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| Wajahat Anwar | H.No. 51, Lilly Road, Safari Villas III  Phase 2, Bahria Town, Rawalpindi  Mob:00-92-332-5277760  [wajahatanwar@hotmail.com](mailto:wajahatanwar@hotmail.com) |

**PROFESSIONAL PROFILE**

Wajahat has over 13 years experience in development, with specific focus on Governance, Social Development, Service Delivery in Health and Education. He is also an accredited UK Governance Adviser from DFID UK and worked in the State-building and Peace-Building Team in DFID London. Academically he has a background in Economics (along with research methodology, statistics and econometrics). In addition to long term developmental activities he has been uniquely involved in all humanitarian responses over the last decade in Pakistan, including drought, floods and earthquakes across the country.

As the Country Representative for Coffey in Pakistan, he was involved in winning key strategic contracts and subsequently two large (over GBP 20 million) contracts. He has been part of large teams of consultants delivering challenging products.

As an Economist in USAID, he monitored trends and issues in the economic growth sector in Pakistan. Reviewing and analyzing developments and advising the USAID senior management on specialized and complex issues in economic development in Pakistan.

As a Deputy Programme Manager & Policy Analyst for DFID he managed a £50 million programme portfolio in which he led policy dialogue and strategy in relation to federal policy, aid effectiveness, political economy, governance, accountability and empowerment.

He has also worked with International NGOs including Concern Worldwide and Islamic Relief in Senior Management positions. He was responsible for securing funding, designing, implement and management large programmes and also Provincial In-charge for Balochistan and Punjab.

**PROFESSIONAL SKILLS AND EXPERTISE**

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| **Governance** | * Accredited DFID Governance Adviser attached for a year to the Politics and State building Team in DFID London. * Conducted Governance Appraisal and Political Economy Analysis * Understanding of Local Governance Systems * Work on Elections, Alternate Dispute Resolution Mechanisms and Human Rights etc. * Managed and implemented Decentralization and Local Governance Programmes, Access to Justice Grant Management Programme, Gender Justice Programming, Support to Elections 2007/08 etc. * Experience in designing and implementing Rights Bases Programmes. |
| **Institution Capacity Building** | * Facilitated formation and capacity building of village level institutions. * Provided technical support to local CBO and larger NGOs, including designing and applying organizational capacity assessment tools. * Improved organizational operational, management and governance mechanisms. * Created &facilitated linkages amongst village level institutions, other NGOs, donors and government department and ministries. |
| **Monitoring, Evaluation & Research** | * Extensive experience in developing and using Log-frame Analysis (LFAs) * Developed survey methodologies, design and use of qualitative and quantitative tools. * Experience in Monitoring and Evaluation, Results based management and ensuring recommendations are applied. * Experienced in carrying out Annual, Mid Term and End of Project Reviews. * Experience in carrying out baseline studies and surveys, KAP survey and Multi-sectoral Household Surveys. |
| **Project Design & Management** | * Experience in applying project management cycle methodology. * Detailed knowledge based on practical experience of over 10 years in management at field project and programme level. * Experienced in designing & managing Rights Based Programmes * Have carried out several assessments, numerous designs and implemented several Community Infrastructure Projects (Community WATSAN projects, Reproductive Health Programme, Livelihoods Projects). |
| **Training Conducted** | * ARIES DFID Corporate Reporting MIS Training provided to DFID Staff. * Tools and Procedures for Effective Development Training to DFID. * Partnership training provided to Concern and Partner Organisations. * Rights Based Approach to Programming - Training to Partner Organisations * Training on Community Based Distribution and Targeting System * Monitoring & Evaluation Session for Islamic Relief Staff * Project Management Cycle Training for Islamic Relief Staff. * Islamic Financial Modes & Microcredit at NRSP |

**STUDIES AND RESEARCH EXPERIENCE**

**Principal Researcher (Child Protection)** – Research Paper–Child Abuse and Exploitation 2013-14. A research paper focusing on the recent trends in child abuse particularly focusing on child sexual abuse in Pakistan. Identifying perpetrator and victim traits and measures to identify and address it.

**Principal Researcher (Governance & Health)** – Research Study - The Asia Foundation - Post 18th Amendment Health Services Assessment Study in Khyber Pakhtunkhwa 2013. Conducting the research study to see the larger implications and specific challenges with regard to implementation of the 18th Constitutional Amendment and an in depth examination of the impact of devolution on health as the key target policy area.

