

Summary of Experience

Tariq Husain has worked in the field of development for 24 years, including 17 years as a consultant. The central theme of this work is people-centred development – organising people to do more for themselves, enabling private and public agencies to engage people in decision-making, and advocating humane approaches in all walks of life. His special expertise is in mobilising resources, evaluating their impact, helping institutions adapt to change, and institutionalising change in line with international standards (e.g., ISO 10013). Tariq is the author of 15 international publications and about 30 published articles on national issues. His consulting experience extends to several of the major organisations in the international development community. High-level contributions include two national reports for World Summits – the Pakistan Country Report for the World Summit on Social Development (1995) and the National Progression Report for the World Summit on Sustainable Development (2002); the Pakistan progress report on the Millennium Development Goals (2003); proposal to the Chairman, National Reconstruction Bureau, for managing Pakistan’s transition to devolution (2001); state-of-the-art evaluation policies of IFAD (2003) and UNDP (2005); multi-agency change management for the United Nations Human Development Initiative in Myanmar (1999-2000); representing Pakistan in the South Asian sub-regional consultation and the New York Prepcom for the Social Summit; and assignments for the UNDP-assisted South Asia Poverty Alleviation Programme (1996-1999). Sectoral experience includes agricultural research, extension, water management, irrigation economics, social forestry, community infrastructure, the social sectors, environment, microfinance and the informal economy. Prior to founding EDC, Tariq worked for six years with the Aga Khan Rural Support Programme in monitoring, evaluation, research and strategy, and one year with the agricultural policy programme of Ford Foundation (Pakistan).

Client Experience

World Bank, Asian Development Bank, UNDP, IFAD, International Wheat and Maize Improvement Centre, International Centre for Integrated Mountain Development, IUCN – The World Conservation Union, International Institute for Environment and Development, International Water Management Institute, Regional Community Forestry Training Centre and Mekong River Commission Secretariat (Bangkok); the bilateral aid agencies of Switzerland, United States, Britain, Netherlands, Norway, Japan and Germany; government agencies and projects, NGOs and international consulting firms.

Country Experience

Most of Pakistan (half the districts; all four provinces, AJK and the Northern Areas) and 16 other countries (Bangladesh, Bhutan, Cambodia, Ethiopia, Ghana, Italy, Laos, Mexico, Myanmar, Nepal, Sri Lanka, Tanzania, Thailand, Uganda, the United States and Viet Nam).

Education

Ph.D. (economics), 1987, and M.A. (economics), 1981, University of Chicago.
B.A. (economics, with minor in Middle Eastern Studies), Columbia University, New York (*magna cum laude*, Phi Beta Kappa), 1977.
Cambridge ‘A’ Levels, Aitchison College, Lahore, 1974.

Employment Experience

Managing Director, Enterprise & Development Consulting (Pvt.) Limited, Islamabad. June 1988 - to date. Established a development consulting firm specialising in rural development and community participation (1988). Led the firm into agricultural policy analysis (1989), irrigation management and area development projects (1990), overseas consulting (1991), environment (1994), host country implementation contracts (1995), management consulting (1996) and evaluation (2001). Formulated corporate strategy, recruited and led staff and consultants' teams, established management systems and corporate alliances, negotiated contracts and financing, and implemented radical restructuring.

Deputy General Manager for Planning, Monitoring, Evaluation & Research, Aga Khan Rural Support Programme (AKRSP), Gilgit, Pakistan. 1987-1988. Responsible for assessing the development potential of the three districts of the project area; identifying strategic interventions and programmes; and facilitating integrated responses by villagers and the project. Supervised consultants, interns and seven full-time social scientists; interacted with engineers, agricultural and social scientists, and government officials from Pakistan and overseas as part of senior management.

Programme Economist for Monitoring, Evaluation & Research, AKRSP, Gilgit, Pakistan. October 1982 - May 1987. Recruited as AKRSP's first and youngest senior manager. Established monitoring systems for village-level projects for community organisation, physical infrastructure, women, training, marketing, agriculture, livestock and savings-and-credit. Conducted farm-household surveys for evaluation and research, and completed quarterly and annual reviews. Co-ordinated applied research in economics, social sciences, resource management and social mobilisation.

Summer Intern, West Africa Projects, Agricultural Division I, the World Bank, Washington, D.C. 1979. Paper on incentives, efficiency, price instability, production and the role of marketing boards in Nigeria's cash crop sector.

Research Associate, Ford Foundation, Islamabad, Pakistan. 1977-1978. Assisted with research on cotton production and rice export trends. Participated in field surveys on farm machinery and rice planting densities. Supervised five Research Assistants for the Planning Commission-Ford Foundation Indus Basin Research Assessment Group.

