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1. Job experience brief history
2. Length of experience: 19 years’ experience in social sector
3. 10 years Monitoring & Evaluation specific experience

10 years program implementation management experience ; community mobilization; coordination operation management & supervisory experience

1. Worked for District Governance Community Development DGCD EU Project as a Program Officer (Social Mobilization) from Feb 2020- Feb 2023 (3 years).
2. Worked for UN-IOM) International Organization for Migration “FATA Development Program –Government to Community as M & E Manager (5.3 years)
3. Worked for UN-IOM) International Organization for Migration “FATA Development Program –Government to Community as M & E Officer (2.5 years)
4. Worked for National Commission for Human Development as a District Program Manager Literacy & District Literacy Coordinator) (6.5 years)
5. Worked for International Rescue Committee FATA Development Program as a Training Officer (1.5 years)

Achievements

(UN-IOM) International Organization for Migration (I.O.M) FATA Development Program –Government to community

I am proud of the achievement that I made in this project. I would like to share that I have contributed a lot where I oversee the team performance, spot check on their activities, Monitored and evaluated approximately 600 grants worth USD 50 million in my 8 years’ tenure with UN-IOM FDP-GC Project. Excellently supervised the activities of 12 M & E officers at a time all over the regions and worked with different IPs in South KP and Peshawar region

Education (National Commission for Human Development (NCHD)) Program Implementation as a District Manager 1st January, 2004 - 1st September, 2011 National Commission for Human Development established in 2002 to promote human development in the country mainly focusing Universal Primary Education with three main objectives Enrollment of out of school children from 5- 9 year, Prevention of Dropout, Quality of Education and Adult Literacy to contribute to meet the MDGs goals set for Pakistan

During six years’ tenure with 6 years with National Commission for Human Development worked as a District Program Manager in primary education, health and literacy. Through effective planning Community mobilization and implementation; More than twenty thousand illiterate learners equipped with basic literacy skills after successfully completed 1000 adult literacy centers through community mobilization, baseline assessment and effective monitoring of the activities. Literacy program was implemented in 104 districts throughout the country. NCHD Senior Management Team decided to implement post literacy program on the basis of successful implementation of the basic literacy program. District Kohat was recommended for the implementation of post literacy program among the top four districts all over Pakistan. As a result; team Kohat successfully completed 50 post literacy centers in district Kohat.

FATA Development Program Livelihood Development (International Rescue Committee (IRC FDP-LD Project)) Monitoring & Evaluation 1st August, 2008 - 1st January, 2010 Donor: USAID Implementing Partner: International Rescue Committee (I.R.C) Project duration: 2008 to Sep 2011 Working area

During 1.5 years duration with IRC-FDP-LD Project. Despite worse law & order situation back in 2009 and 2010 in FR Kohat; More than 1000 individuals acquired the basic literacy numeracy skills in 40 literacy centers while monitored & validated the established literacy centers by the IP in FR Kohat through effective planning for monitoring and data validation visits.

**Strength:**

* Overall, 19 years of experience including UN; INGO & national level organization in program management, staff management/operation, Effective community mobilization, Program Coordination with all stake holders and district administration monitoring & evaluation, data collection tools designing & analysis.
* Experience in working with Implementing Partner organizations
* Multiple community grants experience: Education, multiple health grants, SMEs, Governance project, disaster risk reduction project experience, infrastructure (Transportation, Irrigation Channel, and Flood Protection), and Water supply scheme, Livelihood (Agriculture Training of farmers on modern agriculture techniques and seed supply & non Agriculture), Institutional Support, Socio Cultural Activities in FATA and Khyber Pakhtunkhwa.

**Skills:**

* I Have designed M & E tools for multi grants as and when required keeping in view project nature
* Monitoring, Evaluation, Assessment & Learning
* Performance Management & Coordination
* Vast experience and can suggest remedies for improving program Implementation strategies and conflict resolution
* Timely, adequate & efficient feedback to Senior Management Team (SMT)
* Excellent Reporting & Communication
* Ability to multi task
* Staff Management & Program Operation
* Possess the ability to delegate tasks in the team along with good Leadership and Coaching Skills.
* Possess excellent written communication and presentation skills.
* Excellent proficiency in MS Office suite and MIS Programs.
* Excellent team management skills & team working skills to work in a inter unit and cross functional team(s).
* Holds good Decision Making and Problem-Solving Skills.
* Time Management and Multi-tasking
* Staff capacity building /training delivery skills .
* Excellent grasp on the use of Theory of Change (ToC), LFA and other contemporary planning tools.
* Practical knowledge of participatory monitoring and evaluation techniques
* Experience of developing M&E systems with use of IT and managing efficient databases
* High quality written/ verbal communication skills including exceptional report writing skills
* Self-motivated person able to work without close supervision
* Able to work effectively in a diverse team environment
* Good analytical skills