**Survey Expert** – Baseline Study – UNICEF – Baseline Study for Sanitation Programme at Scale in Pakistan 2013. Conducted a baseline study for UNICEF across Pakistan (14 Districts) focusing on WASH practices. This included developing the KAP instrument (HHS Questionnaire), School Survey Instrument, conducting IDIs, FGDs, Bottleneck Analysis and Desk Review.

**Team Member** – Research & Analysis – DFID - Sub-National Governance Programme - 2012

Carried out and contributed to the overall research and analytical efforts for the SNG programme, specifically including on Political Economy as well as on Sub National systems. Also met and interviewed key informants (government, donors, partners and consultants). Contributed to the final documentation.

**Team Member** – Programme Review – DFID - Conflict & Flood Relief Programme Review – 2011

Conducted interviews with DFID\'s partners both on the donor and institutional side as well as on the implementing side. Conducted field visits and helped write down the actual review document along with recommendations. Also managed and administered the arrangements logistically and project management wise.

**Team Member** – Assessment– DFID - Country Governance Assessment - 2011

Managed and coordinated delivery of research study for DFID. Including preparing presentation for DFID. Interpreted the needs of the client as specified in the TORs and interacted on behalf of London team to identify the right set of consultants to deliver the activity effectively. Also advised on the best usage and marketing of the assessment.

**Technical Lead and Manager** – Assessment – DFID – Human Rights Assessment of Pakistan – 2009

Designed, managed and provided technical oversight to help conduct a Human Rights assessment to provide an evidence baseline of the human rights situation in Pakistan based on Government’s formal commitments and international obligations as part of DFID’s Annual Partnership Talks with the Federal Government and linked release of Poverty Reduction Budget Support.

**SURVEYS, BASELINES AND NEEDS ASSESSMENT EXPERIENCE**

**Evaluation Lead** – Evaluation Study – UNICEF – Evaluation Study for Sanitation Programme at Scale in Pakistan 2014. Conducting an evaluation study for UNICEF across Pakistan (14 Districts) focusing on WASH practices using the OECD Evaluation Criteria. This also includes developing the KAP instrument (HHS Questionnaire), School Survey Instrument, conducting IDIs, FGDs, Bottleneck Analysis and Desk Review.

**Survey Expert** – Baseline Study – UNICEF – Baseline Study for Sanitation Programme at Scale in Pakistan 2013. Conducted a baseline study for UNICEF across Pakistan (14 Districts) focusing on WASH practices. This included developing the KAP instrument (HHS Questionnaire), School Survey Instrument, conducting IDIs, FGDs, Bottleneck Analysis and Desk Review.

**Steering Committee Team Member** – Study – DFID – Social Audit of Local Governance & Delivery of Public Services – 2010

Part of the Steering Committee, representing DFID involved in the technical vetting of proposals for the Social Audit and selection of successful organisation. Steering the study, design and implementation on a regular basis through steering committee meetings.

**Team Leader & Manager** – Baseline – Concern Worldwide – Multi-Sectoral Household Poverty Surveys for Tehsil Kotli Sattian, Rural Development Programme – 2003

Designed the survey, input in sampling and survey methodology, significant input in the design of the qualitative and quantitative questionnaire. Led the survey team, including providing training and actual implementation on the ground.

**Team Member** – Appraisal – Concern Worldwide - Participatory Rural Appraisal of Kotli Sattian – 2003

Part of the team carrying out PRA assessment in Kotli Sattian, conducted FGDs, Case Studies, Pair Wise Ranking.

**Team Leader & Manager** – Baseline – Concern Worldwide – Multi-Sectoral Household Poverty Survey for Rawalpindi Urban Development Programme – 2003

Designed the survey, input in sampling and survey methodology, input in the design of the qualitative and quantitative questionnaire. Led the survey team, including providing training and actual implementation on the ground.

**Team Leader** – Survey - Islamic Relief – Beneficiary Identification Survey for Drought Relief in Balochistan – 2003

Designed, led and conducted the survey in Districts Chagai and Kharan to identify and profile households for the rehabilitation and development programme.