Consulting Experience

Team Leader, Evaluation of IFAD in the Asia-Pacific Region, International Fund for Agricultural Development (IFAD), Rome. Started June 2005. Drafted the evaluation Approach Paper to spell out the process, methodology and resource requirements for an inception phase, desk review and field work for an evaluation covering 16 countries scheduled for 2005-2006.

Gender Mainstreaming Consultant, UNDP Pakistan. May - June 2005. Led a two-person team to review gender-related policies of UNDP, other donors and the Government; interview all units of the Country Office and various partners and donors; and propose a comprehensive gender mainstreaming strategy, including far-reaching initiatives for gender balance and project cycle management, for the Country Office and UNDP-assisted projects.

Consultant on Evaluation Policy, UNDP, New York. February – March 2005. Substantive contributions to the formulation of a corporate Evaluation Policy for UNDP, containing core guiding principles orientated at governing the evaluation function in UNDP, and implementation arrangements concerning Regional Bureaux and Country Offices.

Consultant on Globalization and Agriculture, Gender Support Programme (GSP), UNDP, Islamabad. February – April 2005. Responsible for developing a project proposal on “Positioning for the Future: Women in a Liberalised Agricultural Trade Regime” spanning policy, production and certification components.

Team Leader, UNICEF-funded Technical Assistance to the Planning and Development Division, Government of Pakistan. December 2004 – January 2005. Coordinated a team of nine authors and their counterparts in preparing draft contributions on poverty alleviation, employment, social protection, gender, devolution, primary health, nutrition, population, basic education, and water and sanitation for the Medium Term Development Framework (2005-2010). Also responsible for organizing and facilitating peer review workshops and technical review meetings.

Facilitator, Pakistan Plan of Action to Implement the SAARC Social Charter. Engaged by the World Bank and the Planning Commission to facilitate the workshop session on poverty alleviation. Provided a short report incorporating workshop discussion and other relevant points. November 2004.

Consultant, LEAD (Leadership for Environment and Development) Pakistan. November 2004. Prepared an innovative enterprise development proposal for this NGO for funding by IFAD.

Team Leader, Office of Evaluation, IFAD, Rome. November 2003 – March 2005 (several missions). Drafted approach paper for thematic evaluation of “IFAD’s Performance and Impact in Decentralising Environments: Experiences from Uganda, Tanzania and Ethiopia,” covering scope, objectives, activities, timetable and resources required for the evaluation. Prepared desk review of IFAD strategies and project designs, led field visits and self-assessment mission in three countries; authored interim and final evaluation reports; and presented findings and recommendations to the Evaluation Committee of the Executive Board of IFAD and the concluding regional workshop in Kampala.

Senior Consultant, UNDP Pakistan, Inter-Agency Support Unit. August – October 2003. Reviewed contributions of three inter-agency thematic groups and prepared the Pakistan MDG Report in collaboration with the Planning Commission of Pakistan and UN Heads of Agency.

Consultant to the Director, Office of Evaluation, IFAD, Rome. May 2003 – January 2005 (intermittent). Drafted Terms of Reference (TOR), budget and elaboration of the procurement process for the *Independent External Evaluation* of IFAD mandated by the Executive Board, worked with the nine-country Steering Committee, evaluated technical and financial proposals, negotiated contract, provided inception phase guidelines for the selected service provider and assisted the Director in supervising the evaluation team’s compliance with the approved TOR.

Project Director, Operational Insights from Twenty Years of the Aga Khan Rural Support Programme. March – June 2003. Led a team of seven AKRSP and EDC consultants to develop

insights in social mobilisation, NRM, enterprise development, community infrastructure development and organisation and management that would be useful for a national audience of NGOs, CBOs and government functionaries. Authored the paper on social mobilisation and reviewed and assisted with five other papers. This was a DFID-financed study.

Consultant to the Director, Office of Evaluation, IFAD, Rome. November 2002 – March 2003. Engaged to develop the *IFAD Evaluation Policy* for submission to the Executive Board in line with directives for establishing an evaluation unit that is independent of the management of IFAD. Drafted policy statements and implementation arrangements focusing on independence, accountability, partnership and learning, including policies and practices adapted from the evaluation offices of the World Bank and the Inter-American Development Bank.

Lead Consultant, Review of the NGO Resource Centre (NGORC) of the Aga Khan Foundation Pakistan. October – November 2002. Carried out comprehensive review of NGORC as an input into its next five-year strategy. Documented and analysed services provided by NGORC to the citizen sector through programmes for training, consulting, research, information and communication. Assessed relevance, efficiency, effectiveness, impact and sustainability of services, and the strengths and weaknesses of the governance and management structure. Provided recommendations for enhancing the impact on the citizen sector and the value it adds to the Aga Khan Development Network.

