

ADIBA N. KARIM

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PROFILE: A business graduate (MBA) with over 9 years of professional experience focused on international market systems facilitation. Key competencies in results based monitoring and evaluation, project management, capacity building, value chain analysis and development of knowledge products. Managed multi-sectoral projects falling under the diverse portfolios of WASH, Investment Climate Reform, Agriculture, Economic Empowerment, and Technology Commercialization.

KEY SKILLS & EXPERTISE

- Result based M&E systems development, execution, management, and oversight
- 6+ years hands-on experience with the DCED Standard
- Market research planning and execution, including subsector and value chain analyses
- Social enterprise, base of the pyramid (BoP), and project intervention design
- Technical copywriting and editing
- Capacity building program design and implementation

PROFESSIONAL EXPERIENCE

COUNTRY EXPERIENCE: Bangladesh, Nepal, Afghanistan, Canada, Cambodia¹, Zambia, UK, Kenya

September 2016 – Present Senior Monitoring, Evaluation and Learning (MEL) Consultant
Gatsby Africa- Msingi East Africa Limited
Nairobi, Kenya

Lead Consultant in the design and implementation of the Monitoring, Evaluation and Learning Framework for Msingi.

Key Objectives of the consultancy include:

- Design and set up of Msingi's MEL set up
- Providing technical support to industry programme teams in Msingi in the implementation of MEL framework
- Capturing and sharing key performance and learning information from Msingi's industry work

March 2016 – April 2016 DCED Consultant
Atos Consulting Ltd.
(Home based consultancy)

This long-distance consultancy is focused on providing TA (technical assistance) to DFID funded CARD-F project in Afghanistan. CARD-F aims to increase employment, income and business opportunities in the target provinces of Afghanistan.

¹ *Provided long-distance support for a WASH project in Cambodia*

Jan 2016 – Feb 2016 **M&E/DCED Consultant**
iDE- UK
London, England

The consultancy aimed to increase iDE UK's institutional capacity to use the DCED Standard for results measurement and women's economic empowerment.

Key Achievements

- 3 trained iDE UK staff (Gender, Program and Climate Change Managers) on the DCED Standard
- Recommendations, for enhancing iDE-UK's results measurement effort, based on diagnostic analysis of the M&E plans of two of iDE-UK's projects from its current portfolio- LIFT and BRACED Nepal- as case studies.

August 2015 – Oct 2015 **M&E/DCED Consultant**
SHARED Project (iDE-Zambia)
Lusaka, Zambia

The consultancy focused on assessing the current M&E system of the SIDA funded *Smallholder Agriculture Reformed Through Enterprise Development (SAHARED)* and subsequently evaluating the best way to make the system DCED-Standard compliant.

Key Achievements

- 13 iDE Zambia project staff (including management) trained on the DCED Standard
- Two detailed results measurement prototypes (including results measurement plans) around two of the five interventions of SHARED project: FBAs providing support services and output markets

April 2015 – June 2015 **Communications Specialist for V-Day Dhaka**
Dhaka, Bangladesh (long distance consultancy)

V-Day is a global activist movement (currently running across 130 countries around the globe) to end violence against women and girls, acting as a catalyst to increase awareness, raise funds, and revitalize the spirit of existing anti-violence organizations.

The consultancy focused on preparing communication briefs and developing strategies for increased awareness of gender-based violence

Nov 2014 – Feb 2015 **Market Evaluation Specialist**
iDE Canada
Winnipeg, Canada

The evaluation consultancy focused on in-depth business analysis of private sector actors as well as strategic market analysis recommendations for Phase 2 of the WSP/Gates Foundation funded *Sanitation Market Scale Up Program* in Cambodia.

Key Achievements

- Performance measurement and business analysis report of latrine producers and other stakeholders in terms of key metrics: pricing, financing, investment, growth and viability

- Strategic recommendations for improved implementation and systemic results measurement for sustainable WASH solutions in Phase 2 of the project.