**Team Member** – Baseline and Needs Assessment – Islamic Relief – For the preparation of the proposal of the Neelum Valley Health Programme – 2002

Part of the team that designed and conducted the baseline and needs identification for the health programme. Contributed to questionnaire design and analysis.

**Team Leader** – Rapid Assessment – Islamic Relief – Joint organisation (Oxfam, Islamic Relief) Rapid Humanitarian Assessment for Balochistan Drought – 2002

Lead and conducted a rapid emergency assessment in Khuzdar to identify drought affectees and design a response accordingly.

**Team Leader** – Baseline Survey and Needs Assessment – Islamic Relief – Kharan Water Supply Programme – 2001

Led the assessment and baseline survey, helped design the questionnaire, provided training to field staff and enumerators. Helped analyse the data and feed into the final report.

**Team Leader** – Baseline Survey and Needs Assessment – Islamic Relief – Chagai Integrated Rehabilitation and Development Programme – 2001

Led the assessment and baseline survey, helped design the questionnaire, provided training to field staff and enumerators. Helped analyse the data and feed into the final report and design of the next phase of the programme.

**Team Member** – Baseline Survey & Credit Needs Assessment – Islamic Relief – Small-scale Enterprise Development (SSED) Micro Credit Programme – 2000

Participated in the designed and helped conduct Islamic Relief’s Baseline Survey and CNA for the first Micro Credit programme for IR. This included helping with the design of the questionnaire, field testing and actual survey. Also included FGDs and Key informant interviews.

**MONITORING, REVIEWS AND EVALUATIONS EXPERIENCE**

**Conducted following Mid Term, Annual Review and Evaluation as per DFID Monitoring & Evaluation Guidelines. Participated in the reviews, in some led the review process. Reviewed the progress of the programmes in line with the Log Frame, identification of issues with progress, helped improve progress indicators, as well as where required revised and reviewed log frame.**

**Team Member** – External Annual Review – DFID – Poverty Reduction Support Programme - 2011

**Team Member** – External Annual Review – DFID – Floods Response Programme - 2011

**Team Leader** – Annual Review – DFID –World Bank’s Poverty Reduction Support Credit - 2010

**Team Member** – Annual Review – DFID –ADB’s Punjab Devolved Social Services Programme - 2009

**Team Lead** – Annual Review – DFID – Strengthening National Statistics Programme - 2009

**Team Leader** – Evaluation & Annual Review – DFID – Joint Donor Support to Elections - 2009

**Coordinator** – Evaluation – DFID – Country Programme Evaluation – 2009

**Team Member** – Annual Review – DFID – UNDP Devolution Trust for Community Empowerment – 2008 **Team Leader** – Annual Review – DFID – Strengthening Decentralization in Faisalabad District - 2008

**Team Member** - Annual Review – DFID – ADB Devolution Support Programme – 2008

**Team Member** – Annual Review – DFID – Maternal and Newborn Health Programme - 2008

**Team Member** – Annual Review – DFID – Consumer Protection through the Network – 2007

**Team Member** – Annual Review – DFID – UNICEF Gender in Education Policy Programme - 2007

**Team Leader** – Mid Term Review – DFID – Strengthening Decentralization in Faisalabad - 2007

**Team Member** – Mid Term Review – DFID –Devolution Trust for Community Empowerment – 2007

**Team Leader** – Annual Review – DFID – Centre for Higher Education Transformation - 2006

**Team Member** – Mid Term Review – DFID – Consumer Protection through the Network – 2006

**Team Member** – Annual Review– DFID – World Bank’s National Education Assessment System - 2006

**Team Leader** – Mid Term Review – DFID – Centre for Higher Education Transformation - 2005

**EMPLOYMENT RECORD**

**Senior Consultant Jul 2012 – Present**

Working independently as a Senior Consultant on assignments (several as Team Leader) relating to Governance & Political Economy Analysis, Project Management, , Monitoring & Evaluation and Public Sector Management. Activities include, design of new interventions, baseline study, impact evaluation.