Career history & job description detail

1. **Program Officer Social Mobilization: From Jan 2020 to Feb 2023**

**Organization: District Governance Community Development EU Project/Community Driven Local Development CDLD**

The Provincial Government of Khyber Pakhtunkhwa (GoKP) approved the governance framework for District Governance Community Development namely Community Driven Local Development (CDLD) which is also known as CDLD Policy. The Policy is basically formulated to bridge the communication gap between the GoKP and citizens through sustainable improvement in the coverage and quality of front-line public services delivery with the active involvement of local communities. One of CDLD policy objective is “to provide the enabling environment for Community Based Organizations (CBOs) to access public fund earmarked for CDLD initiatives”. The policy is based on community driven development approaches in which community identify, own and manage their development initiatives and linkages development with Government officials and other organizations

Description of Tasks – General

* Overall management of project activities; budgeting ; social mobilization; monitoring coordination and reporting. Having good understanding of small scale infrastructure schemes; Livelihood (soft and hard activities). Work planning, supervision & monitoring, reporting & record keeping
* Coordination, organization and facilitation & orientations of elected and appointed representatives on revision/preparation at the Village Council Development Plans (VCDPs) to finalize the district and provincial level planning;
* Leading and organizing awareness raising campaigns/ sessions regarding Pre-VCDP preparation for need identification consultations with community at large through elected and appointed officials;
* Support to field teams in Village Council Development Planning at VCNC level for need prioritization with technical sectorial backup support (livelihood procedures and criteria) preparation, revision and approval of VCDP document at VCNC level.
* Facilitation to and supervision of CDLD-MIS
* Support to social mobilization field teams in assessing Socio-economic feasibility of community projects
* Capacity building of social organizers and Implementing Organizations in implementing smooth field activities; Preparation and review of Detailed Project Proposals (Social Aspects) as and when required.
* Assessment of capacity gaps in IPs and other stakeholders, assessment and analysis for formulating on-job coaching techniques
* Arranging, along with their training needs and conducting capacity building events for Implementing Organizations office bearers on project implementation management process, project related record keeping, financial management, documentation requirements for CDLD, project specific operation and maintenance etc.

Specific Tasks:

* Monthly planning and progress review meeting, reporting of social mobilization activities
* Monthly, quarterly and annual reporting of CDLD programme
* Maintain record of each visit report by social mobilizers for monitoring, supervision and audit purpose.
* Conducting weekly, monthly and need based planning and progress sharing meetings with social mobilization team and preparation of relevant reports for sharing Senior Management Team and Donor
* Verification of daily timesheets, vehicle logs and field visit reports of staff.
* Assigning responsibilities and allocation of resources among keeping in view their genuine needs and team facilitation in consultation and coordination with Senior Programme Engineer.
* Paying random field visits to monitor and report the quality of social mobilization activities.
* Along with Senior Programme Engineer, be ready to facilitate and support to District Development Committees (DDC) and Technical Evaluation Committees (TEC), in followings:
  + Support district administration/ TEC in department wise bifurcation of Project Proposals to coordinate with concerned department for checking of duplication and expert technical input on social aspects of Detailed Project Proposals (DPPs);
  + Facilitation for receipt, review and social & administrative evaluation of proposals;
  + Subsequent proposal processing and implementation in coordination with senior programme engineer;
  + Facilitating in convening of special meeting of TEC for addressing implementation related social issues and to present planning and progress;
  + Recording, compilation and processing of meeting minutes
* In case of any impediments, assist and facilitate social mobilization and engineering teams to support beneficiary communities for any social mobilization related issues during implementation phase;
* Preparation of annual performance appraisals of staff
* Support provision of input at the district level to the commissioning of 3rd party technical audits of IPs and their records;
* Conduct periodic monitoring site visits to the VCNCs and IPs, to ensure that:
  + Best social mobilization practices and standards, right from project identification until its completion;
  + Quality aspects are being adopted at all stages;
  + Community involvement and implementation progress is being maintained at all stages;
* Support data entry operators and social mobilization team in updating MIS related to social mobilization activities i.e. entry of VCDPs and DPPs
* Support district administration/CDLD Complaint focal person in the follow up and reporting of registered complaints related to conflicts in implementation and financial releases.
* In coordination with CDLD senior programme engineer, preparation of monthly work plan for social mobilization team complementing the overall district CDLD work plan, its implementation and reporting against the work plan;
* Support CBOs in establishing of their linkages with banks, private sector or any other program for community uplift in the district.

