


NAME	Wafa Hafiz	
CURRENT POSITION(s)	Director & Owner, H&S Biz Associates Limited (February 11 to present) Head of Global M&E, Business Innovation Facility Program (Implemented by PwC UK)	
YEARS OF EXPERIENCE	More than 12 years of experience in the field of results measurement and private sector development	
AREAS OF EXPERTISE	Monitoring & Results Measurement, DCED standard, M4P Approach, Value Chain Analysis, Grants/Challenge funds, Private sector development, Livelihood, Women's Economic Empowerment/Gender in the context of M4P, Rural Development , Value for Money	
NATIONALITY:	Bangladeshi	
LANGUAGES:	English, Bengali (Native); Hindi, Urdu (Only spoken), Arabic (elementary speaking proficiency)	
COUNTRY OF RESIDENCE	United Kingdom	
COUNTRIES OF WORK EXPERIENCE:	Albania, Australia, Bangladesh, Cambodia, Fiji, Ghana, Kosovo, Liberia, Malawi , Myanmar, Nepal, Nigeria, Papua New Guinea, Solomon Island, South Africa, Sri Lanka, Tajikistan, Tanzania, Uganda, United Kingdom, Vanuatu, and Zambia	
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MOBILE	+447414250055 (UK);	
Current location	Currently Based in London, UK	

SUMMARY OF EXPERIENCE:

I have over 12 years of professional experience in international development specific to private sector development, M4P and monitoring and results measurement (MRM) as per the DCED standard. I am an expert in designing and implementing monitoring and results measurement systems (using logical models/results chain) to measure, and track project impact. I bring in extensive experience in designing, managing & implementing, and auditing results measurement system following the principles of DCED results measurement standard in South Asia, South East Asia, Africa (East & West), and in the Pacific.

I have pioneered in designing and implementing the DCED standard in Katalyst-the benchmark organization in M4P and DCED standard. I am the first consultants to have designed and implemented a DCED standard compliant system for a Challenge fund projects (Enterprise Challenge Fund Program) and enable the program to be DCED compliant. which had lead the need for developing the DCED guideline for challenge fund programs.

My greatest advantage is my expertise and skill both has a project manager as well as monitoring

results measurement expert. Further, I also bring in board both sector and issue based MRM experience. I am skilled in implementing DCED standard based measurement systems for projects related to agricultural, semi- industrial, manufacturing sectors, service sectors (such as media, ICT, advertising), environmental and climate change sectors (energy efficient clay brick program), as well as for projects related business enabling environment and policy reforms. I am also skilled to manage large portfolio programs single handedly. I have had the experience of managing MRM system compliant with DCED standard for a portfolio of 35 different sectors and issues singlehandedly.

I am skilled in using the M4P principles and the DCED standard both in complex environment and with complicated interventions/projects. She has the experience of using the standard for non-PSD projects like healthcare, Health sector challenge funds, and Education. She has pioneered in designing a DCED based system for measuring impact on conflict and stability indicators (Example-Grow Liberia). I have experience of using and implementing the standard in conflict affected areas (such As-Northern Nigeria)

I am seasoned consultant who can assure design and implementation of effective results measurement systems in complex and dynamic environment. I am highly adaptive, a fast learner, and highly skilled in interpersonal skills which is why I am able to design and delivery consistent high quality monitoring and results measurement systems and products with a variety of projects each operating in unique conditions. I have experiences with multiple donors, and understand their specific requirements in terms of results measurement. I have worked in projects funded by SDC, DFID and DFAT.

Key Highlights of my achievements!

DCED expertise!

I have the pioneering experience in designing and implementing DCED standard in Katalyst, based on which the DCED standard was developed. Because, my in-depth and first hand knowledge I have enabled projects to have DCED compliant systems. I have assisted GEMS1 to have a state of the art results measurement system and with appropriate use of the DCED standard lead GEMS1 to successfully pass a DCED full audit with securing a score of 85% in Must and 80% in recommended control points. Due to the high standard of results measurement system GEMS1 was also able to score A+ in the DFID performance review more than once, as per the ARIES score (including the project closure review)

I have assisted ECF to redesign the results measurement system, and within less than two years helped ECF MRM system to graduate from non-compliance to 76% compliance scoring a 'reasonable results measurement' system as per the DCED rating (mentioned in the standard version VI)

DCED Auditing Expertize!

