



Muhammad Waqqas Ali

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PROFESSIONAL PROFILE

Being a development sector professional, I have more than 17 years' experience in Monitoring, Evaluation, Accountability, Learning and Knowledge Management including strategic planning, Design and performance management for large international development assistance programs funded by international aid agencies (USAID, DFID, GAC IHA, SIDA, EU, Aus Aid etc.).

As MEAL Manager, I also led International Global Humanitarian Surge Roster for MEAL in emergency project, Rapid Need Assessments, situations and real-time evaluations.

As **Resource Person**, I successfully conducted several international training of trainers (ToTs) on Result Based Management Monitoring and Evaluation (RBME) and International ToTs on Knowledge Management and Learning with following institutes

- *Humanitarian Academy for development (HAD) UK* (<https://had-int.org/>)
- *International Institute of peace and development Studies Bangkok, Thailand.* (<https://arf-int.org/>)
- *Trust Consultancy and Development* (<https://trustconsultancy.org/>)

As International Evaluator, I also led international consultancies in following countries e.g Thailand, Jordan, Turkey, Sudan, Tanzania, , Zambia, Kenya, Pakistan and South Africa.

International Consultancies Details			
2016- April to May	Bangkok, Thailand	UNESCO Bangkok, Thailand Yanin Wongmai +66 2 391 0577	Evaluator of Education Study (Consultant)
2015- May to June	Turkey	UNICEF Ankara, Turkey Sela Sar Sela.sar@unicef.org +90 312 454 10 00	Consultant for Evaluation of UNICEF's response to the Syrian refugee crisis in Turkey
2011- April - June	Sudan	UNDP Khartoum office, Sudan Alisha Kidman Phone: (+249) 1 87120000	Consultant for the study of Sustainable Livelihood
2013- Sep -Nov	South Africa	FAO Cape town, South Africa	Consultant for the study of Youth and Agriculture
2014 Oct - Dec	Jordan	Dovepress hospital Jordan, Amman Natalie Ali Natalie.ali@dovepress.com	Consultant for Evaluation of maternal and newborn health services in Jordan

Experienced in developing RBM-M&E systems, Result Framework, MEAL Plan and MEAL MIS System. Build technical capacity of global humanitarian professionals, partners and institutions, internal controls, performance measurement, research and knowledge management.

Since last 17 years, I have worked with international aid agencies' (Islamic Relief Worldwide, UNDP, Welthungerhilfe, Care International, Cesvi and Coffey International) especially in Result Based Management (RBM), Monitoring Evaluation Accountability and learning. Familiarity with the different countries (Pakistan, Thailand, Turkey, Amman, Sudan and South Africa) culture, society and development context, and sensitivity to variations in the socio-political climate across Pakistan.

Experienced in all areas of project and performance management from project designing, planning, implementation to close-out, including managing teams, budgeting, contract management, work planning, monitoring and evaluation, value for money, and Human and Institutional Capacity Development (HICD).

Sectoral expertise in WASH, Food Security, Education, Health, institutional development, enabling environment, policy, private sector development, economic growth, behavior change communication, resilience, skills development, agriculture, health, gender, family planning, and governance.

EDUCATION

M. Sc. (Sociology), 2011, Bhauddin Zakariya University, Multan.

M.I.T. (Information Technology), 2007, Bhauddin Zakariya University, Multan.

Career Summary: Total 17 Years (2005-2022)

Current Experience

ISLAMIC RELIEF Worldwide (IRW) (<https://www.islamic-relief.org/>)



Knowledge Management Accountability & Learning Specialist

July/2021 till Present

1 Year

Responsible for providing management and strategic guidance to humanitarian and long-term development programmes (designing, development, expansion, implementation and oversight). Managing a total of 8 Mn GBP portfolio of NFI/Shelter, Health, WASH, Protection and Food Security Livelihood sectors funded by SIDA, DFIS, ECHO, IR Partners and UN Agencies. Key role in establishing and promoting use of MEAL system, to integrate MEAL framework, focusing on building the capacity of relevant programme staff, as well as promoting and fostering a culture of shared learning, accountability and innovation within the country programme. The position will also extend strategic support in the development and integration of accountability, learning and programme quality standards in programme assessments, design, monitoring, review and evaluation.

