



Executive PROFILE

*Facilitating Sustainable Transformation
Bringing Passion to Profession*

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MERA MAAN GROUP OF COMPANIES

Mera Maan literally means 'my pride, my dignity'. Registered under the Securities and Exchange Commission of Pakistan as a for-profit, private limited company, in spirit and soul Mera Maan is a Social Enterprise. It was inspired through a personal tragedy that led to a search for purpose and vision, and ignited the passion to contribute to building a more caring, peaceful and happier world.

Through its group of companies, Mera Maan encourages and supports like-minded people and organizations to offer business oriented sustainable solutions to address social issues through innovation and creativity, leading to social change. It builds individual and institutional capacities so that people can perform more effectively as development practitioners, social entrepreneurs, and contributors to a caring and giving society.

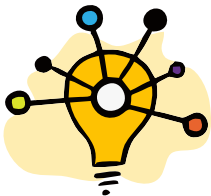
1



**Mera Maan
Training & Consulting**

Provides need based, innovative and experiential capacity building and consulting services at macro, meso and grass-roots levels. The Mera Maan team has decades of national and international experience in module design, training trainers and scaling projects and programs in the areas of sustainable livelihoods, social enterprise, agriculture and livestock, water and sanitation, health and wellbeing, environment and climate change, gender equality and youth development

2



**Mera Maan
Social Innovation Hub**

Operates with the conviction that market-based solutions, implemented by the community through social enterprises, are the answer to scaling up solutions to address numerous social issues. This bumble bee 'giving back' platform develops social-entrepreneurs as changemakers and provides a space for collaborative expertise, technical, financial and non-financial support to develop, pilot and scale ideas to benefit people, planet and profits.

3



**Mera Maan
Residential
Training Center**

This purpose-built training and retreat facility is situated 30 minutes from central Islamabad, on the banks of the river Korang. Set in a lovely, lush green, serene valley, it can accommodate 32 guests. It has two training halls, a cafeteria, and gardens that serve as break-out space. This is an ideal venue for residential trainings, retreats and bootcamps for the public, private and development sector organizations.

4



MEDIA HOUSE

The Mera Maan Media house is a recent addition to its portfolio of services. The Media House specializes in developing highly visualized, participatory online training courses, and interactive digital content. It offers services to convert face-to-face training modules on any subject into participatory and engaging virtual sessions.

OUR JOURNEY

1982

Shahnaz Kapadia Rahat began her career as a lecturer at her alma mater, the Institute of Business Administration (IBA), Karachi.

1985

She joined the Development Support Training Project, a USAID funded initiative, to enhance the effectiveness of Government training institutions.

She developed a deep passion for designing experiential training modules, training trainers and supporting small and micro-enterprises, especially for women.

Two passions fused when Shahnaz set up a for-profit training and consulting company with a mandate to work with lower-income women and alleviate poverty through enterprise development. The company was set up as a social enterprise aimed to provide a business solution to a social issue.



1989

In 20 years, the company evolved from a one-woman business to an internationally recognized institute with the capacity to cascade large scale training through community-based enterprise activists and changemakers.

2005

In the 2005 earthquake, Shahnaz's 17-year-old son, Salman, lost his life, and her 10-year-old son, Daniyal, was injured. In those moments of stark pain and startling clarity, she decided to set up Mera Maan, which would commit itself to making the world a better place.



2010

Mera Maan, literally meaning '**my pride, my dignity**', implemented an economic empowerment project for 1000 women across 4-districts, and built a facility called 'Mera Maan Residential Training Center (MMRTC)'.

2006



2013

Shahnaz sold her previous firm and joined a development sector organization to manage a grant fund of over \$300 million. This experience oriented her to policy level development sector programming, and how to scale initiatives at national level.

2014

Shahnaz registered Mera Maan under SECP, as a private enterprise to address social issues through sustainable capacity development interventions at policy level and with communities at the base of the pyramid.

2015



Shahnaz proceeded on an 'inner journey' at the Harvard Kennedy School, where she crystalized a concept and strategy for Mera Maan as a social entrepreneur, in the business of creating social enterprises and 'changemakers'.

2016

Mera Maan began work in social enterprise development in the USA, Kenya, Nepal, Afghanistan and Pakistan. The aim is to create social enterprise accelerator and promote socio-economic development at



AREA OF INTERVENTION

Mera Maan provides services that directly contributes to the following Sustainable Development Goals;



Areas of intervention include:

1

Policy & Strategy

... includes development of policies, strategies, business plans, and facilitating organizational development and strategic planning workshops

2

Research & Development

... includes base-line and end-line assessments, KAP surveys, research design (data sampling, collection, analysis and reporting), and establishing monitoring and tracking systems

3

Capacity Development & Scaling Up

... includes training needs assessment, curriculum design, facilitating pilot roll-outs and developing cascade architecture for effective scaling-up

4

Project Design & Implementation

... includes conceptualisation, design, resource mobilization, developing field team, establishing systems and work processes, and implementation of field based projects

5

Livelihoods, Enterprise & Private Sector Development

... includes social enterprise and value chain development (onfarm and off-farm), livelihoods and enterprise for women and ultra-poor and vulnerable communities

6

Gender & Governance

... includes gender sensitization, mainstreaming, rights and advocacy for women and men, children, the disabled, transgender, labour migrants and home-based workers