Consultant to the Director, Office of Evaluation, IFAD, Rome. July – September 2002. Prepared discussion paper on a United States proposal for establishing an evaluation office that is independent of management and reports to the Board, for consideration at the Sixth IFAD Replenishment. Conducted interviews with evaluation offices of 11 UN agencies and IFIs, reviewed OECD/DAC principles for evaluation, and examined specific features of IFAD.

Team Leader, Study of Best Practices in Human and Institutional Development assisted by the Civil Society HID Programme (CHIP) (formerly the Swiss NGO Programme Office). April – September 2002. Visited and reviewed 25 NGOs and CBOs supported by CHIP in three provinces, in order to identify the best examples of human and institutional development (HID), and their impact on the state and society. Prepared report on the best processes employed in support of HID, NRM, non-formal education, human rights, low-cost training centres and small enterprise promotion.

Workshop Facilitator, Essential Institutional Reforms Operationalisation Programme (EIROP), Government of NWFP. May – June 2002. Facilitated and prepared reports on the workshop on “Reflections on the Local Government Ordinance, 2001” covering district and tehsil level implementation issues of administrative, financial, institutional and legal nature.

Consultant, IUCN Pakistan. April – June 2002. Prepared the National Progression Report for the World Summit on Sustainable Development, based on nine consultative workshops and exhaustive review of recent status reports and strategies covering the ten years since Rio.

Team Leader, UNDP Case Studies of Six Local Initiatives assisted by the Global Environment Facility (GEF) and Local Initiative Facility for Urban Environment (LIFE). September 2001 – September 2002 (intermittent). Developed methodology, conducted fieldwork and supervised report writing. Two of the cases are pioneering urban initiatives, namely, the Lodhran Pilot Project for sanitation and the Islamabad project for upgradation and rehabilitation of squatter settlements, both based on successful partnerships among local

government, communities and others. Outputs included operational manuals from which other cities can learn how to implement such programmes, and a detailed proposal for preparing a video documentary on Lodhran. The four other reports are on pioneering green projects, namely, the internationally acclaimed Torghar project for the protection of the Suleiman markhor, an award winning initiative for disseminating fuel efficient stoves in the Changa Manga forest area, an unsuccessful attempt at marketing eucalyptus trees commercially, and a community-based eco-tourism project revolving around the blind Indus dolphin in Taunsa.

Consultant, Office of Evaluation and Studies (OE), IFAD Rome. May 2001 – March 2002 (three missions). Reviewed process and outputs of 16 project and country evaluations initiated under IFAD's New Approach to Evaluation. Reviewed evaluation methodologies employed by the World Bank, OECD and others, and identified changes in IFAD's methodology for consideration by OE.

Mission Leader, Sri Lanka Country Programme Evaluation, IFAD, Rome. March – August 2001 (five missions). Assisted Evaluation Officer in preparing approach, methodology and Terms of Reference for six-person evaluation of 20 years of IFAD – Sri Lanka co-operation through 10 projects in various sectors. Led the team through meetings, extensive fieldwork and report writing and identified main issues for final stakeholder workshop. Interacted with senior IFAD and Government officers, including Ministers, to prepare for a more focused approach to poverty alleviation in future IFAD strategy and projects.

Consultant on Change Management, National Reconstruction Bureau, Pakistan. January – March 2001. Assisted the Chairman/Minister incharge in the formulation of a transition plan for the new system of local government by elaborating processes for change management and proposing a two-year nation-wide capacity building initiative.

Project Director, Evaluation of the Oxfam Drought Relief Programme in Sindh and Tharparkar. December 2000. Led a team of six consultants and resource persons in an external evaluation of food and fodder distribution and other relief activities funded by the European Community and DFID and implemented by Oxfam and its partner NGOs.

Team Leader, ActionAid Pakistan Management and Financial Audits of Four Development Areas. November – December 2000. Led a team of four for the management audit and co-ordinated with a team of seven financial auditors subcontracted by EDC for a comprehensive review of ActionAid operations in Haripur and Bahawalnagar Districts. Responsible for guiding operations analysis and recommendations for improving management systems, sectoral approaches and institution building.

Team Leader, UNDP Myanmar Change Management Initiative (UNOPS subcontract). October 1998 – February 2000 (nine missions). Led a four-person team in a plan agreed with the client to transform UNDP Myanmar from an administering office into a co-ordinating unit for multi-agency planning and implementation, with specific reference to ten ongoing projects being executed by FAO, UNCHS, WHO, UNESCO, UNOPS and three NGOs. Helped UNDP and agency heads formulate vision, mission and overall objectives, and agree objectives for change management. Other responsibilities included operations analysis down to the field level in diverse agro-ecological zones, revision of operational policies and procedures for community participation and inter-agency co-ordination, revision of job descriptions, and training of project staff and beneficiaries. The main output was an operational manual consistent with the ISO 10013 international guidelines for quality manuals.