Output and Achievements:

- Development, implementation and evaluation of Impact M&E strategy, framework, tools and processes
- Develop M&E systems dashboards on Tola Data, Kobo Tool Box, Ona etc.
- Develop Result Based Monitoring and evaluation (RBM) methodology for Islamic Relief Pakistan and incorporate result based monitoring approach into projects and designed log frames and MEAL frameworks.
- Assist programme specialist in developing theory of change and project model structures for Islamic Relief country programme in Pakistan.
- Strengthens CO skills, capacity and process to ensure a high quality level of proposal development, report writing and adherence to technical rigours and standards of contracts with respects to M&E, contributing to impact and learning.
- Apply Impact M&E Analysis tools to ensure Impact M&E mainstreaming throughout the project cycle and strengthen Impact M&E across all program areas.
- Building staff's capacity in Impact M&E
- Lead the development and institutionalization of mechanisms to capture, document, analyse, use and disseminate program knowledge and learning from Islamic Relief programs to progressively improve quality and strengthen impact.
- Liaise with other national/international organizations and govt. institutions and represent for experience sharing in respective technical area
- Develop IR Pakistan MEAL Strategy that covers humanitarian and development projects.
- Provide technical support to IR's quality management system IHSAN and rollout globally.
- During emergencies developed detailed results framework and tool for online tracking programme progress and informing management decisions which was based on SMART indicators.
- Develop MEAL Framework for the emergency responses according to country's strategic objectives.
- Develop Programme management information system (PMIS) for the tracking of the achieved outcomes and outputs, and update it regularly.
- Developed local and IR international staff on result based management monitoring and evaluation.
- Develop Performance Monitoring and Evaluation Plans for each proposal and project.
- Develop effective and simple tools for reporting projects.
- Provide technical assistance, guidance, and training to project based and M&E staff to ensure efficient and accurate participatory M&E.
- Ensure that learning is accessed and used as an integral part of programme design and implementation
- As required provide trainings to raise awareness on the importance of learning
- Lead knowledgebase planning, initial load execution and all future maintenance planning. Composes a range of strategies and practices used at organizational level to identify, create, represent, distribute, and enable adoption of new organizational knowledge.
- Ensure knowledge management, learning, evidence generation and dissemination of findings and best practices in consultations with staff and contribute for improved programme quality and future programming.
- Contribute to learning and quality reviews by preparing, disseminating and analyzing data, lessons learnt and good practices.

As Manager M&E and Data supervises the entire M&E and Data Management Unit of the **TB Program** and reports to the Project Director. The responsibilities include oversight of project-level monitoring activities within the TB Program, ensuring the quality of the project's M&E activities, supervision of information management via the programs reporting system (including Mercy Corps' Tola system), and data quality assessments. The incumbent will ensure that the information collected is reflected upon, used to improve ongoing programs, and is incorporated into consistently high quality reports and improve the design of interventions. The position holder will build capacity of the project team as well as sub recipients in the implementation of M&E, data management, and reporting.

The role is to also oversee and ensure coordination of the various technical areas across the MEL staff of the Project, and other relevant Project staff and components. The MEL Manager is responsible for the capacity building and mentoring strategy for program staff on themes related to monitoring, evaluation, accountability, reporting and learning.

This position will support in improving the quality of existing M&E guidelines and tools as well as in developing and following-up on M&E plan, coordinate with implementing partners to ensure all program aspects comply with set monitoring and quality standards, build capacity of team members and partners in M&E processes, conducting data quality assessments in coordination with Manager Data Management. S/he will work closely with MEL unit for conducting ongoing program assessment and mid-term and end term evaluations.

The data being generated from different components will require a more structured and organized management. The Data Manager will be responsible that the data is properly managed and analyzed to improve overall program performance and quality. S/he will develop protocols for quality data collection, data confidentiality and data analysis. S/he will provide overall support to the team in proper functioning of the MIS and linking all mobile apps with MIS to get real time data.