Updated as of: 9 August, 2021

INTERVENTION



Mera Maan Training & Consulting



An 'learning and sustainability' arm, Mera Maan Training & Consulting (MMTC) offers a range of services to government, private sector and civil society organizations through highly experienced staff and a network of qualified associates, individual and organizations. MMTC specializes in designing pilot projects and programs, and assisting in their scale-up. It develops training programs for

literate, semi-literate and low-literate target groups, trains senior and mid-level professionals, as well as grass-roots community members. MMTC has a large pool of community-based associate trainers that can deliver quality services in over 100 mobilized districts of Pakistan and in certain areas of Afghanistan, Nepal and Bangladesh. MMTC provides an end-to-end solution for capacity development programs as follows:



1 Training Need Assessment (TNA)

Effective training requires a careful gap assessment of the missing knowledge, skills and attitude required to perform tasks. Mera Maan assists clients to design and conduct training needs assessment, quantitative and qualitative research, base-line and end-line attitude, perception and customer satisfaction surveys.



2 Designing Capacity Development Interventions

Mera Maan assists clients to design comprehensive, cost effective and sustainable capacity development strategy, complete with work plans, budgets and monitoring and evaluation frameworks. This includes establishing learning objectives designing an evaluation framework, creating contents and choosing methodologies for curriculum design.



3 Curriculum Design

Mera Maan team's unique niche is the development of highly interactive and visually attractive training curriculum for learners diversified by education, experience and job categories. Our curriculum is designed for national rollout on themes such as social entrepreneurship, public finance, climate finance, menstrual hygiene management, leadership and management, gender and governance, and more.



4 Training of Trainers

Team Mera Maan has the experience of conducting generic and subject specific 'training of trainer' programs. As an organization, its core mandate is to 'build capacities to build capacity'. Mera Maan's structured and highly experiential 'instructional design and train the trainer' program that is implemented in all its national and international scale-up programs.



5 Implementing Training

Mera Maan has the expertise and experience of conducting multiple simultaneous training rollouts across the country. The Mera Maan team is trained to manage high quality, standardized training, including how to choose and set a training venue, organize and manage stationery, schedule lunch and tea breaks, and document a training, e.g. photographs, video clips, speed reports.



6 Monitoring & Evaluation

Mera Maan offers clients access to an international, multidisciplinary team of experts with a specialization in assessing, monitoring and evaluating large-scale capacity building programs. Mera Maan designs evaluation frameworks based on logic models, which go well beyond end-of-training assessments to determine end of project/program results, i.e. transfer of learning to the workplace.

Mera Maan Social Innovation Hub

2



At its core, Mera Maan's Social Innovation Hub (SIH) is the culmination of years of passion, experience, expertise, drive and determination of its founder and CEO, Shahnaz Kapadia Rahat. It is based on a deep conviction that market-based solutions, owned and implemented by the community, are the answer to scaling up solutions to address the numerous social issues that exist in Pakistan, and globally.

SIH is a bumble bee 'giving back' platform that designs ways in which goods and services can be effectively channeled to underserved communities at the base of the pyramid (BoP). It is believed that designing practical interventions and activities that focus on achieving a triple bottom line, i.e. benefit people, planet and profits, can sustain over time and positively impact the Sustainable Development Goals (SDGs).

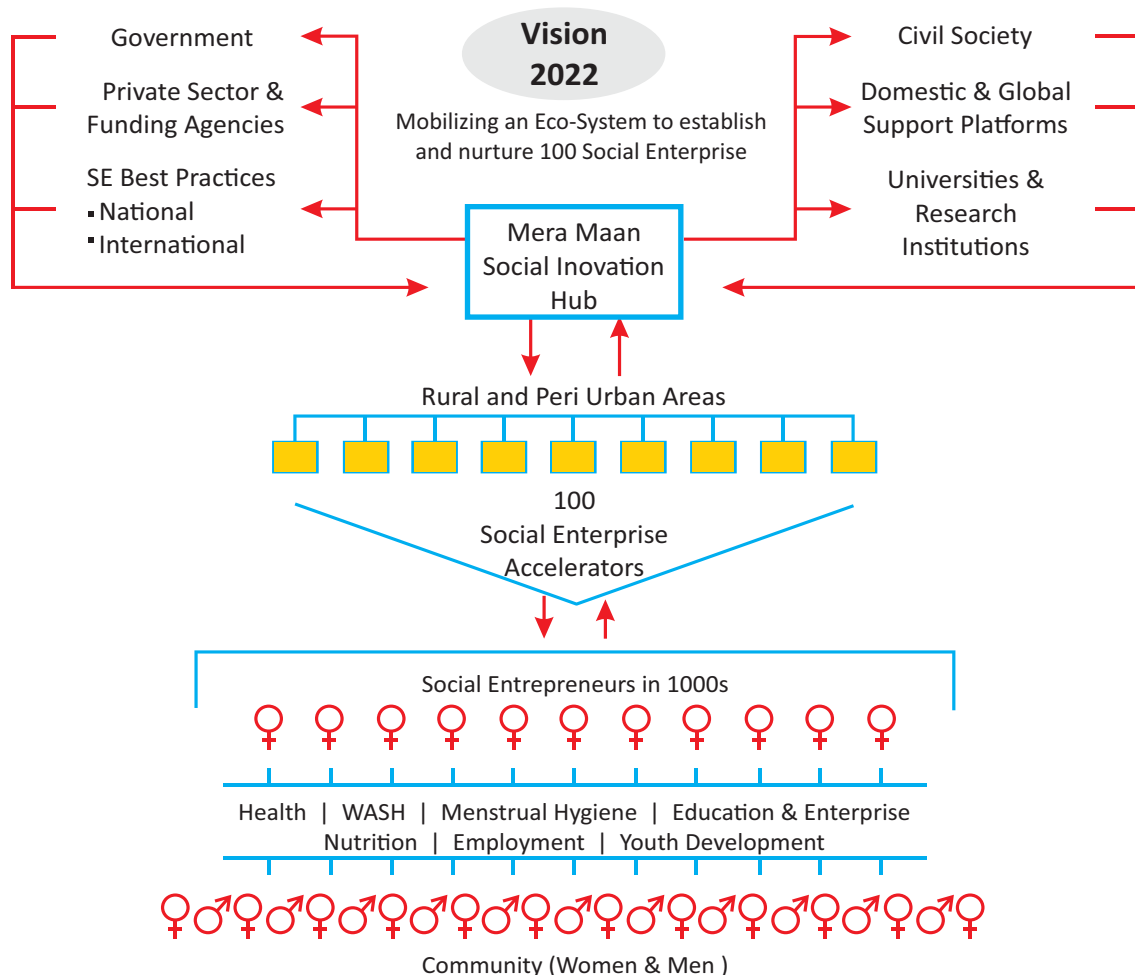
SIH provides aspiring social entrepreneurs the space, collaborative expertise as well as non-financial and financial support to develop, pilot and scale up their ideas. Some specific services offered include:

