
Personal Information

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Country Experience

Bangladesh, Nigeria, Fiji, Tanzania, Indonesia

Summary:

I have been working in private sector development for 10 years, in diverse roles spanning design of program implementation strategies to program management, to monitoring and evaluation systems. I have designed, developed and managed M&E systems for a number of programs in line with the DCED Standard of results measurement. This included designing processes, tools, manuals, personnel requirements and recruitment. Three of these programs have been audited by the DCED. I have carried out pre-audit reviews of programs advising them on their compliance with the DCED Standard. I have designed and conducted impact assessments, prepared cases and case study templates for communication and represented programs to donors and the wider development community. I have also given input into implementation and guided teams on carrying out sector analysis, and identified opportunities for sustainable market development initiatives in both rural and urban settings.

Education

MSc in Economics, North South University, Dhaka, Bangladesh.

BBA, Institute of Business Administration, University of Dhaka, Bangladesh.

Trainings

- Propcom Mai-karfi and TechnoServe **Advising Business Competently and Collaboratively**
 - Donor Committee for Enterprise Development (DCED), **Advanced Course on the DCED Standards for Results Measurement**
 - The Springfield Center for Business Development, Durham, UK, **Making Service Markets Work for Enterprise Competitiveness**
 - Action for Enterprise, Arlington, USA, Value Chain Program Design: **Promoting Market-Based Solutions for MSMEs (Micro, Small, and Medium Scale Enterprise)**
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Work Experience

AIP-PRISMA, Indonesia: 5 year M4P program aiming to increase agricultural incomes and food security for poor rural households. **Donor:** DFAT (former AusAID).

Results Measurement & Learning Consultant (May 2016 – September 2016)

Guide the program through the DCED audit process, represent the results measurement (RM) team during the audit. Train staff to increase capacity in areas identified during the DCED audit. Coach RM team to increase the efficiency of results measurement process. Prepare the program for a mid-term review by developing coherent evidence-based strategies for key sub-sectors.

Head of Results Measurement & Learning (June 2014 – May 2016)

Responsible for management of program results measurement, gender and social inclusion and capacity building systems. Designed tools, processes, guidance manuals etc. to ensure that the program is able to gather, aggregate, report on, and use results for management of program portfolio. In 1.5 years set up and implemented a results measurement system that was audited and judged 89% compliant with the DCED Standard. Ensured the development and implementation of a strategy for gender inclusiveness

based on local context. Developed a process for building technical and soft skills for program staff. Developed internal capacity within the program to carry out basic capacity building on M4P and results measurement. Ensured 3 batches of staff and 5 co-facilitators had practical training via an induction process to deliver M4P interventions and carry out results measurement.

Propcom Mai-karfi Nigeria: 5 year M4P program aimed at improving market access, increasing economic activity, trade, and raising incomes of rural poor. Donor: DFID

Senior Monitoring Specialist (March 2012 – May 2014)

Lead the results measurement team, set up a system to that can provide evaluative analysis for real-time feedback into ongoing operations in various markets of the program. The task involved: advising the program on its poverty targeting; creating appropriate job descriptions and recruiting personnel for the results measurement team; setting up monitoring procedures, tools, and reporting formats; developing a manual for carrying out results measurement; carrying out training; and on-the-job mentoring of all program staff on results measurement. Support Team Leader and middle managers in designing strategy and interventions to benefit poor people using the making markets work for poor approach. Guide operations and result measurement team in carrying out value for money analysis of the program and its markets. Oversaw reporting of results to DFID and collaboration with program independent evaluation team.

Rural Livelihoods Development Project (RLDP), Tanzania: 4-year livelihood program aimed at making market systems work better for rural producers. Donor: Swiss Development Agency (SDC).

DCED Consultant (12 days from September - October 2013)

Carry out a pre-audit review of RLDP's monitoring and results measurement system to assess compliance with the DCED Standard version VI. Provide insight into the degree of compliance with each control point and recommendations on how to improve the system, achieve compliance and aim for an audit.