1. **Monitoring & Evaluation Manager Peshawar from March 2014 – June 2019**

**Organization: UN-IOM FATA Development Program –Government to Community (OTI USAID Project)**

In the Federally Administered Tribal Areas (FATA) and Khyber Pakhtunkhwa (KP) province, USAID/OTI aims to strengthen the relationship between government and local communities. A lack of confidence and trust in Government of Pakistan institutions has increased vulnerability to VE influence in some of FATA/KP most contentious and remote parts. To rebuild confidence and in turn reduce Violent Extremism groups operating space, USAID/OTI brings communities and local authorities together through small-scale service delivery projects that strengthen community resiliency and create the conditions necessary for those displaced by conflict to return home. Facilitating interactions between local authorities and marginalized communities that improve perceptions of government legitimacy and responsiveness. Supporting stability and development programs in conflict-prone communities throughout the Federally Administered Tribal Areas: Khyber Pakhtunkhwa Province

The Monitoring and Evaluation Manager is responsible for ensuring that a proper monitoring and evaluation system is in place and used for the Program improvement. Based on the M&E reports collected through different means, the M&E-Manager should provide some initial recommendations to Senior Program Staff on how program implementation could be improved. M&E results should be shared with the Program Staff on a constructive and orderly manner to ensure improvement of the program implementation.

* In collaboration with the M&E Supervisor /Head, design appropriate formats, tools and systems for monitoring and evaluation to assess program effectiveness to measure progress, expected outcomes, outputs and activities defines in the grants documents
* Advise the FSP M&E Supervisor, on how to improve the overall monitoring system for the FSP Program based on the various monitoring and evaluation information collected and analyzed.
* Developing Specific Monitoring & Evaluation Plan for each and every grant including grant deliverables /output , outcome and Theory of Change (TOC)
* Drafting Final Evaluation Reports (FERs)of each grant comprising grant outcome, success and deliverables planned Vs achieved with deviation justification
* In coordination with field team, track weekly site visit plans for M&E Officers, Supervise & Conduct field visits to collect feedback from relevant stakeholders and verification of program activities implemented by contractors and implementing partners according to SOPs.
* Ensure that all M & E mandatory visits are conducted by M & E staff; proceedings are observed, documented and reported.
* Review all Field Monitoring Reports (FMRs) & provide regular feedback to the M&E team on how to improve the quality & accuracy of these reports. Disseminating findings for Senior Management Team to manage data according to internal and donor’s standards.
* Ensure all M&E matrices i.e. large grant matrix, M&E activity planning matrix, M & E Overall Management Matrix, PTI/FX ongoing matrix & Final Evaluation Reporting matrix are maintained & updated
* Prepare monthly M&E reports for internal with recommendations for the Field Unit.
* Staff capacity building & community members for monitoring projects, measuring planned versus actual deliverables, and measuring the overall outcomes of grants.
* Provide technical guidance and support to M&E Officers on implementation of Monitoring procedures/methodologies prior to M&E activities and conduct briefing before and after a visit
* Accompany and facilitate donor field visits
* Oversee M&E work load & assess M&E human resources in the region & recommend actions
* Ensuring M&E Summary reporting on Google drive for a quick analysis and presentation is done.
* Act as focal point for Grant Writers for assisting them in submission of appropriate feedback for donor queries regarding FERs and Independent Monitoring Unit reports
* Prepare monthly progress updates of plans, monitoring the activities of partners while carrying out consistent spot checks, gather community feedback, data collection; and share key issues with Senior Management Team
* Provide day to day technical assistance to Implementing Partners to ensure the quality of agreed deliverables and share with the Senior Management Team for further action.
* Coordinate with Implementing Partners for effective implementation of activities to mitigate risk through engagement of target communities
* Participate in monthly meetings with project teams to discuss project progress and any remedies regarding gaps, ensure required documentation and lesson learned.
* Liaise & coordination with political administration officials for program feedback and improvement

1. **Monitoring & Evaluation Officer Bannu from Oct 2011 – Feb June 2014**

**Organization: UN-IOM FATA Development Program –Government to Community (OTI USAID Project)**

In the Federally Administered Tribal Areas (FATA) and Khyber Pakhtunkhwa (KP) province, USAID/OTI aims to strengthen the relationship between government and local communities. A lack of confidence and trust in Government of Pakistan institutions has increased vulnerability to VE influence in some of FATA/KP most contentious and remote parts. To rebuild confidence and in turn reduce Violent Extremism groups operating space, USAID/OTI brings communities and local authorities together through small-scale service delivery projects that strengthen community resiliency and create the conditions necessary for those displaced by conflict to return home. Facilitating interactions between local authorities and marginalized communities that improve perceptions of government legitimacy and responsiveness. Supporting stability and development programs in conflict-prone communities throughout the Federally Administered Tribal Areas: Khyber Pakhtunkhwa Province

Under the overall supervision of the Program Manager and under the directives of the M&E In-charge and M&E supervisor the Monitoring and Evaluation officer (M & E-O), will directly report to the M&E Manager, performing the responsibilities.