Developing social entrepreneurs & technically trained community based changemakers through capacity building, mentoring and effective linkages with macro level resources

Building capacities of national, international and community based social entrepreneurs to scale their program to the base of the pyramid

Establishing rural Social Enterprise Accelerators (SEAs) as incubation centers to develop and incubate local entrepreneurs that can address social issues through business solutions

By 2020, SIH will establish 100 Social Enterprise Accelerators (SEAs), as sustainable franchises to create and support community-based social entrepreneurs. The SEAs will train changemakers to innovate and diversify their products and services as per market requirements. The primary motive, the driving force, of all SEAs will be to address social issues, and scale up marketable solutions, i.e. products or services, that are either affordable to the people, to be paid by the Government, or third party. SIH will support project implementation, and provide supervision, monitoring and evaluation services.



Mera Maan Residential Training Center

3



**Mera Maan
Residential
Training Center**



A training and retreat facility situated 30 minutes from downtown Islamabad, Mera Maan is set in a lovely, lush green, serene valley on the banks of the river Korang. Private and surrounded by natural beauty, this is a unique environment ideal for capacity development, training and adventure events. The facility has catered clients from the public, private and civil society organizations.



*MMRTC
is a
One Stop Shop*

Accommodation

MMRTC is 32-bed facility comprising of:

- Compact double-occupancy rooms with attached baths
- Large common room suitable for group interactions, TV time, fun activities, or project work
- Access to computer facilities and wireless internet
- A kitchenette for snacks and tea/coffee service station
- Self-help ironing facility
- On payment, external laundry service





Two Training Rooms equipped with

- Multimedia projector/screen, white board, and wall space for posters
- Comfortable seating for 35-40 participants
- Break-out space for group work



Cafeteria

- Healthy, freshly cooked breakfast, lunch and dinner

Additional Facilities

Other Services:

- Pick and drop services
- Documenting the event
 - Photographs
 - Video Clip
 - Feedback & Evaluation
- Developing brief/detailed reports
- Social media contributions

Entertainment

- Rafting and water-sports
- Scenic trail walk
- Barbecues
- Indoor games
- Movie-screenings
- And much more!

A ONE STOP SHOP

Mera Maan Residential Training Center



MEET THE MERA MAAN TEAM

Mera Maan is a lean organization, subscribing to an evolutionary approach to business development. It follows Darwin's logic in that it is not the strongest that succeeds in evolution, but the most adaptable. The only way to build a company with great success and scale is to build a great team. As Vince Lombardi said: "Individual commitment to group effort - i.e. what makes a team work, a company work, a society work, a civilization work." We at Mera Maan are proud of our core team.



CHIEF EXECUTIVE OFFICER
Shahnaz Kapadia Rahat
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Shahnaz is the founder and CEO of Mera Maan Pvt. Ltd. She is a social entrepreneur with a passion for instructional design, developing modules and experiential training material, training trainers, and scaling up projects and programs for results. She has a Masters in Public Administration from the Harvard Kennedy School, USA and a Masters in BA from the Institute of Business Administration (IBA), Karachi.



DIRECTOR PROGRAMS
Shahzad Mansoor Qadir
✉ shahzad10@gmail.com

Shahzad is a research, evaluation and management specialist, with active work experience with the public, private, and development sector institutions. His strength lies in developing pre-investment and sectoral feasibilities, institutional strengthening and turn-around strategies, market research, and benchmark and socio-economic survey. He has a Master's in Business Administration in Finance and a Law Degree (LLB) from Punjab University.



DIRECTOR OPERATIONS
Daniyal Kapadia Rahat
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Daniyal is co-founder of Mera Maan Pvt. Ltd. He is passionate about using technology and social entrepreneurship for the promotion of social inclusion and poverty reduction. He is pursuing a Bachelor's degree in International Studies with a Major in Environmental Sustainability and International Governance. Daniyal leads Mera Maan's Social Innovation Hub (SIH) and the Mera Maan Media House.