I am one of the few DCED expert consultants who have both the experience of designing monitoring and results measurement system (as part of a project team) as well as being an auditor for other projects. I have been conducting DCED audits, and DCED pre-audits (preparatory ones) since August 2013. This unique combination of skill allows me use my experience as a DCED auditor to design highly effect monitoring and results measurement systems (as an implementer). This allows me to reduce the errors and gaps within the measurement systems.

An expert trainer!

I have been training project and organizational staffs on designing and implementing effective DCED aligned results measurement system (including, conducting good research), since 2006. I have conducted trainings and workshops on results measurement in Australia, Bangladesh, Kosovo, Liberia, Malawi, Nigeria, Papua New Guinea, Solomon Island, Tanzania, and Zambia in.

A Value for Money (VfM) Expert!

In addition to being a results measurement specialist. I am also extensively skilled in designing and implementing efficient systems to capture value for money in for both qualitative and quantitative indicators.

An efficient strategist with a combination of skills and expertise both as a project manager and a monitoring results measurement expert!

I have adept private sector development consulting experience, both in rural and urban sectors (in relation to both product and services). She has developed and successfully implemented pro-poor business models and strategies and managed interventions/projects in service sectors like health, education, ICT, distribution, media etc., value chain sectors like fish, maize, potato, vegetables, meat, leather, oil seeds, rubber, palm oil etc. And industrial and manufacturing sectors like furniture, plastic, jute processing, furniture, finished leather goods, fish processing etc. My combination of expertise in private sector development and effective monitoring and results measurement skills enables me to utilize results measurement as an effective management tool for effective performance measurement and provide effective strategic directions for decision-making and improved performance. Further, my expertise as a project manager also helps me understand the practical challenges of implementation a project manager faces, and helps me design systems that both effective and useful to the implementation team.

EDUCATION & QUALIFICATIONS:

- MA Development Studies with a major in Public Policy, Department of Development Studies, University of Dhaka, Bangladesh (July 2005 - September 2007)
- Bachelor of Business Administration(BBA) with a Major in Marketing, Minor in Human Resource Management, Institute of Business Administration, University of Dhaka, Bangladesh (January 2000 - December 2003)

TRAINING & SEMINARS:

- Attended a day long training on 'Real World Evaluation', on 17th March 2016, in Bangkok, Thailand
- Participated in the DCED Global Seminar on Results Measurement, 14-16 March 2016, in Bangkok, Thailand
- Participated in the DCED Global Seminar on Results Measurement, 24-26 March 2014, in Bangkok, Thailand
- Participated in the advanced workshop on 'Results Measurement-Discussion on current challenges' 27-29 March 2014, in Bangkok, Thailand
- Advanced workshop on Current trends and results in Private Sector Development Donor Committee for Enterprise Development (DCED), (Jan21-24, 2012)
- Presenter and participant in Current trends and results in Private Sector Development, Donor Committee for Enterprise Development (DCED) (Jan17-20)

- Advanced Training on DCED standard for Results Measurement, Donor Committee for Enterprise Development (DCED), (October 11-15, 2010)
- Participated in the UK Evaluation Society's annual conference on 'Evaluation under crisis', UK (November 24-25, 2009)
- Presented in SDC's Employment & Income (E&I) network seminar on "Result Measurement: Current Practices and Challenges" about Katalyst Monitoring and Impact Assessment System", SDC, (May 13-15, 2009)
- Trained on 'Monitoring and impact assessment for development activities', Organizational Development Group (ODG) of University of East Anglia (UEA), Norwich, UK (August 10- September 05, 2008)
- Trained on 'Making service markets work for enterprise competitiveness'. Obtained qualification on a) How design interventions to ensure enterprise competitiveness through benefiting the poor b) How to monitoring and impact assessment for market development intervention and to prove how benefits go to the poor, the Springfield Centre, Durham, UK, (March 4-9, 2007)
- Attended the 6th annual BDS Seminar titled "From 'BDS Market Development' to 'Making Markets Work for the Poor'-How broad should we go?", International Training Centre, International Labor organization, Turin, Italy (September 19-23, 2005)
- Participated in the 'Value Chain Program Design' training offered by Action For Enterprise (AFE) , Bangladesh, (April 24-28, 2004)