Women Enterprise Development for Economic Empowerment (WEDEE): 2-year multi-country program by ILO to support women entrepreneurs and their representatives Donor: IrishAid

DCED Consultant (8 days from July – August 2013)

Carry out a pre-audit review of WEDEE's results measurement system as used in Tanzania and Uganda to examine compliance with the DCED Standard version VI. Gave suggestions on improving compliance under each DCED control point and improve overall results measurement for the program.

Market Development Facility (MDF), Fiji: M4P program aiming to create additional employment and income-earning opportunities for poor and marginalized women and men. Donor: AusAID

M4P Sector Specialist (3 months from October 2011 – February 2012)

Carry out a study and analysis of the tourism sector of Fiji to identify ways by which the tourism industry could grow, attract more tourists, increase tourist spending, and distribute earnings from this sector into other sectors such as agriculture, handicrafts etc. Mentored 3 members of the MDF team in carrying out sector analysis. Developed tools, monitoring guidelines and a manual on how to carry out the program's results measurement system based on the DCED Standard. Projected potential impact of MDF based on its strategies in 2 sectors.

Sustaining Competitive and Responsible Enterprises (SCORE) A multi-country program by ILO supporting SMEs to improve quality and productivity through good workplace practices. Donors: SECO, NORAD

DCED Consultant, (8 days - September 2011)

Carry out a pre-audit review of SCORE's results measurement system used in China, Indonesia and

Colombia to examine compliance with the DCED Standard. Recommend actions to achieve compliance and improve data collection at enterprise-level.

ENABLE, Nigeria, M4P program with the focus to improve the environment for doing business in Nigeria by working with media, associations and research institutes. Donor: DFID

Adviser, Impact Assessment and Communications (2 months from June –July 2011)

Collect attributable evidence of sustainable changes and their scale Print and Mass Media, Business/Industry Associations, and Research Institutes components. Gather evidence through interviews with government officials, radio stations, newspapers, business associations, and business enterprises. Document evidence of changes, prepare case studies and develop a case study template for communication with donors and the wider development community.

PrOpCom, Nigeria, M4P program aiming to facilitate functionality and efficiency of Nigerian agricultural commodity and service markets such that the markets benefit the poor. Donor: DFID

Monitoring and Evaluation Specialist, (January 2010 – May 2011)

Review program log frame; milestones, targets and baselines; and ensure collection of quantitative and qualitative data on achievements of the program across various market systems. Develop capacity of results measurement and implementation staff in planning interventions, monitoring and reporting results. Liaised with communications team for the dissemination of program impact to different stakeholders. Complete a scoping on gender impact of interventions exploring how economic empowerment leads to social well-being. Assist Team Leader in developing plans and projections of impact to build a case for extension of the program.

Swisscontact Katalyst, Bangladesh, A large and successful M4P program working in the field of small and medium enterprises (SME) promotion in Bangladesh. Donors: DFID, SIDA CIDA SDC, and EKN,

Senior Business Consultant (April 2009 – December 2009)

Lead the teams implementing interventions in analyzing the furniture and tourism sectors of Bangladesh. Guided team in identifying key constraints in the sector and in developing sustainable pro-poor business models to implement. Was part of the program's mid-term review taskforce, which carried out an internal review of progress against log frame targets and planning for Katalyst Phase III.

Business Consultant (March 2006 – March 2009)

Support in designing Katalyst's M&E system that traces systemic changes from Katalyst's activities to improved enterprise performance to additional income and employment. Deliver capacity development training to Katalyst staff, co-facilitators and partner organizations and contribute to writing and editing cases for communication. Specifically responsible for the M&E of the urban sectors of Furniture, Plastics, Tourism and Waste Management and improving working conditions for urban laborers. Carried out special studies on poverty mapping, cross-elasticity effects of economic growth on employment, profiling rural health workers and labor mobility in furniture manufacturing sector.