SUSTAINABLE LIVELIHOODS
Sohail Khan Bangash
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Sohail has experience of managing large-scale livelihood and enterprise development projects in Pakistan and Afghanistan. He specializes in agriculture value chain, gender equality mainstreaming, and capacity building. He is an internationally certified master trainer from International Finance Corporation. He has an MBA from COM WAVE Institute of Management Sciences



COMMUNICATIONS SPECIALIST
Zainab Kapasi
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Zainab is a curriculum design specialist with skills content development, creating experiential activities, visualization, graphics and formatting. She has a Master's degree from Columbia University, NY, USA, and a BSc [Hons] degree in Social Sciences from the Lahore University of Management Sciences, Pakistan



COORDINATOR GRAPHIC & DESIGN
Muhammad Fareed
✉ graphic.meramaan@gmail.com

Fareed has over 13-year experience as a creative designer, social media specialist and multimedia editor. He has to his credit the graphic designing and visualization of 60 high impact modules and training material used for large scale cascade rollout at national and international levels. Fareed has played a significant role in digitalizing Mera Maan for greater efficiency, effectiveness and innovation



PROGRAM COORDINATOR
Kazim Raza Gondal

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Kazim has the expertise and experience in photography, videography and professional training. He has worked actively in the development sector, with public, private and international organizations, to organize and conduct experiential training in media and communications, climate change, enterprise and youth development, safe migration, etc. Kazim is a certified facilitator, linked to a large number of social media platforms and forums.



VALUE CHAIN &
ENTERPRISE DEVELOPMENT
Muhammad Ehsan

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Ehsan has over 10-years' experience of working with public and private sector projects, with national and international organizations on different development & emergency programs focusing on community development enterprise development, capacity building, youth employment, institutional development, project management, livelihood coordination & networking. Ehsan is a certified facilitator with experience in designing and implementing training and facilitating forums to promote effective dialogue among a mixed group of stakeholders.



YOUTH DEVELOPMENT
Sabir Mehmood Baig

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Sabir has 23 years' experience working in international organizations in program management and implementation, monitoring and compliance, communications, advocacy and capacity building. He has led projects in education, livelihood, child rights, and youth led advocacy. He is a certified development professional, and is an SEMP graduate from LUMSMcGill University and has a degree in law from Punjab University



ASSISTANT COORDINATOR PROGRAMS
Ayesha Irfan

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Ayesha has a Master's degree in Urdu literature, and 4-years of teaching experience. She has developed an interest and skills in graphics and database management. She has a passion for producing online training material and for becoming a trainer and facilitator for online and face2face training. She has an interest in fashion design and 3-D art, and uses that effectively in creating an effective training environment.



ASSISTANT COORDINATOR PROGRAMS
Mubashir Khan

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Mubashir graduated in Business Administration from the Abbottabad University of Science and technology. He is a QASF certified trainer with 2-years' experience as a radio jockey. He has a startup titled MK square, through which he has multiple contributions as a public influencer and supports a YouTube channel. Mubashir has an optimistic and outgoing personality, and has a deep interest in poetry and Sufism.



ASSISTANT COORDINATOR PROGRAMS
Sumaira Gull

✉ sumaira.meramaan@gmail.com

Sumiara has a BS in international Relations from Bahauddin Zakaria University, Multan. She has a versatile and optimistic personality. She is a critical thinker, and has a passion for management. She consistently demonstrates leadership capabilities while working in teams, and has the ability to multitask and meet deadlines and milestones. She was exposed to the American society under USA Cultural Exchange Program.

As an out-of-box innovative thinker and implementer, Mera Maan also draws strength from a unique team of national and international professional associates. The associate model is NOT a body shop. Each person on board has a positive, optimistic attitude and goal that goes beyond mere earning. These associates have the passion to lead, learn and transform by making people realize their hidden potential. Mera Maan has over 500 associates in 40 districts and 5 countries.

Work Experience

Date	Location	Company	Description
August 2022 - Current	Pakistan (Nationwide)	Karandaaz and Benazir Income Support Program	<p>Module Design and Master Trainer Training in Financial Literacy for Female Recipients of Cash Transfer Program</p> <p>The overall objective is to gauge the current level of digital financial literacy of BISP beneficiaries and build their capacity to substantially increase access and usage of digital financial services, hence promoting financial inclusion and helping women contribute to society more constructively. Tasks include designing the content and module, pilot testing the 3-day financial literacy training program, improve the module based on feedback, and train trainers widescale dissemination of the training program.</p>
September 2022 - Current	Khyber Pakhtunkhwa, Pakistan	UNDP	<p>Module Design and Training of Trainers for 5000 Members of Village and Neighbourhood Councils in newly Merged Districts of Khyber Pakhtunkhwa</p> <p>Designed the module for training 5000 members (literate, semi-literate and non-literate) of the Village and Neighbourhood Councils (VC/NCs) from the newly merged districts. Designed experiential activities for a high level of participation and engagement, and created a visualized participant handbook in sync with the Rules of Business, including key messages on communication and leadership. Developed session plans, assessment tools, and trained eight trainers to rollout the training.</p>
July 2022 - Current	Afghanistan	UNDP Afghanistan	<p>Module Design and Training of Trainers for two interventions: Training of 4000 women to set up microenterprise and receive grant; training of 20 women Chambers of Commerce or Women Business Associations</p> <p>Designed visualized and highly interactive modules in Dari – 8-week Microenterprise Training for non-literate/semi literate Afghan women; and 5-day training for women chambers and business associations. Trained trainers to rollout both training.</p>
July 2022 - Current	Pakistan, Nationwide	State Bank of Pakistan and National Institute of Banking and Finance	<p>Integration of Financial Literacy concepts in the National Curriculum from Grades 1-12</p> <p>The primary objective of the consultancy is to integrate financial literacy education into the primary and secondary level school curriculum of Pakistan. As the lead consultant, responsible for performing a review of existing relevant legislation and policy documents, outlining six countries' best practices in integrating Financial Literacy into their national curriculum, conducting a mapping exercise, creating a curriculum and training teachers, and implementing it at different schools with a sustainable approach.</p>
June 2022 - Current	Quetta, Balochistan, Pakistan	World Food Program	<p>Microenterprise Graduation Program for Female Cash Transfer Recipients</p> <p>Empowering 200 female cash transfer recipients from poor and vulnerable households in and around Quetta to become economically self-sufficient entrepreneurs through training, linkages and mentorship. Assist them to strengthen and successfully grow their businesses so they may emerge as guide, mentors and role models for other women in Quetta and within their communities. Assist the women leaders to set up a Community Based Organization (CBO), registered with the Social Welfare Department, and set up and sustainably run a community-owned and managed production cum training center as a SOCIAL ENTERPRISE, which provides a number of services to the current beneficiaries</p>