Essential Responsibilities

M&E and reporting

- Set-up the M&E system, including all tools and data collection processes for program activities.
- Develop and review frequently the Project's M&E Plan including Data Management Plan
- Oversee the implementation of the M&E System.
- Plan and lead all M&E activities including the baseline, midterm and final evaluations, and develop standards for data collection.
- Supervise all Sub-Recipient involved in data collection activities including the baseline, midterm and final evaluation teams, and review their standards for data collection.
- Train project team members and partners on their ME&L responsibilities
- Direct manage M&E officers in day-to-day activities
- Update M&E and project management systems to reflect program progress and needs; enforce proper usage of these systems by program staff.
- Collect, analyze and validate information and data on the performance indicators

- Present data analysis and periodic reporting in consultation with technical staff
- Ensure that lessons learned throughout the project are captured and communicated to internal and external stakeholders through appropriate channels
- Liaise with various stakeholders and project-related donors on relevant program M&E concerns.
- Take on overall responsibility for project reporting including Weekly, Monthly, Quarterly, Annual, Final and ad-hoc reports.
- Address any other task assigned by the Project Director.
- Given the nature of the work, staff are expected to be flexible and may be asked to carry out duties which are not specifically listed above. The job description may be revised after discussion between the staff member and the organization.

Information Analysis and Outputs

- Lead M&E team to enter, manage, analyze and visualize data and information to support Mercy Corps TB program in close collaboration with the program teams, using Tola and project specific MIS
- Review, analyze and interpret data and information, identify problems/issues and prepare recommendations.
- Support assessment initiatives and promote analysis of and learning from results and findings.
- Identify and track follow-up actions with an emphasis on data gathering, sharing and substantial exchange with Mercy Corps TB program and the donor.
- Research, analyze and present information gathered from diverse sources.
- Contribute to information products such as situation reports, secondary data reviews and internal reports.
- Prepare various written and info-graphic outputs, e.g. draft background papers, analysis, sections of reports and studies, inputs to publications, maps, graphs etc.

Technical Support

- Engage with staff and partners to strengthen their capacities in M&E and information management.
- Provide substantive support to develop systemized and on-demand information gathering –including developing minimum standards and protocols for information management across the TB program. This includes a beneficiary tracking system and a data management system.
- Identify opportunities for improvement and make recommendations and develop tools to strengthen programmatic information flow and to improve management systems.
- Carry out information management functions according to relevant technical specializations such as: information coordination; geographic information systems, infographics and visualization; secure database development, management, and maintenance; web development such as apps; etc.
- Oversee the development and maintenance of internal information systems including the set-up, and management a core database to store all data related to Mercy Corps' TB program indicators and beneficiaries including but not limited to Tola. This could also include helping teams to use project management tools to streamline work flows and information flows.
- Support the development and management of information products, including assessment results, mapping of activities, and inter-sectoral analysis.

Current Experience

Knowledge Management Coordinator

April/2015 till April, 2022

6 Years

Responsible for providing management and strategic guidance to humanitarian and long-term development programmes (designing, development, expansion, implementation and oversight). Managing a total of 8 Mn GBP portfolio of NFI/Shelter, Health, WASH, Protection and Food Security Livelihood sectors funded by SIDA, DFIS, ECHO, IR Partners and UN Agencies. Key role in establishing and promoting use of MEAL system, to integrate MEAL framework, focusing on building the capacity of relevant programme staff, as well as promoting and fostering a culture of shared learning, accountability and innovation within the country programme. The position will also extend strategic support in the development and integration of accountability, learning and programme quality standards in programme assessments, design, monitoring, review and evaluation.

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- Apply Impact M&E Analysis tools to ensure Impact M&E mainstreaming throughout the project cycle and strengthen Impact M&E across all program areas.
- Building staff's capacity in Impact M&E
- Lead the development and institutionalization of mechanisms to capture, document, analyse, use and disseminate program knowledge and learning from Islamic Relief programs to progressively improve quality and strengthen impact.
- Liaise with other national/international organizations and govt. institutions and represent for experience sharing in respective technical area
- Develop IR Pakistan MEAL Strategy that covers humanitarian and development projects.
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- Provide technical assistance, guidance, and training to project based and M&E staff to ensure efficient and accurate participatory M&E.
- Ensure that learning is accessed and used as an integral part of programme design and implementation
- As required provide trainings to raise awareness on the importance of learning
- Lead knowledgebase planning, initial load execution and all future maintenance planning. Composes a range of strategies and practices used at organizational level to identify, create, represent, distribute, and enable adoption of new organizational knowledge.
- Ensure knowledge management, learning, evidence generation and dissemination of findings and best practices in consultations with staff and contribute for improved programme quality and future programming.