Team Leader, Case Studies on Good Governance, for the Rural Support Programmes, Pakistan (voluntary assignment). July – August 2000. Designed methodology and led fieldwork and report-writing to highlight how villagers perceive and operationalise good governance when guided through social mobilisation initiatives. Led three-person EDC team and coached 10-50 participants at a time during fieldwork and thematic workshops.

Team Leader, Survey for Nestlé S.A. “Pakistan Infant Nutrition Operational Study”. March – June 2000. Led three-person team in analysing company policies, procedures and practices and conducting four-city survey of marketing and sales operations aimed at improving compliance with the WHO/UNICEF International Code for the Marketing of Breast-milk Substitutes. Presented findings at the Prince of Wales Business Leaders’ Forum, London, and the Federation of ICRCs, Geneva.

Institutional Development Consultant, Planning Commission, Royal Government of Bhutan. February 2000. Reviewed the decentralisation initiatives of the Government and donors, clarifying differences in the roles of administrative, commercial, representative and participatory institutions. Recommended measures for deepening the decentralisation process, giving it systematic high-level guidance across the ministries, and institutionalising new roles and responsibilities.

Consultant, World Bank, Islamabad. September – November 1999 (intermittent). Analysed local level institutions including local government, local initiatives of senior governments, voluntary organisations, informal urban and rural institutions, and co-ordination mechanisms, with the objective, particularly, of improving the pro poor orientation of projects and local institutions in irrigation, education and urban development projects.

Consultant, South Asia Poverty Alleviation Programme (UNOPS subcontract). April – June 1999 (intermittent). Outlined methodology for the policy component and possibilities for up-scaling the Bangladesh component of SAPAP in Kishoreganj.

International Consultant, UNDP Nepal (UNOPS subcontract). January – April 1999. Formulated concept and operational strategies for establishing the Nepal Poverty Alleviation Fund. Obtained agreement of stakeholders – UNDP, Government and NGOs – for establishing the Fund.

Team Leader, Pakistan Poverty Alleviation Fund (PPAF). October – December 1998. Developed an operational policies manual for the Fund, which includes articulation of the vision, mission, objectives and structure of the PPAF, and a complete set of policies and outline of procedures for all aspects of the work of PPAF, including micro-credit/micro-enterprise, community infrastructure and capacity building of PPAF, its partner NGOs and the beneficiaries. The policies and procedures cover the entire project cycle of the PPAF, and the preparation of the manual was a condition for the World Bank appraisal of the \$100 million Pakistan Poverty Alleviation Fund Project.

Institutional Specialist, ADB-assisted Barani Area Development Project, Planning, Environment & Development Department, Government of North West Frontier Province. March 1995 – December 1999 (intermittent). Led a technical assistance team of 14 institutional and technical specialists in this \$42 million multi-sectoral rural development project in four districts of NWFP. Responsible for review and improvement of community organisation approaches and implementation linkages between Government agencies, NGOs and village

institutions, and assistance to Project Director in project strategy, project management techniques, and training of staff and beneficiaries.

Consultant, Swiss Agency for Development and Cooperation, Islamabad. December 1998 – January 1999. Provided update on the poverty situation in Pakistan and assessment of the poverty orientation of SDC projects and programmes.

Diagnostic Survey Specialist, World Bank-assisted Balochistan Natural Resource Management Project, Government of Balochistan. November 1997 – June 1998 (intermittent). Led a four-person team of social organisation and NRM specialists in developing a management plan for the Juniper Forest and engaging local communities in its implementation.

Consultant on Local Governance and Grassroots Development, UNDP Myanmar, Sponsored by UNDP Regional Governance Facility for Asia-Pacific (RAS/96/092) and UNDP Myanmar. May and July 1998. Facilitated UNDP in assessing its Human Development Initiative in Myanmar with particular reference to community participation and the co-ordination of ten projects being implemented by UN Executing Agencies under one programme framework. Designed and conducted two-week training programme in Pakistan for seven National Officers of UNDP Myanmar Country Office.

Team Leader, Preparation of Funding Proposal for National Rural Support Programme. April-May 1998. Led three-person team in preparing five-year proposal for expansion of NRSP's participatory programme in Balochistan Province. Recommended policies, procedures and structures for integrating NRSP activities with those of the government.

Consultant, Norwegian Agency for Development Co-operation (NORAD) External Review Mission. March 1998. Member of two-person external review of NORAD assistance to Department of Environmental Planning and Management, University of Peshawar, for teaching, research, curriculum development, international co-operation and institution building.