* + Principal Researcher (Governance & Health) – Research Study - The Asia Foundation - Post 18th Amendment Health Services Assessment Study in Khyber Pakhtunkhwa 2013.
  + Survey Expert: UNICEF Baseline Study, Sanitation Program at Scale in Pakistan, 2013.
  + Survey Expert: UNHCR Baseline Study - Afghan Refugees WASH Programme, 2013
  + Team Lead on Baseline Study for Sind Programmes for Trocaire Bid, 2013.
  + Involved in assignments relating to Project Management, Governance & Political Economy Analysis, Monitoring & Evaluation, Public Sector Management.
  + Also involved in EOIs, Project Activities and Bids.
  + Identified as Deputy Team Leader for DFID's Sub National Governance Bid by GRM and ICS, 2012.
  + Submitted as Team Leader or World Bank's survey relating to Floods and Health Impact in Pakistan, 2012.

**Country Representative Jan 2011 – Jun 2012**

**Coffey International Development - Pakistan**

As Country Representative carrying out overall representation for Coffey IDEV in Pakistan, business development function, including proposal lead, as well as technical input on projects to establish and position Coffey to win emerging opportunities and supporting the company’s teams operating in Pakistan.

* Liaising with donors to get details on the current and expected donor-funded projects to determine technical and developmental areas of greatest challenge and needs.
* Scoped the market and conducted partner and competitor analysis. Responsibilities include scoping the market and analysing competitors.
* Identifying, tracking and pursuing opportunities. Obtaining informal and formal intelligence on upcoming opportunities and Requests for Proposals, including project timing, project technical areas.
* Prepare all pre-proposal submissions and provide coordination and planning support to major proposal submission to consistent high quality persuasive documents are submitted.
* Establishing and maintaining a network of client contacts.
* Meeting the needs of internal clients from Coffey offices around the globe.
* Assisting in the preparation of winning tenders.
* Identifying, interviewing and contracting consultants and team leaders.

**Programme Management Specialist (Economist) Nov 2010 – Jan 2011**

**United States Agency for International Development (USAID) Pakistan**

As the USAID FSN Economist, kept abreast of trends and issues in the EG sector in Pakistan. Reviewing and analyzing developments and advising the USAID Mission Director, Deputy Director, and EG Office Director and when required the Embassy economic section on specialized and complex issues in economic development in Pakistan, particularly those bearing on bi-lateral assistance or other USG interests. Provided guidance on economic growth activities proposed by the US government.

* As the Technical Officer for various grants and contracts, managed significant, complex, and sensitive portions of the EG portfolio;
* Monitored and evaluated on-going programs, preparing performance reports, briefing papers, concept papers, and other periodic documentation for the USAID Mission.
* Represented the Mission in discussions and negotiations with partners and other donors;
* Represents USAID in donor and Government of Pakistan meetings involving support to economic reforms.
* Maintained close liaison and managed the personnel of EG contractors/grantees for project management and obtaining results.

**Deputy Programme Manager (DPM) & Policy Analyst Jan 2005 – Oct 2010**

**DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID) Pakistan**

As DPM, providing effective oversight and management of the Policy Group (with a programme portfolio of over £50 million), engaging in and where required leading policy dialogue and strategy in relation to Federal Policy, Aid Effectiveness, Political Economy, Governance, Accountability and Empowerment.

* Working at the Policy Level engaging on the strategic relations on Poverty Reduction Budget Support Programme (£85 million) and the UK Government’s 10 Year Development Partnership Arrangement with GoPakistan.
* Ensuring application of Aid Effectiveness principles (Paris Declaration) and contributing to Multilateral Effectiveness and UN Reform (within DFID, with partners and Government).
* Maintain an analytical oversight and contribute effectively to Governance and Political Economy issues, including Development Partnership Arrangement Assessments, Scenario Planning and Risk Management.
* Providing oversight, managing and delivering agreed programmes and policy priorities in line with the Performance Framework.
* Ensuring compliance with Corporate Communication and Policy, drafting concise and accurate correspondence, submissions and responding to request for briefs from UK MPs, Parliamentary Questions etc.
* Maintaining the Policy Group’s financial information and ensuring compliance with DFID procedures.
* Managed and provided oversight to programmes e.g. Faisalabad Devolution Project, Support to Elections 2007, Improving Citizen Engagement through Devolution and Strengthening National Statistics.
* Engaging in debate and discussion with advisers and external stakeholders (GoP, multilaterals and bilaterals, consultants and civil society) at the National and Provincial levels on interpretation of policy into programme work, while contributing to new programme development.
* Maintaining a continued engagement and representation of DFID interests with the broader Donor, Civil Society and GoP Stakeholders. Representing DFID-Pakistan in meetings as required (eg. Project Steering Committees, Donor Groups, Government Ministries and NGO Boards etc).
* Leading on Annual Appraisals and Mid Year Reviews of projects and programmes, coordinating and consolidating advice on Governance, Social Development and Service Delivery areas.