Date	Location	Company	Description
Feb – June 2022	Pakistan	World Bank	<p>Third-Party Monitoring Policy Note to Guide WB Staff during Design, Contracting and Implementation Phases</p> <p>The policy note was prepared through consultations with various stakeholders and covered TPM performance measurement framework, best practices about TPM methodology for financial and physical monitoring, effective communication and coordination mechanisms to plan, execute, disseminate, and follow-up the field monitoring activities and results, support to the relevant government institutions and implementing agencies to strengthen their monitoring systems and exit strategy for the government to take over the monitoring functions over time. Seven FCV countries were covered including Afghanistan, Iraq, Iran, Lebanon, Somalia, Syria and Yemen.</p>
May - July 2021 20 days	Balochistan, Pakistan	European Union (EU) and Balochistan Rural Support Programme (BRSP)	<p>Module Design & Training on Trainers on Business Management & Marketing</p> <p>Conducted a Training Needs Assessment (TNA), with livelihood officers, enterprise trainers, asset beneficiaries, and head office staff, and designed a highly interactive and participative module for rollout to 5000 non-literate female Asset Beneficiaries of EU funded BRACE project. Conducted two hands-on Training of Trainers workshop for 55 in-house trainers, including livelihood staff and social organizers, from the 8 project districts (Zhob, Loralai, Duki, Pishin, Killa Abdullah, Washuk, Khuzdar and Jhal Magsi).</p>
March 2021 – Current 2 Years	Rawalpindi, Lahore, Gujranwala, Faisalabad, Multan, Hyderabad and Karachi	CARE International and Mastercard Centre for Inclusive Growth	<p>Digital Content Design, Development and Implementation of Wrap Around Services for Male and Female Entrepreneurs (Strivers)</p> <p>Digital Content Design and Development for Wrap Around Services for Strivers or existing entrepreneurs. Developed a blended, virtual, and face-to-face learning package for 3250 growth-oriented entrepreneurs, completed by mentoring, follow-up and business support through district hubs, covering topics such as import, export, linkages and meetings with inspiring entrepreneurs (male and female), introduction to SMEDA, Chambers of Commerce, etc.</p>
February 2020 – July 2020 30 DAYS	Nepal	World Bank Washington DC	<p>Unnati Cultural Centre</p> <p>To assist social enterprise organization, the Unnati Cultural Center, Nepal, to think 'out of the box' and niche and brand itself as an entity that can sustainably support the development of individuals and organizations for improved livelihoods and enterprise development, through artisanal, cultural and environment supporting products and services, and arts, crafts, culture, tourism and all things NEPAL. Facilitated the development of a future direction and a strategy for entrepreneurship training for various target groups; management training for key stakeholders; training for adolescent girls and youth, and consulting services to government and international funding agencies.</p>
August 2019 – January 2020 25 DAYS	Nepal	World Bank Washington DC and National Reconstruction Authority, Nepal	<p>Inclusive Entrepreneurship Training of Trainers</p> <p>The Project aimed at designing and implementing 2 residential ToTs (15-day), to conduct Inclusive Entrepreneurship Training of Trainers (ToT), to develop a cadre of trained and certified enterprise trainers that can implement a well-designed and structured enterprise training and incubation program for persons with disabilities (PWDs) in all the earthquake affected districts in Nepal. Designed an experiential and participatory entrepreneurship development module (trainer's manual and participant handbook) and developed guidelines for onboarding the PWDs, developing standard operating procedures for how to support them during training, how to inspire them and manage their business incubation.</p>