Team Leader, Preparation of Funding Proposal for Sarhad Rural Support Corporation, NWFP. October-November 1997. Led three-person team to assist the largest NGO in NWFP in developing a five-year funding proposal for extending community-based programmes to seven districts of NWFP.

Consultant for Proposal Preparation, UNDP RAS/96/600 South Asia Poverty Alleviation Programme. July 1997. Prepared complete five-year funding proposal for the Pakistan Component of this programme, situated in Kohat District of NWFP and focusing on the poorest of the poor through provision of credit and village infrastructure to community organisations.

Team Leader, Malakand Rural Development Project, ADB TA No. 2604-PAK. November 1996 - July 1997. Led a team of 27 international and domestic consultants and support staff in completing the feasibility and design of a seven-year, community-based, multi-sectoral project (estimated cost \$120 million), covering community mobilisation, women's development, credit, agriculture, horticulture, livestock, forestry, community-managed infrastructure, community health, female education and rural access roads in four districts of NWFP.

Programme Assessment Consultant, UNDP RAS/96/600 South Asia Poverty Alleviation Programme. October 1996. Carried out desk review of the performance and potential of this community mobilisation programme with specific reference to its first three years in India, Nepal, Bangladesh, Sri Lanka, Pakistan and the Maldives.

Institutional Specialist, Japan International Cooperation Agency, Central Punjab Canal Lining Project. May-June 1996. Developed prototype for establishing a distributary-level farmer organisation to take over the O&M of a distributary system from the Government. Benchmarked and recommended key processes involved in the transition, namely, the distributary O&M process, the organisational development process and the technical assistance process, resulting in complete identification of required resources, job descriptions, costs and project schedule over five years.

Agricultural Economist, World Bank-assisted Bhimber Upland Rehabilitation and Development Project, Government of Azad Kashmir, Pakistan. May-October 1966. Designed, tested and implemented a simple and structured diagnostic survey process to involve government departments and beneficiary communities in the identification, preparation and appraisal of project activities in agriculture, livestock, range-and-forestry, and community infrastructure, leading to implementable village plans. Led and trained 15 project officers to implement the approach.

Mission Leader, Swiss Agency for Development Co-operation (SDC), Bangkok, Planning Mission to the Mekong River Commission (MRC) Secretariat. April 1996. Formulated proposal for SDC support to the MRC Secretariat in institution building and human resource development for 1996-1998.

Mission Leader, SDC, Bangkok, Environment Missions to the MRC Secretariat. November-December 1995 and January-February 1996. Led two-person mission to develop proposals for Mekong catchment management strategy and a coordinated, programme-based approach in the area of environment (worked in Thailand and visited Viet Nam).

Consultant, SDC, Islamabad. September 1995. Reviewed and recommended project management options and grass-roots mechanisms available in North West Frontier Province for implementing a community-based eco-rehabilitation project.

Consultant, Re-structuring of the MRC Secretariat. September 1995. Engaged in scoping a management consulting exercise to assist the Chief Executive Officer and Directors of the Secretariat in assessing and improving Secretariat strategy and structure. Project was subsequently executed successfully under the leadership of another EDC senior consultant.

Consultant to a large pharmaceutical multinational in Pakistan. September-October 1995. Responsible for carrying out assessment of the demand for vaccines used in the Expanded Programme for Immunisation, and reviewing relevant policies and delivery systems.

Macro Policy Consultant, West Asia, South Asia and Pacific Department, UNDP, New York. July-September 1995. Prepared Pakistan country review of the impact of economic change and national policies on poverty alleviation and the poor, leading to possible UNDP-Pakistan co-operation through a South Asia regional poverty alleviation programme.

Planning Consultant, SDC, Bangkok. June 1995. Formulated one-year programme for Swiss assistance to the four-nation MRC Secretariat in the areas of management, environment and water resources development.

Team Co-ordinator, Study on the Micronutrient Component of Pakistan Nutrition Project. World Bank, Washington, DC. May-June 1995. Led three-person team examining lessons in food fortification from industrial and NGO experience, and possibilities for World Bank support to Government and industry. Specific responsibility for the social marketing component of the study.

Government of Pakistan, Planning Division/National Steering Committee for the World Summit for Social Development. (Contracted by UNDP.) November 1994-January 1995. Working closely with the Deputy Chairman, Planning Commission, and Special Assistant to Prime Minister (Social Sectors), drafted the Pakistan Country Paper for the Social Summit, participated in the Third Prepcom, and drafted statement for the leader of the delegation.

United Nations Development Programme, Islamabad. September-October 1994. Prepared proposal for institutional and statutory reforms in cross-sectoral and governance issues for Pakistan's Social Action Programme, in support of UNDP's mission on "balanced development".