The position is based in the Economic Affairs Division, Government of Pakistan, while working under the overall guidance of the Joint Secretary (UN). The incumbent will be responsible for maintaining and monitoring the Development Assistance Database for measuring MDGs in Pakistan. The Database was for measuring MDGs through an online management information system that helps government promote oversight and transparency of the international development assistance to Pakistan. It is an automated information management system which helps government improve the efficiency and coordination of donor activities in the country. The system serves as the main database and data collection and reporting system for the donor and NGO community as it ensures effective access to aid data. Under the guidance and direct supervision of the Team Leader, Poverty and Strategy and the Executive Secretary of Economic Affairs Division, the DAD Manager, have the overall responsibility of monitoring the status and progress of DAD. The DAD Manager is responsible for ensuring compliance of stakeholders in the periodic update of data on the Development Assistance Database (DAD). I worked in close collaboration with the International Cooperation (IC)/Embassies and Monitoring and Evaluation (M&E) units of the government/UNDP and will provide regular updates on progress to the Executive Secretary of Economic Affairs Division and the Team Leader, Strategic Management Unit in UNDP.

Output and Achievements:

- Develop an M&E strategy in collaboration with national institution and counterparts.
- Develop and design the assessment of projects (EU and DFID funded)
- Develop M&E guidelines to ensure quality assurance functions related to programmatic activities;
- Design a framework for the process of monitoring project activities;
- Promote results-based approach to M&E, emphasizing results and impact;
- Prepare calendar of M&E and reporting activities for decentralization project.
- Monitor INGOs and UN Agencies Progress on Millennium Development Goals (MDGs) indicators for Pakistan and delivered training for the capacity building of staff
- Manage and Monitor the overall implementation of the Development Assistance Database (DAD) for External Assistance and Public Investment Projects.
- Conduct M&E assessments covering specific M&E activities and practices, and a review of tools and documents.
- Based on assessment findings, begin development of a long-term rollout/training plan and strategy.
- Coordinate closely with the M&E department on all issues related to the DAD for public investment projects
- Works closely with relevant departments and units within the EAD (specifically, the International Cooperation/Embassies Department, the Monitoring and Evaluation Department and the IT Unit) on their respective roles and responsibilities with respect to the utilization of DAD,
- Liaise with all relevant government stakeholders (MDAs, States) and other non-governmental stakeholders including development partners to ensure effective utilization of DAD, particularly with respect to the regular and reliable data reporting into the system
- Manage the overall implementation of the Development Assistance Database (DAD) for External Assistance and Public Investment Projects:
- Ensures the timely generation and dissemination of executive reports from DAD for the Economic Affairs Division and other government decision makers
- Work closely with the IT unit of the Economic Affairs Division on all issues related to the Management of DAD and its linkage to the existing EAD web based platform.
- Works closely with relevant departments and units within the EAD (specifically, the International Cooperation/Embassy Department, the Monitoring and Evaluation Department and the IT Unit) on their respective roles and responsibilities with respect to the utilization of DAD:
- Coordinate closely with the international cooperation/Embassy Department of EAD on all issues related to the DAD for external assistance projects.

Planning Monitoring and Evaluation Coordinator

13th Nov 2012 to April 30,2014

Consultant for Final Reporting for Alliance 2015

May 1st to 5th 2014

Consultant for Need Assessment for Alliance 2015

1st Oct to 24th Oct,2012



Responsible for Monitoring of Implementation of programmes in Pakistan through management of 07 operational bases. Moreover, I am responsible for budget development and funds management, agency coordination and representation with Government and Donors, security, logistics and management of multiple programme teams.