Date	Location	Company	Description
November 2018 – June 2019 40 DAYS	Afghanistan, Tajikistan and Uzbekistan	Ernst and Young (EY) Pakistan	<p>Design, pilot and rollout of 5-day experiential and visualized Financial Management module</p> <p>Assisted a competency-based training needs assessment exercise in Afghanistan to determine the needs of accounts, finance and procurement staff in ERTF projects. Drawing content from a Financial Management Manual developed by EY, developed a 5-day experiential training module and piloted it in Tajikistan, and replicated it in Uzbekistan for over 70 senior and mid-level financial professionals.</p>
November 2019 – January 2020 20 DAYS	Peshawar, Pakistan	KP Local Government, Elections and Rural Development Department	<p>Training of Local Government Ambassadors and District Coordinators</p> <p>The FATA Governance Project is an integrated, cross-sectoral endeavour to support the peaceful integration of the newly merged areas, formerly Administrated Tribal Areas, now newly-merged regions of Khyber Pakhtunkhwa. The Project provides critical support to the Government and stakeholders in the administrative, legal and economic integration of the newly merged areas. The Local Government, Elections and Rural Development Department place great importance on creating awareness of the Local Government system 2019, Civic Participation and Local Government system education among the public of the merged area developed a 5-day module to train 120 Local Government Ambassadors and 10 District Coordinators in communicating concepts and benefits of the merger, local government and citizen participation to men, women, students and teachers in the seven merged districts and previous FR Regions. Conducted a TOT to build the capacity of 5-trainers so that four simultaneous high-quality rollouts could be managed.</p>
November 2019 – December 2019 20 DAYS	KPK, Sindh and Balochistan Provinces in Pakistan	UN Women	<p>Capacity Enhancement of Stakeholders on Gender Equality and Women's Empowerment</p> <p>UN Women's prime objective in the Economic Empowerment of Women Home-Based Workers and Excluded Groups was to empower women to fully participate in economic life across all sectors and at all levels of activity so that they can earn higher incomes, have increased access and control over resources, and greater security and protection from violence. This requires actions at the macro, meso and micro levels, e.g., supportive legislation, awareness raising and capacity building of service-providing institutions, and behaviour change amongst male and female members in the community. The Project worked with three categories of stakeholders, i.e., public sector, private sector and community-level institutions. The objective of this consultancy was to strengthen the capacities of key project stakeholders at all levels so that they can continue to engage with each other in the overall ecosystem and institutionalize, sustain and replicate project learning and benefits. As part of this assignment, three workshops were designed and conducted, i.e., the Capacity building of representatives from WEP signatory private sector companies; Enterprise leadership training for selected representatives from member-based organizations/Cooperative; Strategic Planning Workshop for Supporting District Action Committee members.</p>
January – March, 2018 22 DAYS	9 Districts in Punjab	Women Development Department and Directorate of Women Development, Punjab	<p>Training of Women Councillors on Socio-Eco-Legal-Political Empowerment of Women</p> <p>The Directorate of Women Development decided to compile key information about the policies, programmes and resources available for women's legal, political, economic and social development and cascade this message through women councillors across the province. Worked with the team to undertake a TNA, collect all relevant material, hold meetings with key stakeholders, finalize participant handbook and trainer manuals, identify-onboard-screen trainers, and train them. The end goal was to train 16,000 women councillors. The pilot programme was completed for 3,700 women councillors in nine districts of Punjab.</p>

Date	Location	Company	Description
November 2016-2017 16 DAYS	All districts of Pakistan	State Bank of Pakistan (SBP) and National Institute of Banking and Finance (NIBAF)	<p>Nationwide Financial Literacy Program (NFLP)</p> <p>A module was designed and pilot tested for the State Bank of Pakistan under funding from the Asian Development Bank in 2010. A total of 26,000 people were trained in the pilot phase. From 2016-2020, a total of 200 Master Trainers and Field Trainers have been trained by the National Institute of Banking and Finance (NIBAF) so that the rollout can be scaled to 1.5 million people, especially females and the vulnerable communities, across all provinces. Assisted the development of the initial module for this programme, and supervised the pilot rollout. Since 2016, have served SBP and NIBAF in several ways; updated/upgraded the module; trained SBP's in-house trainers (from the Banking Services Corporation); trained commercial bankers as trainers; conducted refresher training for both groups.</p>
June 2017 - March 2018 30 DAYS	Lahore, Punjab, Pakistan	DFID and Adam Smith International	<p>Leading the District Education Authority in Punjab</p> <p>With the technical assistance of the 'Technical Assistance Management Organization (TAMO)', the Government of Punjab (GoPunjab) explored a reform initiative to establish and strengthen District Education Authorities for improved education sector service delivery. These DEAs were to be led by a Chairperson and Vice Chairperson, appointed by the Chief Minister. Based on the DEA's Rules of Business, a capacity-building programme was to be designed for the Chairperson and Vice Chairperson, and a cadre of trainers was to be trained at the Quaid-e-Azam Academy for Educational Development. As Project Lead, reviewed Rules of Business, undertook Training Needs Assessment and module design for the Chief Executive Officers (CEOs) and Chairpersons/Vice-Chairpersons of District Education Authorities. This 3-day, highly interactive and experiential module focused on the key roles and responsibilities of the CEOs and Chairpersons, including their mandate to enhance quality education and effectively manage the financial and human resources of the DEAs.</p>
May-December 2019 15 DAYS	Islamabad and Capital Territory, Pakistan	WaterAid, Federal Directorate of Education, and Ministry of Climate Change	<p>Institutionalizing the Clean Green School Programme in FDE Schools</p> <p>Based on global practices for environmental sustainability and measures for adaptation and mitigation, the CGP (Clean Green Pakistan) national movement has been launched to contribute to a clean, healthy and sustainable Pakistan for all. As a step in this direction, WaterAid committed to developing a comprehensive, activity-based, and child-friendly module on four distinct components of the Clean Green School Programme (CGSP), i.e., sanitation and hygiene, clean drinking water, tree plantation and solid waste management, which would be used by trained focal teachers in 423 FDE (Federal Directorate of Education) boys' and girls' schools to initiate the CGSP movement in their respective schools. As Lead Consultant, assisted the Project by supervising the development of a detailed step-by-step CGPM Guidebook for Focal Teachers in boys' and girls' schools; a participatory, child-friendly CGPM Activity Guidebook for Wash Clubs to serve as a guidebook and resource material for the members of the WASH Clubs; and training of 846 teachers/principals from the FDE schools.</p>