Asian Development Bank, Pakistan Forestry Sector Project (Technical Assistance Team of DHV Consultants BV of the Netherlands and EDC). August and December 1994. Institutional specialist on the feasibility team, focusing on policy, institutional and statutory reform to support natural resources, community participation and public-private partnerships, through a seven-year initiative for the Federal Government, NWFP and the Northern Areas.

Co-ordinator, Strategy Development, Aga Khan Foundation, Geneva. September 1993 - July 1994. Coordinated teams of Foundation consultants preparing feasibility studies for two new institutions for northern Pakistan (for development finance and local planning), based on linking village organisations with these and other appropriate institutions.

On-Farm Consultant, SDC, Islamabad. July 1990-June 1994. Under an Umbrella Contract covering SDC irrigated agriculture projects in Pakistan, carried out 20 specific assignments such as:

- Representing SDC in Donor Monitoring Missions for On-Farm Water Management Components of the Swabi SCARP in NWFP and the Left Bank Outfall Drain Project (LBOD) in Sindh.
- Leading an eight-person team to re-appraise the Water Management Component of LBOD (February-June 1992), re-appraising the agricultural development impact of LBOD, and designing new activities for community participation and adaptive research and extension in agriculture and water management.
- Planning with ADB for SDC-financed TA for On-Farm Water Management Project III, Sindh.
- Representing SDC in annual Irrigation Donors Meetings in Islamabad.

World Bank, Washington, D.C. April-May 1994. Authored working paper reviewing community mobilisation approaches for poverty alleviation in Pakistan, and recommending support strategies combining provincial and local governments with NGO and private sectors.

Sustainable Development Policy Institute, Islamabad. 1994. State of the art review of the on-farm water management programme in Pakistan since 1975, assessing technology, its adoption, farmer participation, financing mechanisms and sustainability issues, and proposing alternative approaches; published in the citizens' report on the environment, 1995.

Facilitator, Viet Nam Land Use Working Group, Hanoi, for the International Institute for Environment and Development (IIED), London. August and December 1993; April and September 1994. Assisted Vietnamese policy makers and researchers in preparing three-year inter-disciplinary work plan for submission as funding proposal to GTZ.

Study Advisor/SME Expert, Re-structuring of Small Industries Development Board (SIDB), NWFP, Pakistan. June 1993-April 1994. Led three-person EDC team working jointly with RES & Co. of London on this GTZ-financed study to re-orient, re-structure and down-size SIDB, and strengthen mechanisms for supporting small industry.

U.S. Agency for International Development, Irrigation Support Project for Asia and the Near-East (ISPAN). February - March 1994. Study on the performance, potential and sustainability of water user associations in Pakistan and Sri Lanka.

Strategy Consultant, Aga Khan Rural Support Programme, Pakistan. September 1993-February 1994. Assisted AKRSP senior management in developing strategy for the 1990s, and beyond, based on linking village organisations with public and private sector agencies.

Team Leader, ESSA of Batal Khwar Hydropower Project, NWFP (Pakistan), for GTZ/Sarhad Hydropower Development Organisation (SHYDO). January 1994. Led eight-person team in fulfilment of Government of Pakistan requirements for environmental/social impact assessment, recommending mitigation measures.

Evaluation Consultant, SDC Regional Office for South-East Asia, Bangkok. November-December 1993. Evaluated the Interim Mekong Committee in Thailand, Laos, Cambodia and Viet Nam, and Swiss assistance to it; proposed priorities for SDC assistance in the water and environment sectors.

Institutional Specialist, Environmental Profile of North-West Frontier Province (Pakistan), sponsored by Netherlands Government. August 1993. Analytical review of the administrative, research and extension systems, legislative framework and community participation approaches for all aspects of the environment.

Team Leader/Economist, USAID/Pakistan Shelter Resource Mobilisation Programme. September 1992-July 1993. Working closely with Citibank, led an EDC market research EDC team to test housing loan products that could be introduced through the emerging housing finance companies in Pakistan.

Study Director/Project Planner, Feasibility for the Pehur High Level Canal, NWFP. May 1993. Led EDC team and developed framework for a local capacity support project to enhance the impact and mitigate adverse effects of irrigation infrastructure development.

Resource Planner, Irrigation Support Project for Asia and the Near-East, (ISPAN). April-May 1993. Pakistan country study of the environmental sustainability of urban-rural water resource development and management (Faisalabad District as a case study).

Resource Economist/Social Economist, International Institute for Environment and Development (IIED), London. February and July 1992, February and March 1993. Study on incentives for the sustainable development of the tropical high forest in Ghana, supporting capacity building and dialogue between Government policy makers, the timber industry and local communities. Participated in rural appraisal and assisted analysis of commercial, fiscal, legislative and administrative policies.