Output and Achievements:

- Exchange and cooperate closely with Management, PM&E focal points in other project areas, relevant project stakeholders and partner organizations.
- IP staff capacity building in Outcome and Impact.
- Develop standardized tools and formats according to Welthungerhilfe standards.
- Ensure information gathering tools are appropriately developed for all programmes/projects in line with requirements defined in contract agreements, proposals, logframes and MEAL frameworks; revised when needed and used throughout the programme implementation period.
- Develop and furnish periodic M&E reports, presentations and programmes/projects performance tracking reports to management for corrective measures and informed decisions making.
- Support programmes/projects managers in improving quality of donor reports especially highlighting project contribution towards results, key learning, areas of improvements and risk management.
- Advocacy on food and nutrition security guideline.
- Conduct trainings on topics related to PM&E strategy, incl. application of standardized tools and formats
- Deliver M&E Capacity Building Training how to highlight Outcome and Impact of the project.
- Cooperate with projects and partner organizations in the design of Planning, Monitoring and Evaluation systems (incl. preparation of monitoring plans)
- Developed project log frames, indicators and monitoring mechanisms according to PM&E strategy
- Assist the adaption of standardized formats and tools to project requirements
- Provide technical inputs for planning workshops and midterm/annual/ internal reviews
- Undertake regular field visits to support Planning, Monitoring and Evaluation (project and Outcome and Impact Orientation strategy related).
- Cooperate with the WHH PAK "Accountability Committee" and assist in the further improvement of the overall accountability mechanism within the Country Programme
- Initiated in country Emergency Response Team to reduce dependency on external surge capacity thus reducing cost.
- Revised team structures keeping in view programme needs and brought diversification in ethnic and cultural make up of the team.
- Developed Partnership strategy for hard to reach areas.

CESVI International NGOs (<https://www.cesvi.eu/>)

Monitoring and Evaluation Manager

PAKISTAN

Dec 2011 to Sep 2012



Output and Achievements:

- Review of existing M&E framework and processes and propose necessary changes;
- Suggest changes and improvements in current M&E processes and practices;
- Review and enhancement of DPMS including use of GIS;
- Develop performance indicators of all sectors at input, output and outcome level including Means of Verification;
- Develop and strengthen monitoring, inspection and evaluation procedures including sampling of schemes selected for inspection;
- Capacity assessment of staff on existing monitoring and evaluation system;
- Development training module for capacity enhancement of M&E staff at Head quarter and field units including Report writing and follow up mechanism of M&E reports;
- Organize and conduct workshops with the departments to analyze issues, problems and find solutions/ recommendations;
- Organize and conduct training on M&E/MIS for project and government staff;
- Carry out review a of international best practices in the subject area relevant to MA to ensure a high quality implementation plan;
- Update the implementation plan as per feedback from LEA and Industries Department;
- Day to day supervision and overall guidance by Lead Economic Advisor, MAGP;
- Payment to be disbursement up approval of final deliverables
- Led on data and information management on WASH, Livelihood, Alternative Energy, Health and Community Physical infrastructure projects through a team of 13 persons and a partner.
- Develop and manage M&E System dashboard to capture regional M&E needs, budgets and planning
- Conduct regional webinars on topics related to understanding and implementing the MEL guidance

- Conducted Stakeholders analysis and developed Advocacy Strategy 2013
- Revision of monitoring, reporting and accountability system
- Conducted training need assessment and gave staff capacity building plan 2013/14
- Assisted in budgets development and re-appropriation.
- Assisted in development of 15 proposals and 12 concept notes on result based management approach.
- Support WHH and partners staff to collect data, analyse it, identify gaps and suggest recommendations for the improvement of programmes/projects activities
- Perform data quality assessment to verify the quality of reported data and availability of sufficient evidence and means of verification in support of reported data.
- Identify the requirements for collecting baseline data, prepare terms-of-reference for and arrange the conduct of a baseline survey, as required.

CARE International NGO <https://www.care.org/>

2 Year's Experience
Jan 2009 to Dec 2011



MEAL Coordinator

Provided technical backstopping and feedback mechanism to the Project that was an attempt to seek relief for the vulnerable, especially in gender context, by promoting non-formal community based alternative dispute resolution (ADR) systems under Local Government Ordinance.

Output/Achievements:

- Developed and Implemented Result Based MEAL systems for \$15 Million DFATD funded women economic project in Pakistan (through Web-based monitoring System).
- Got the recognition from CARE International for contribution and commitment in ensuring organizational and US government satisfaction in compliance and accountability for USAID funded projects. Part of the team that facilitated A 133 Audit of USAID project in Pakistan.
- Developed M&E framework to monitor Private Sector Engagement initiatives in CARE
- Pakistan; first of its kind among Asia based CARE International country offices. Support programme managers to develop and update theory of change for CARE country programme in Pakistan.
- Designed log frames and MEAL frameworks for new project proposals and build IP's capacity.
- Develop theory of change, logframes, MEAL frameworks, work plans, milestones and key outputs for all new as well as existing programmes/projects.
- Assist MEAL Manager and Programmes/Projects Managers in planning, organising and reporting of quality reviews and assessments.
- Ensure that the MEAL system incorporate CARE MEAL principles, minimum standards and accountability mechanisms for feedback from stakeholders.
- Develop tools and checklists for partners MEAL assessment, conduct MEAL assessment and assist partners to strengthen their MEAL system as per agreed capacity action plan.