Accredited in DFID UKs international recruitment round as A2L Governance Adviser in March 2009 and working as Governance Adviser to the Politics and State-building Team in Governance and Social Development Department, DFID London.

**Programme Manager:** **June 2003 to Jan 2005**

**CONCERN Worldwide (Pakistan Office) - Islamabad**

Concern Pakistan is one of the country programmes of Concern Worldwide, a Dublin based non-denominational voluntary organization devoted to the relief, assistance and advancement of people in need in less developed areas of the world. Responsibilities in Concern include.

* Design, manage, monitor and evaluate new rural and urban programmes for Concern in conjunction with local partner organisations.
* Assist in the identification and appraisal of local partner organisations according to Concern’s criteria, processes and strategic objectives
* Prepare and monitor programme budgets in consultation with partners and finance team.
* Prepare programme proposals for submission to potential donors and prepare quality written and verbal reports and presentations in relation to the programme.
* Methodologically monitor and evaluate the programme.
* Manage the data collection and assessment process in the development of new projects in collaboration with local partner organisations.
* Prepare and formulation of Project Agreements and Memorandum of Understandings with partner organisations clearly defining roles and responsibilities.
* Manage, supervise and support Concern programme staff using performance monitoring and appraisal tools and to incorporate capacity building of programme staff, partner organisations and communities into all aspects of programming.
* Provide input into other Concern programmes and strategic planning as required.
* Liaison with relevant government and non-government agencies and representing Concern in various forums.

**Senior Programme Coordinator:** **Nov 1999 to May 2003**

**Islamic Relief (UK). Country Office, Islamabad, Pakistan.**

Islamic Relief is a UK based international relief and development organisation providing humanitarian aid during emergencies and working for the long-term development of the world’s poorest nations.

* Developing the Country strategy for work in Pakistan and its regions Azad Jammu and Kashmir and Balochistan.
* Responsible to coordinate, develop, monitor, evaluate and report on allocated projects in Pakistan.
* Responsible for establishing and developing the regional setup, projects and long term strategy of Balochistan in line with the country strategy.
* To liaise and strengthen linkages with NGOs, institutional donors and government bodies.
* Institutional fund raising through submission of proposals and coordination with donors.
* Preparation of project budgets, related narrative, financial and other reports for head quarters and relevant donors etc.

**PROFESSIONAL TRAINING**

* 2011 Senior Management Training - London - organised by Coffey UK
* 2011 Business Development Induction - Reading, UK - organised by Coffey UK
* 2007 Governance Induction Course – Hitchin Priory – organised by DFID.
* 2006 Tool and Procedures for Effective Development (TAPED) organised by University of

Wolverhampton-UK (DFID SEA – Thailand)

* 2006 Departmental Finance Officer Annual Conference in Glasgow.
* 2005 Reporting Office Training – East Kilbride – UK
* 2005 Procurement Training (Government, Multilaterals, Banks and Consultants).
* 2004 Rights Based Approach (RBA) to programming organized by Concern Pakistan.
* 2004 Disaster Risk Reduction training conducted by Peter Crichton (Dublin).
* 2003 Participatory Monitoring & Evaluation conducted by Concern Pakistan
* 2003 Asia Regional Partnership Workshop organized by CONCERN Bangladesh.
* 2002 Management of Micro Finance Program at NRSP
* 2001 Monitoring & Evaluation training by Social Consultant Mr. Iftikhar Khalid (IUCN).
* 2000 NGOs in Development at National Center for Rural Development.
* 1999 Participatory Rural Appraisal Techniques by Mr. Iftikhar Khalid.
* 1999 Project Management training at Sustainable Development Policy Institute (SDPI).

**EDUCATION**

1996-1999 MSc Economics

International Islamic University – Islamabad (IIUI) 3.25/4.00 GPA

1995-1996 One-Year Diploma In Computer Sciences

National Inst. of Computer Sciences –Rawalpindi 81.63%

1993-1995 BA (Economics, Statistics)

F.G. Sir Syed College Rawalpindi - University of Punjab 58.75%