Project Co-ordinator, EDC-CIMMYT Research Project funded by Rockefeller Foundation on the Impact of Technological Change in Wheat in Pakistan. January 1990 - December 1992. Led an economics team to analyse the impact of 30 years of technological change on production, consumption and government policy, and on the land, labour and water markets. Clarified differential impact over time, and between irrigated and rainfed areas.

Country Strategy Consultant, SDC Regional Office, Bangkok. May-June 1992. Assisted with formulation of SDC country strategy and programme for Laos and Viet Nam.

Institutional Specialist, SDC Regional Office, Bangkok (and RECOFTC for one assignment). September 1991 - May 1992 (intermittent). Evaluated the Bangkok-based Regional Community Forestry Training Centre (RECOFTC), prepared five-year institutional and programme strategy, and recommended actions for its conversion to an autonomous international organisation.

Researcher/Lecturer, Agency for International Development, Washington, D.C., Agricultural Policy Analysis Project. 1991-1992. Research on the sources of agricultural productivity in Pakistan, past and future. Lectures for training in agricultural and environmental policy analysis.

Consultant, SDC Regional Office, Bangkok. October 1991. Pre-feasibility of a project to support teaching, research and extension of social forestry at the College of Forestry, Xuan Mai, Viet Nam.

Institutional Specialist, Asian Development Bank, for the NWFP Barani Area Development Project, Preparatory TA. April 1991. Responsible for approaches to community participation, credit, and decentralised development administration.

Consultant, International Union for the Conservation of Nature, Pakistan. 1991. Responsible for sections on NGOs, donor strategy, forestry and the informal sector for National Report for UNCED '92.

Project Director, International Fund for Agricultural Development, Rome, General Identification Mission for Pakistan. 1991. Overall responsibility for preliminary formulation of two project proposals for small farmer development in NWFP.

Institutional Specialist, Aga Khan Foundation, Geneva. September 1990. Evaluation of Phase I and planning for Phase II of Northern Pakistan Primary Health Care Project.

Trade and Marketing Advisor, Afghanistan Agricultural Sector Support Project of the U.S. Agency for International Development. July 1990. Assisted the project in planning trade and financial support for private sector agribusiness.

Economics Consultant, International Irrigation Management Institute, Pakistan. 1990. Proposed strategy and issues for economics research on crop-water interactions, measures of irrigation performance, conjunctive use, and equity and variability in distributary flows.

Project Co-Director, USAID Pakistan Informal Sector Study. May-August 1990. A study of the causes and evolution of the informal economy in seven sectors (industry, finance, housing, transportation, trade, health and education) in eight cities, examining hypotheses from de Soto's *The Other Path*. Specific responsibility for recommendations leading to policy reform benchmarks for USAID and Government of Pakistan. Policy section extensively quoted by Minister of Finance; report was printed twice by USAID for a total of 300 copies and circulated widely.

Planning Consultant, Pak-Swiss Agricultural Light Engineering Program, Mardan, NWFP. June-September 1990. Assisted with design of formal and informal surveys for planning the next phase of the project; provided report on the sectoral context of the project.

Farming Systems Consultant, International Centre for Integrated Mountain Development (ICIMOD), Kathmandu, Nepal. March 1990. Review of mountain development experiences in Pakistan and strategies for sustainability; including critique of systems of research, extension and infrastructure development borrowed from the plains.

Economist/Strategy Planner, SDC, Islamabad. November-December 1989. Member of project preparation team for Swabi Irrigated Agriculture Project. Responsible for strategy, institutional framework, agro-economic issues and socio-economic analysis.

Consultant, Environmental Economics and Conservation Strategy, International Institute for Environment and Development, London. October 1989. Assessment of environmental impact and relevant methodology for IFAD/ADB-funded Chitral Area Development Project in NWFP.

Strategy Planner, World Bank Rural Water Supply, Sanitation and Hygiene Investment Plan for Northern Areas, Pakistan. Sub-contract with Wardrop-Acres Consultants. August-September 1989. Developed strategy for community participation, and for collaboration between government, NGOs and community organisations.

Strategy Facilitator, Aga Khan Rural Support Programme, Gilgit. June 1989. Assisted in developing strategy for sustainable community-based programmes in credit, resource management, infrastructure and other aspects of agriculture and rural development.

Consultant, SDC, Islamabad. 1989. Comparative and prescriptive study (with case studies) on the philosophy and implementation of participatory approaches in development projects in Pakistan. Highlighted differences between participation and representation.