* Conducted regular visits to project sites to check physical progress of the grant, community meetings/feedback, grants initial feasibility, bidding processes, assist M & E Manager in drafting M&E plans for all grants and Final Evaluation Reports for each grant. Assisted M & E Manager in maintaining the data base and weekly activity planning matrix

Achievements:

The program normally appointed two M & E Officer per area but through effective planning and hard work I covered both areas FR Lakki and FR Bannu where I successfully monitored more than 100 grants of USD 3 million.

1. **District Program Manager (Education/Literacy)**

Organization: National Commission for Human Development (NCHD)

From Aug 2006 to Aug 2008 and Jan 2010 – Oct 2011

Under the overall supervision of Director Education and Provincial Coordinator and under the direct supervision of the District General Manager; responsible for overall management of the program Planning, Implementation, Operation, Monitoring & Preparing Detailed Implementation Plan (DIP) of Education Programing at the district level

Achievements:

* Through effective planning and implementation; More than twenty thousand illiterate learners equipped with basic literacy skills after successfully completed 1000 adult literacy centers through community mobilization, baseline assessment and effective monitoring of the activities randomly for having spot checks of the staff visits in the fields
* Literacy program was implemented in 104 districts throughout the country. NCHD Senior Management Team decided to implement post literacy program on the basis of successful implementation of the basic literacy program. District Kohat was recommended for the implementation of post literacy program among the top four districts all over Pakistan. As a result team Kohat successfully completed 50 literacy centers in district Kohat.
* Developed community networks and formed literacy management committees and Parents Teachers Committees PTAs for providing support to other programs of NCHD like health and primary education  
  - Developed M & E tools and data base for the program

1. **Training Officer (Monitoring the activities of Implementing Partner Organizations) at FR Kohat, FR Lakki & Orakzai Agency) from Sep 2008 – Jan 2010**

Organization: International Rescue Committee FATA Development Program - Livelihood Development (FDP-LD) (USAID project)

Training Officer (FATA Development Program Livelihood Development) (Monitoring the activities of Implementing Partner Organizations) at FR Kohat, surge support to FR Lakki & Orakzai Agency) from Sep 2008 to Jan 2010

Achievements

* Despite worse law & order situation back in 2009 and 2010 in FR Kohat; More than 1000 individuals acquired the basic literacy numeracy skills in 40 literacy centers while monitored & validated the established literacy centers by the IP in FR Kohat through effective planning, developed good working relations with the partner organization, Weekly progress review meeting with IPs & providing them technical assistance and field visits in coordination with district administration officials.
* Supported Training Manager in IPs selection after review of the project proposal, organization profile; two partner organizations selected and they successfully completed the project.
* Developed M & E tools and data base for the project

1. **District Literacy Coordinator: From Jan 2004 – May 2006 (Monitoring the activities of Partner Organizations) at Kohat & FR Kohat)**

Organization: National Commission for Human Development (NCHD)

Achievements:

* Identified and selected 3 potential Implementing Partner Organizations for project implementation. Developed good working relationship with IPs after conduct ToTs of the IPs project staff; they successfully completed 150 literacy centers in district Kohat where more than 3000 illiterate females acquired the basic literacy skills after continuous monitoring of their activities, review meetings to discuss progress and gaps to meet activities & project objectives
* For the direct implementation of the program; through effective community mobilization and coordination with education department successfully identified some potential areas for the program intervention, identified 100 literacy teachers, trained them on teaching methodology, class room management, adult psychology and phonics methodology and as a result more than 2000 female acquired the basic literacy skills after successfully completed 100 literacy centers.
* In 2005 NCHD got the third party contract for the evaluation of Elementary Education Foundation Project Literacy for All GoPKP. I successfully evaluated the project in district Kohat and District Hangu.
* Identified and recruited 10 female’s local area supervisors; built their capacity on social mobilization process to identify potential areas for the establishment of literacy centers through clustering approach and to monitor literacy centers in the union council assigned to supervisors

References:

1. Riaz Afridi Team Leader (International Organization for Migration FATA Secretariat Program Cell # 0333-9117480)
2. Syed Shahab Ahmad (Training Manager International Rescue Committee FATA Development Program Livelihood Development (FDP-LD) Cell # 0334-5174940)
3. Zahoor Hassan National M&E Coordinator UM-IOM Cell No. 03459648267