Coffey International

MEAL Coordinator

PAKISTAN **coffey** 
A TETRA TECH COMPANY
April 2005 to May 2009

Output/Achievements:

- Implementation of monitoring and evaluation policies and strategies
- Management of the monitoring and evaluation process
- Facilitation of knowledge building and knowledge sharing on M&E

Ensures the implementation of evaluation policies and strategies, focusing on achievement of the following results:

- Responsibility for planning, preparation, budgeting reporting and oversight of thematic, country programme/project evaluations and other types of evaluations conducted in the Country Office.
- Oversight and implementation of an overall M&E framework adapted to the Pakistan context and aligned to the Country Programme Document (CPD)

- Ensure continuous implementation of M&E system at project, programme and overall CO level. Support at project and programme level includes quality assurance and oversight. Support at CO level ensures attribution and results monitoring at outcome level.
- Support tracking of donor resources towards outcomes.
- Provision of guidance and training on appropriate in-country M&E mechanisms, especially in areas with restricted or no access.
- Support M&E of the UN Somali Assistance Strategy as part of the inter-agency M&E Team and support strategic thinking of UN monitoring and evaluation
- Responsibility for promotion of evaluation standards, quality assurance/control and capacity development within the Country Office.

Ensures effective management of the monitoring and evaluation process in the Country Office, focusing on achievement of the following results:

- Design of regional implementation strategies for the CPD with regards to monitoring and evaluation:
- Provision of technical advice at design stage of programmes/projects setting up an M&E framework with defined indicators to facilitate evaluation at later stages.
- Provision of evaluation feedback into policy/programme/project design and ensure optimal use of evaluations by providing guidance in preparation of timely management response to all evaluations.
- Provide methodological support to various programme units during the formulation, approval and implementation of M&E procedures and instruments and select RBM tools, in particular related to monitoring
- Carry out programme analysis, at outcome level, in order to capture lessons learned and ensure that risks are properly monitored and mitigated
- Undertake regular field visits to ensure compliance and timely execution of the planned monitoring & evaluation by various programme and project units

Ensures facilitation of knowledge building and knowledge sharing in the area of monitoring and evaluation, focusing on achievement of the following results:

- Orient and train Country Office staff in understanding and applying monitoring & evaluation policies, tools & methods, particularly at outcome level and in collaboration with PPU
- Facilitate dissemination of best practices & advocate UNDP successful experiences in results-based monitoring & evaluation as well as substantive areas of expertise through global knowledge networks
- Collating lessons learned from crisis country program implementation in real time and sharing lessons internally, with counterparts, and on the knowledge networks
- Participation in inter agency and donor meetings as required; Participation in networks and liaison with evaluation office of Headquarters, if required

REFERENCES:

References			
Islamic Relief Pakistan	Ghulam Raza Narejo	Head of Programme	Raza.narejo@irp.org.pk
United Nations Development Programme	Aadil Mansoor	Head Chief of Strategic Management Unit	aadil.mansoor.khan@gmail.com
Welthungerhilfe German NGO in Pakistan	David Wehinger	Head of office	david.wehinger@gmx.net
	Souhila Asif-El Baqqali	Expert Partner Advisory/Monitoring&Evaluation	souhila.elbaqqali@yahoo.com
CESVI Italian NGO in Pakistan	Andrea Parisi	Head of Base (03479715266)	Andrea.parisi@gmail.com
	Nicola Eugenio Zicari	Country Administrator	admin.pakistan@cesvioverseas.org
CARE International NGO in Pakistan	SM Maqsood Kabir	Program Manager	Maqsood.Kabir@careint.org
	Betty Kweyu	Assistant Country Director CARE	bettykweyu@gmail.com
	Amjad Mian	M&E Manager	Amjad.mian@pk.care.org