Date	Location	Company	Description
April 2018 – current 60 DAYS	Islamabad and Capital Territory, Punjab and 7 districts of Sindh	Islamabad and Capital Territory, Lahore, all Sindh Education Department	<p>Sparkling Menstrual Hygiene Management in Schools</p> <p>Menstrual Hygiene has remained a taboo subject – stigmatized even amongst practical engineering circles used to dealing with unmentionables, such as excreta and shit. The majority of the girls in schools have no or limited access either to clean and safe sanitary products or to a clean space in which to change menstrual cloths/pads and to wash. Because of health problems due to poor hygiene during menstruation, and the lack of access to sanitary products, girls are often forced to miss school. As a Project Lead, undertook a need assessment to evolve primary and secondary data to identify what was at the core of existing behaviours or practices, i.e., what current inhibitions, taboos, lack of supportive infrastructure, and how to bring about a heart and mind behaviour change that will help overcome existing problems in relation to effective MHM management. Repackaged this information to develop highly experiential modules and material, to be used by teachers and WASH Club members to inspire behaviour change through communication. Covered all girls' schools in Islamabad; piloted the Project and trained 30 government school teachers in Punjab; and developed the module in Sindhi for STEDA.</p>
September – October 2019 18 DAYS	Gilgit-Baltistan, Pakistan	Economic Transformation Initiative, IFAD and Agribusiness Support Fund	<p>Development of a Poverty Graduation Strategy for ETI-GB</p> <p>The Economic Transformation Initiative (ETI) Programme develops smallholder farmers through a value chain development approach, with the goal of improving incomes and reducing poverty and malnutrition in rural areas of the Gilgit-Baltistan region. The Programme Development Objective is to increase agriculture incomes and employment for at least 100,000 rural households in 7 districts through sustainable development of agriculture value chains. Embedded in its design is a commitment to 'leave no one behind'. As Lead Consultant, assisted ETI-GB's Gender and Poverty (G&P) Section in developing a comprehensive model and strategy to ensure that poor and vulnerable households are directly included in the programme, their voices are heard and amplified, they are given the opportunity and skills to actively participate in the Programme as 'agents of change', and eventually graduate out of poverty. The G&P Section works directly with poor women-headed households (poor married women, widows, divorced and separated), the ultra-poor, landless and vulnerable (family head suffering from a chronic debilitating disease or handicapped).</p>
April – May 2017 22 Days	Gilgit-Baltistan, Pakistan	Economic Transformation Initiative, IFAD and Agribusiness Support Fund	<p>Strategy for Gender Mainstreaming in Agricultural Value Chains</p> <p>Assisted ETI in designing and implementing a 3-day workshop on gender mainstreaming in the potato and apricot value chains. Participants included 44 ETI stakeholders. The gender mainstreaming training highlighted gender and inclusion issues in development, the need for gender justice in value chain development, and facilitated the brainstorming of strategic directions for gender mainstreaming in ETI. The end result was the development of a practical gender and inclusion mainstreaming strategy that is now co-owned and implemented by a significantly diverse team.</p>

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On Local Government & Governance

1. "Preventing Election-Related Violence", a training module designed for the United Nations Development Program (UNDP) and Election Commission of Pakistan (ECP), 2013, to be used to train security staff at election booths across the country.
2. "Effective Labour Inspection in the Decent Work Context", a ToT module designed for the International Labour Organization (ILO), 2013. Was piloted for 24 ILO partner organizations.
3. "Formation & Strengthening of Community Interest Groups (CIGs)", a training module designed for the Pakistan Poverty Alleviation Fund (PPAF), 2013, to be implemented for over 1000 community groups.
4. Training module to "Mobilize communities for Education", designed under the Waseela-e-Taleem Programme, in Urdu, English and Sindhi, for teachers, parents and staff working for the Benazir Income Support Program 2013. Was piloted in two provinces for the Benazir Income Support Program 2013, where the training was given to 18,000 individuals.
5. Conducting an "Effective Labour Inspection in the Decent Work Context", a training module developed for the International Labour Organization (ILO), 2013
6. "Formation & Strengthening of Community Interest Groups (CIGs)", a training module designed for over 1000 community groups supported by the Pakistan Poverty Alleviation Fund (PPAF), 2013
7. "Financial & Project Management", a training module developed and rolled out for the Partner Organizations of the International Federation of Red Cross (IFRC), 2012
8. "Personal & Political Challenges for Women in Parliament and the Social Sector", a research paper presented at the 4th WIBCON, International Women Leaders' Summit, 2012
9. "Life Skills", a curriculum published by UNIDO for the National Vocational and Technical Training Council (NAVTC), Government of Pakistan, 2012
10. "Strengthening Citizen's Voice & Public Accountability" is a training module designed and piloted for The Asia Foundation (TAF), 2012, to be implemented nationwide for their partner organizations.
11. "Gender Mainstreaming in Proposal Development", a training module developed for and published by International Labour Organization (ILO), 2011
12. "Enforcing Tobacco Control Laws", a training module developed for the Tobacco Control Cell, Department of Health, Government of Pakistan, 2010
13. "Nationwide Financial Literacy Program (NFLP)", a training module designed and pilot tested for the State Bank of Pakistan, under funding from the Asian Development Bank, 2010
14. "Managing Citizen Community Boards", training module and material developed for JICA, 2009
15. "Development of training modules for Election Staff" and cascade rollout of training for approx. 600,000 persons. Five interactive, colorful and visualized training modules were designed keeping in view the tasks and functions of each category of a participant engaged in the Election process (2007). Was responsible for training lead trainers, master trainers and trainers across the country.
 - o District Returning Officers (DROs)
 - o Assistant Returning Officers (AROs)
 - o Presiding Officers
 - o Polling Staff
 - o Guidelines for Polling Agents

