good enough guide;
* Training onEnvironmental & Primary Health Care & HIV/AIDS at partner & community levels; Training on gender equality in emergency projects

**Gender & Equality:** worked as Equality Champion for Concern Pakistan Program and represented concern Pakistan in Dublin Head Office and coordinate all gender related activities; remained involved in capacity building of Concern team and of partners in gender mainstreaming; Facilitated Pakistan Country Programme and partners in developing strategy for gender mainstreaming; developed country work plan for gender mainstreaming; led/provided technical support and services to all programmes at the country level; create a policy analysis and advocacy on gender; undertake research with local partner organizations ,assist in the identification and appraisal of local partner organizations; Facilitated Partners in conducting Interactive Theatres on Gender and equality.

**Grant Management:**

* Facilitated the process of development and signing up of MoUs for both programs ; Organized review workshops, meetings and reflection sessions with partners and other relevant Concern Units on frequent basis to ensure that participatory gender approaches are incorporated into all aspects of programming by Concern and its partner organisations;

***Family Planning Association of Pakistan (FPAP)***

***6)* Regional Project Coordinator Jan2000-May 2003-UNICEF Project**

* **Program Management & Donor reporting:** Project planning & execution of Girl Child Program designed to address adolescent Girl Child Health & education issues JEAT Activities (Join in Educating Adolescent Youth) for Northern Areas, Rural AJK, Rural Chakwal, Rural & Urban Rawalpindi, budgeting, training needs assessments for rural women and adolescents; Developed quality and timely donor reports liaising with finance department
* **M&E & Knowledge Management:**
* Developed appropriate participatory and gender responsive monitoring and evaluation strategies, methods and tools; supervised the conduct of social studies in support to project implementation; supervised the conduct of Community Based Monitoring and Evaluation activities through Participatory Rapid Appraisal (PRA) methods and tools.
* Carried out research studies, surveys & data collection of target areas, Periodic monitoring in order to ensure gender participation in education and health sectors through FGDs and other PRA tools
* ; Reviewed, regular monitored and evaluated for gender accountability and transparency;
* Above all participated in networks of partner organisations and government departments for input on gender issues. **:**
* **Capacity building:** Identified training needs for FAP’ s Staff and trainings on desired topics; Training needs ass**ess**ments for rural women and adolescents and capacity building sessions on gender mainstreaming of communities and staff

***Pakistan Institute for Environment Development Action Research (PIEDAR)***

**7) Researcher women in Environment June1998-Dec1999**

**Community Managed Tourism around Lakes of Swat District, for the promotion of eco-tourism through community participation.**

* Research and surveys in the valley and collection of data/information from local women through social mapping, FGDs etc, arranged capacity building workshops for women target groups, liaison with relevant departments, field reporting;
* Developed appropriate participatory and gender responsive monitoring and evaluation strategies, methods and tools; supervised the conduct of social studies in support to project implementation; supervised the conduct of Community Based Monitoring and Evaluation activities through Participatory Rapid Appraisal (PRA) methods and tools.

**KEY ACHIEVEMENTS:**

* Applied DEC accountability framework and supported data /evidence collection on HR, Procumbent, program and partnership, Q&A, finance, PDQ and M&E. The whole exercise helped us in streaming CIP documentation and ensuring transparency under framework.
* Facilitated review of 2011 flood projects through impartial impact evaluations, lesson learnt workshop for BMZ and PEFSA II and DEC II held and sharing was done across provinces to learn from challenges and put best practices in place
* Conducted After Action Review for Flood 2010 and shared cross learning/achievements after feeding back from various unit departments to CI-
* developed appropriate participatory and gender responsive monitoring and evaluation strategies, methods and tools; supervised the conduct of social studies in support to project implementation; supervised the conduct of Community Based Monitoring and Evaluation activities through Participatory Rapid Appraisal (PRA) methods and tools.
* MBM & Quality and Accountability training of trainers (ToT) provided to all Care and IP’s relevant staff BMZ, DEC and PEFSA in North and south and other projects
* Qualitative indicators for accountability including participation, information sharing/ transparency, complaint handling, continual learning, monitoring internal and external, sphere minimum standards, are well defined in log frames in 2010 and 2011
* Conducted Rapid Need Assessment (RNA) for floods in North and South Sind; Quality and Accountability strategy finalized and rolled out in emergency projects
* Developed feedback mechanism and Information sharing and transparency guidelines to strengthen accountability towards beneficiaries and system to cross validate feedback from beneficiaries
* Included QA clause in partner’s agreements/contracts to legally bind them on compliance of HAP, SPEHERE and other accountability parameters in monthly reports and donor’s proposals (QA budgeting) working closely with Accountability Working Group (G &C and M & E, Gender).
* Good Enough Guide translation into Urdu for wider use by NGOs and IPs in Pakistan (available on ECB website)
* Disseminated information about the project in the community using alternative methods and tools in IEC (e.g. distribution of information materials, use of public mobile address, and other participatory IEC strategies).
* Identified Emergency and strategic Partners for signing MoU for emergency preparedness partnership across Punjab, SIND and KPK after Partner mapping
* Project development & management of Rawalpindi Urban Development Program funded by DFID
* Conducted equality audit of concern policies and programs
* Conducted an evaluation of SAHARA Project to assess impact on earthquake survivors in upper Mansehra
* Planned & developed ECO-Tourism promotion project funded by Government of Netherland
* Designed “Child to Child Health Programme” for Plan Pakistan
* Managed and completed Girl Child project funded by UNICEF & JEAT project funded by The Asia Foundation

**PROFESSIONAL TRAININGS, WORKSHOPS AND CONFERENCES**

**INTERNATIONAL TRAININGS:**

* PRINCE 2- 2009 Foundation course –ILX Group
* TOT on Quality and Accountability organized by HAP-I in Jakarta, Indonesia 2012
* CARE Humanitarian Emergency Operations (CHEOPS) Bangkok 2011
* Course on Becoming an e-tutor on health and sanitation (UNU-India 2009);
* Rights based approach to development ((Dignity International, India 2008);
* HR Policies development (Cairo- Egypt 2008);
* Presentation in CIVICUS Assembly on the theme of Accountability (Glasgow-Scotland 2007);
* Diversification of Livelihood Options ( Concern Afghanistan, Kabul 2006)

**NATIONAL TRAININGS:**

1. Courses on Humanitarian Accountability Principles and framework and its implementation by HAP 2009
2. ToT on Development of Compliant and Response Mechanism by Concern 2008
3. ToT courses on Sphere Standards by CWS 2006
4. Training sessions on value for money and accountability by Concern Dublin focal person 2007
5. Training on Emergency Project Cycle by Concern 2008
6. Trainings on Environmental & Primary Health Care, HIV/AIDS (Concern)
7. Course on Project Management (LUMS Lahore 2005)
8. Effective Communication, Negotiations Skills and Conflict Management (Concern, Pakistan 2004),
9. Disaster Risk Reduction and Emergency Preparedness (Concern, Pakistan 2004); Rights based Advocacy (Concern, Pakistan 2003), Rights Based Approach to Programming;
10. Training on Project Management (CWS - Pakistan 2003)

**PROFESSIONAL AFFILIATIONS:**

* Member of Human Resource Development Network (HRDN )
* Development Crossing- Forum for development professionals
* Humanitarian Policy Forum

**REFRENCES**

**REFERENCES**

**UNOPS Care International in Pakistan**

Waqar Qureshi Mohammad Arshad

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**EPOS- Health Management**

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