Team Leader, TA for Sarhad Rural Support Corporation, U.S. Agency for International Development/Government of NWFP. March-June 1989. Recommended the strategy, organisational design, project area, likely programmes, budget, targets and phasing of a new NGO for agricultural and rural development based on community mobilisation.

Consultant, SDC, Islamabad. January 1989. Appraisal of On-farm Water Management, extension, non-water inputs, and farmer participation in the Swabi SCARP in NWFP.

Facilitator (Social Perspectives), National Conservation Strategy (NCS) Secretariat, Islamabad. December 1988-January 1989. Facilitated group discussions between government officials, NGOs, journalists and others at four Provincial Workshops. Prepared prescriptive paper (published by IUCN) on grass-roots organisation for the implementation of the NCS.

Visiting Economist, International Wheat and Maize Improvement Centre, Mexico. November 1988. Contributed two chapters on wheat variety diffusion, and one on farming systems methodology; co-authored concluding chapter and a description of various farming systems for a book on Pakistan.

Research Director (Pakistan Study), International Development Support Services (Australia), for ADB. October-December 1988. Study on possibilities and criteria for ADB funding of joint NGO-government projects in agriculture and rural development.

Economist/Institutional Specialist, USAID/Pakistan and ISPAN, Evaluation of Command Water Management Project, Pakistan, August-September 1988. Responsible for analysis of project impact on farm incomes and incentives for farmer participation in water and non-water management.

Research Consultant, Economic Advisory Staff, World Bank, Washington, D.C. August-October 1988. Prepared review papers on Pakistan's labour markets during 1971-85, and on Pakistan's planning process and performance under the plans.

Research and Survey Consultant, Population and Human Resources Department, World Bank, Washington, D.C. July 1988. Study on productivity, poverty and the potential for change among women workers in the informal sector of six cities in Pakistan.

Training Strategy Consultant, Project Identification Mission, Royal Netherlands Embassy, Islamabad. February-March 1988. Proposed administrative mechanisms, programme characteristics, programme functions and outline budget for a long-term training strategy for local government and rural development in Balochistan.

Doctoral Dissertation

Innovation adoption and choice of technique in a mountain farming system: A study of the diffusion of new wheat varieties in the Gilgit District of Pakistan. Supervised by D. Gale Johnson (chairman), Nobel Laureate T. W. Schultz, George Tolley and Charles Kahn.

Publications and Conference Papers

- *Accelerating the Pace of Development: A Case Study and an Operational Manual on Urban Sanitation based on the Lodhran Pilot Project* (with Mahe Nau Haider). Islamabad: UNDP Local Initiative Facility for Urban Environment, 2002.
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- Incentives for the sustainable management of the Tropical High Forest in Ghana (with Caroline Sargent, Nii Ashie Kotey, James Mayers, Edward Prah, Michael Richards and Thorsten Treue). *Commonwealth Forestry Review*, vol. 73 (3), 1994.
- *Farming Systems of Pakistan: Priorities for Research and Extension* (edited with Derek R. Byerlee). Lahore: Vanguard Books, 1992. Authored three and co-authored two chapters.
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- Approaches and techniques for assessing mountain environments. (International Workshop on Mountain Agriculture and Crop Genetic Resources, Kathmandu, February 1987.) International Centre for Integrated Mountain Development, Kathmandu.
- An evaluation of irrigation projects undertaken by AKRSP in the Gilgit District of Northern Pakistan (with Maliha Hussein, Hussain Wali Khan and Zahur Alam), in *Public Intervention in Farmer-Managed Irrigation Systems*, IIMI and the Water and Energy Commission Secretariat of the Ministry of Water Resources, Government of Nepal, 1987.
- Enabling environment, sustainable livelihood and social sector development in Pakistan. (Keynote Paper. International Union for the Conservation of Nature, National Conservation Strategy Workshop, Islamabad, August 1986.) Published in *Towards a National Conservation Strategy for Pakistan*; Lahore: Asian Art Press, 1987.
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- Man, Mountain and the Markhor: Case Study of Torghar Biodiversity Conservation Project (with Mahe Nau Haider). Islamabad: UNDP GEF, 2002.
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- Community, Governance and Development: Assessment of Local Institutions in Pakistan, for the World Bank, Islamabad, 1999.
- Proposal for an action research programme for the Pak-Swiss Swabi Irrigated Agriculture Project, NWFP. State of the art review leading to field research programme. October 1992.
- Two papers prepared for the Rockefeller-funded EDC research project on the impact of technological change in wheat, 1965-1990: Dynamics and integration of the land and water markets; and, land-labour dynamics and institutional change. 1991.
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Personal Data

Born 1st May 1957; married; four children. Citizen of Pakistan. Fluent in English and Urdu; basic reading ability in French and Arabic (with dictionary).