SELECTED RELEVANT EXPERIENCE:

NIGERIA, MALAWI & MYANMER: Head of Global M&E (Part time), Business Innovation Facility (BIF), a DFID funded program implemented by PwC UK (March 2016-present)

Wafa Hafiz is currently working as the Head of Global M&E for the BIF program. Her main role is to design and implement the results measurement. She provides the technical direction and mentoring to the M&E managers based in the country offices. Her responsibilities (among others include) designing, managing, planning, and implementing a DCED standard based Monitoring and Results Measurement System (MRM) throughout the organization; and to ensure that all markets and interventions conform to the system. She develops strategies and tools for effective monitoring of activities implemented; and impact capturing. She executes and coordinates various monitoring and measurement activity, these involve research planning, questionnaire designing, sampling, and field planning, pre- testing etc.

SRI LANKA, FIJI & PAPUA NEWGUIENA: Short term DCED Results Measurement Adviser, MDF , a project funded by DFAT and implemented by Cardno Emerging Markets.

Wafa is responsible for conducting a six months long hands on training and backstopping to a number of countries under the MDF project against the DCED standard (version VII). The assignment involved assessing the project overall MRM system, the intervention guides, having day long one to one meetings with the intervention managers, working with them on the results chains and measurement plans and in the process, building their capacity. This process involved addressing the gaps and capacitating the team with in-country and remote feedback to enable the project to better align with the standard.

ZAMBIA: Project team lead on MRM assignment under VUNA (a DFID funded program) to design a DCED compliant monitoring system for 'Climate Smart Agriculture in Zambia (CASZ) , a DFID funded program. (June 2016-present)

Wafa is currently providing a technical direction and leading and managing a team of three MRM consultant in a six-month assignment commissioned by VUNA to design a DCED standard based results measurement system for CASZ. Her responsibilities include. Her responsibilities (among others include) designing, managing, planning, and implementing a DCED standard based Monitoring and Results Measurement System (MRM) and project managing the assignment.

NIGERIA: Result Measurement and Knowledge Management Specialist, Growth and Employment in States (GEMS): Support for the Meat and Leather Industry, DFID (June 2011- September 2015) with The Palladium Group UK (formerly known as GRM International, UK)

Wafa Hafiz is worked as the Results measurement and Knowledge Management Specialist of the GEMS1-Support to meat and leather project. Her main role is to design and implement the results measurement and knowledge management system. Her responsibilities include designing, managing, planning, and implementing a DCED standard based Monitoring and Results Measurement System (MRM) throughout the organization; and to ensure that all the sectors/ sub-sectors and interventions conform to the system. She develops strategies and tools for effective monitoring of activities implemented; and impact capturing. She executes and coordinates various monitoring and measurement activities, these involve research planning, questionnaire designing, sampling, and field planning, pre-testing etc. She is also responsible for developing the intervention control framework and providing strategic guidance to the intervention managers in order for them to be able to design efficient M4P based interventions; this includes conducting intervention level strategic discussing, preparing and finalizing intervention logics, sub-sector logics, preparing detailed monitoring and evaluation plan for each intervention etc. She also prepared cost benefit analysis and calculated return on investments for interventions undertaken by the project. Wafa also designs and conducted quarterly, annual and semi-annual reviews of sector performance, contributing to strategic discussion and revision of strategies and intervention design based on impact findings. She also contributed to project level reporting and strategy papers like, project document, business plan, semester report, poverty strategy papers.