April 2014 – Sep 2014

**Consultant: Monitoring, Evaluation and Results Measurement
Harakat - Afghanistan Investment Climate Facility Organization**
Kabul, Afghanistan

The consultancy focused on building an effective M&E system for Harakat (a DFID funded organization that aims to improve Afghanistan's business environment by working with public/private implementing partners such as the Bank of Afghanistan and IFC) so that there is a systematic approach to measuring results and strategic use of the information collected from the 35 projects under Harakat. **Key achievements** include the following:

- Detailed analysis and assessment of existing M&E system at Harakat, and a subsequent inception report
- Designing of a Theory of Change Document for Harakat as a overall program
- Development of Program level Results Chain with embedded assessment plans, in line with the DCED Standard
- Development of a Monitoring, Evaluation and Results Measurement Manual
- Setting up an ICT framework for Management Information System
- Capacity building of Harakat M&E Staff

Dec 2013 – March 2014

Senior Consultant, Innovation & Quality Management (iQ)
iDE Bangladesh
Toronto, Canada

Working as a long-distant consultant in providing strategic and technical guidance and backstopping across all Innovation & Quality Management (iQ) functions, and design management systems and processes across all programs across the four iQ functional areas:

- Market Research (MR)
- Monitoring and Results Measurement (MRM)
- Business Process Management (BPM)
- Knowledge Management & Innovation (KMI).

Nov 2012 – Nov 2013

**Team Leader, Innovation & Quality Management (iQ)- M&E,
Research, Knowledge Management**
iDE Bangladesh
Dhaka, Bangladesh

Delivered thought leadership, ensuring donor confidence and commitment to iDE's mission is maintained through rigorous and transparent reporting on results. On the broadest level, the role entailed providing iDE's senior management with the information needed to make strategic and operational decisions.

Responsible for overall technical backstopping of programmatic and result measurement initiatives and activities following the value chain development and DCED approach.

Key Achievements

- Led technical operations of 17 projects (falling under the diverse portfolios of WASH, Agriculture, Economic Empowerment, Rural Markets and Technology Commercialization) representing USD 21.7 million in funding.

- Designed, introduced and led Innovation and Quality Management (iQ) Unit
- Led the value chain analysis of over 20 value chains under the 4 major sub-sectors: agriculture, poultry & livestock, aquaculture and non-farm.
- Directly managed 15 person staff with technical supervisory role to an additional 124 field-based personnel
- Supervised development of iQ toolkit, including technical learning products, implementation guidelines, monitoring processes, and evaluation guidelines for use in 17 projects
- In collaboration with the private sector engagement team, worked with over 25 private sector entities in agriculture (seed), agri-machinery, finance and packaging for program implementation
- Initiated the movement for development, implementation and dissemination of a variety of gender-specific tools and policies designed to mainstream gender in the iDE's operations, both at corporate and programmatic level
- Piloted the knowledge management dashboard that included the key performance metrics for iDE projects.
- Trained, mentored and supervised local staff and partners on results measurement and gender integration.
- Worked with the business development team in developing the project proposal of the Embassy of Kingdom of Netherlands funded PROOFS (Profitable Opportunity for Food Security) project- for USD 8 million.

Jan 2011 – Oct 2012

Manager, Monitoring & Evaluation

iDE Bangladesh

Dhaka, Bangladesh

Supervised and managed 6-person team in all monitoring and evaluation functions for 13 projects totaling USD 5.4 million. Major achievements include heading project evaluations/assessments of varying scope and building M&E systems for all 13 projects. Led development of the Innovation & Quality Management (iQ) Unit and team, involving creation of strategic framework and operational systems development.

Key Achievements

- Developed results chain and value chain assessment system for both the Nepal and Bangladesh component of Agriculture and Nutrition Extension Project (ANEP).
- Led 9 intervention-wise impact studies on agricultural and irrigation technologies for *Swisscontact-KATALYST funded IIMS (Improving Irrigation Marketing System) Project*
- Led a total of 45 persons in development of intervention-wise results chains and results assessment plans according to DCED Standard for 5 projects

Mar 2010 – Dec 2010

Manager, Communications & Business Development

iDE Bangladesh

Dhaka, Bangladesh

- Developed project life cycle modules for IFC
- Led development of program documentation activities across 3 projects, including development of case studies and human interest stories
- Developed numerous project technical and communications products, including market briefs

2008 – 2009

Research Associate
HB Consultants/ TribalHelm, Bangladesh
Dhaka, Bangladesh

Key Achievements

- Developed business development bids for consortium-delivered projects in Bangladesh
- Assisted training of public sector officials for DFID-funded Financial Management Reform Program (FMRP)
- Conducted feasibility study of potential projects

LANGUAGES

Native Bengali, Fluent English, Rudimentary French

EDUCATION & PROFESSIONAL DEVELOPMENT

- Masters in Business Administration, specialized in HR and Finance, Victoria University of Melbourne, Australia, 2008
- Bachelor of Science in Information Technology, Stamford University, Dhaka, Bangladesh, 2004
- DCED Results Measurement Standard Workshop, 2013
- Have been listed as a consultant at the DCED website (<http://enterprise-development.org/page/rm-market>)