16. "Role Based Training for Local Government Elected Leadership", training modules designed and rolled out for the nationwide Decentralization Support Program (DSP) and the Asian Development Bank (ADB), 2006. Was responsible for training lead trainers, master trainers and trainers across the country.
 - o District Nazim
 - o District Naib Nazim
 - o Tehsil Nazim
 - o Tehsil Naib Nazim
 - o Union Nazim
 - o Union Naib Nazim
 - o Union Secretary
17. "Budget Training for EDO Finance & Planning", a Module designed for the Decentralization Support Program (DSP) and the Asian Development Bank (ADB), 2006, to be rolled out to 400 EDO Finance & Planning officers across the country, and around 50,000 other local government officers. A training needs assessment/competency assessment was conducted, based on which the module was designed and Training of Trainers workshops were conducted in KPK, Sindh, Balochistan and Punjab.
18. "Role Based Training for Women Councilor's", a highly experiential, competency-based module developed for the Ministry of Women Development and UNDP, 2006, to be rolled out to 40,000 elected women councillors across the country. The second term elected councillors were trained as Master Trainers and Trainers.

Gender and Human Rights:

1. Designed experiential and participatory module in English, Urdu and Sindhi titled "Sparking Menstrual Hygiene Management in Schools", for national implementation in Government and Private Schools throughout Islamabad, Punjab and Sindh. WaterAid Pakistan, 2018-2021
2. "Good Governance & Gender Mainstreaming", a 4-day curriculum designed in English and Dari and conducted for Afghanistan, Afghanistan, 2012
3. "Gender Mainstreaming in Proposal Development", a module designed and training conducted for International Labour Organization (ILO), 2011
4. "Home Textiles Sub-Sector in Pakistan": A Gender-Based Value Chain Analysis, a material developed for United Nations Industrial Development Organization (UNIDO), 2011
5. "Gender-based Project Cycle Management", a module developed by the International Labour Organization (ILO), 2010
6. *'Khwab Se Tabeer Tak: From Vision to Actualization'*, a curriculum published by the Rutgers-World Population Fund (WPF), 2011
7. "Making Dreams Come True: Gender Action Learning System (GALS)", a module developed for Pakistan, adapted based on research, pilot and replication in Uganda, undertaken by Dr. Linda Mayoux, Oxfam-Novib, 2010
8. "Managing Effective Gender Development", a series of publications and training modules developed within a project funded by the Asian Development Bank (ADB), 2010
9. "Advancing Gender Diversity in the Power Sector", a training module developed and training conducted for Energy Efficiency Project, funded by USAID, 2010
10. "Gender Analysis", a capacity development module designed and training conducted for the Ministry of Women Development, Pakistan, 2009
11. "Gender Mainstreaming in Public Sector Institutions", a training module developed for the Asian Development Bank, 2009
12. "Gender Mainstreaming in the Project Cycle", a training module developed for the Asian Development Bank (ADB), 2009
13. "Money Means for Teens: A Financial Literacy Program for Youth", a training module developed for The Citizens Foundation (TCF), 2009

14. "Awareness of Gender Mainstreaming for Union Council Secretaries", a training module developed, pilot tested and cascaded for over 6000 UC Secretaries for the Gender Based Governance Program of the United Nations Development Program (UNDP), 2008
15. "Results-Based Management", a training module designed and material created for UNIVERSALIA, Canada, 2008
16. "Rights Integration in Programs & Projects", a training module designed and implemented for diverse stakeholders (from UNICEF staff to partners to Government), UNICEF, 2008
17. "Awareness of Gender Mainstreaming for Union Council Nazim & Naib Nazim", training module designed for the Ministry of Women Development, Pakistan, 2007
18. "Gender Sensitive Project Design & Management", a training module designed and implemented for the Ministry of Women Development, 2005
19. "Rights-Based Approach to Programming", a training module designed for UNICEF, 2008-10, to be piloted in Pakistan and adapted for use internationally.
20. "Transition from Women in Development (WID) to Gender and Development (GAD)", a training module developed for the NGO Resource Center, 1999
21. "The Situation Analysis of Gender Training Activities in Pakistan", published by JICA, 1996
22. A regional survey of 'Post-harvest and Food Processing Technologies for Women', UN RNAM, ESCAP, March-July, 1995 (Thailand, Philippines, China, Iran, Bangladesh, India, and Pakistan).