As part of designing the system, Wafa has also developed guidelines, tools, concepts notes, and is also drafting a manual for efficient implementation of the MRM system both internally and externally. Some examples include guideline for internal research, concept note on 'communication and knowledge management'; guideline on conducting quarterly technical review'

Wafa because of her extensive experience in implementing DCED standard based results measurement system is also currently coordinating the cross GEMS M&E team. **She also took the lead in organizing the first Coherency workshop meeting.**

UGANDA, Short term, DCED Pre-Audit, Swisscontact, (April 2016)

Wafa is responsible for conducting a pre-audit of one of Swisscontact projects in Uganda against the DCED standard (version VII). The assignment involved assessing the project overall MRM system, the intervention guides, interview intervention managers, project managers, partners, field assistants to identify gap and provide guidance and feedback to enable the project to better align with the standard.

ALBANIA, Short term, hands on training and backstopping), RISIA Albania, a HELVETAS Swiss Intercooperation project, funded by SDC (April 2016)

Wafa is responsible for conducting a week long hands on training and backstopping of one of Swiss HELVETAS projects in Albania against the DCED standard (version VII). The assignment

involved assessing the project overall MRM system, the intervention guides, having day long one to one meetings with the intervention managers , working with them on the results chains and measurement plans and in the process, building their capacity. This process involved addressing the gaps and capacitating the team with in-country and remote feedback to enable the project to better align with the standard.

KOSOVO, Short term-DCED trainer, S4RE, HELVETAS Swiss Intercooperation (February 2016)

Wafa was responsible for conducting a brief day long orientation and training of the S4RE project team on 'how to develop and use results chains'. Her assignment included preparing and organizing the workshop; where participants would receive practical experiencing of developing a results chain.

TAJIKISTAN, Short term, DCED Pre-Audit), HELVETAS Swiss Intercooperation, (January 2016 -February 2016)

Wafa is responsible for conducting a pre-audit of one of Swiss HELVETAS projects in Tajikistan against the DCED standard (version VII). The assignment involved assessing the project overall MRM system, the intervention guides, interview fund managers and grantees to identify gap and provide guidance and feedback to enable the project to better align with the standard

BANGLADESH, Short term, DCED Pre-Audit and training), Katalyst, Swisscontact , (November-December 2015)

Wafa is responsible for conducting a pre-audit of the Katalyst project against the DCED standard (version VII). The assignment involved assessing the project overall MRM system, the intervention guides, interview fund managers and grantees to identify gap and provide guidance and feedback to enable the project to better align with the standard. In addition, Wafa was also responsible for conducting (two week long) hands on training of the MRM team on how to implement the DCED standard and on preparation for an audit.

KOSOVO, Short term-DCED mentor, Enhancing Youth Enterprises (EYE), HELVETAS Swiss Intercooperation, (May 2015 -present)

Wafa is responsible for assessing the projects MRM system, against the DCED standard (version VII) and provides hands on capacity building for the MRM manager. The assignment involves review the relevant documentation of the MRM system (such as the intervention guides) and conducting in-country and remote (skype/email based) capacity building meetings outcome managers, project officers and the MRM manager.

TANZANIA, Short term, DCED Pre-Audit, Tanzania Agri-business Window (TZAW), under AECF, KPMG, (April 2015-June 2015)

Wafa was responsible for conducting a pre-audit of the TZAW project against the DCED standard (version VII). The assignment involved assessing the project overall MRM system, the intervention guides, interview fund managers and grantees to identify gap and provide guidance and feedback to enable the project to better align with the standard.

SOUTH AFRICA: Short term, DCED Pre-Audit, Energy Efficient Clay Brick (EECB) Project, Swisscontact, (April 2015-June 2015)

Wafa was responsible for conducting a pre-audit of the EECB project against the DCED standard (version VII) The assignment involved assessing the project overall MRM system, the

intervention guides, interview team members to identify gap and provide guidance and feedback to enable the project to better align with the standard.

ZAMBIA: Short term DCED Mentor, Rural Youth Enterprise for Food Security (RYE-FS), ILO (September 14 to April 2015)

Wafa supported the RYE-FS to understand the DCED standard the requirement of designing, implementing and managing a DCED standard based results measurement system. The first mission in September comprised of conducting a 5-day long training on designing results chain, measurement plans and conducting projections. Will be also supporting RYE-FS in designing a DCED standard based results measurement system. Her responsibilities include (but are not limited to) assisting the team in developing a DCED compliant logframe, setting targets and orienting the team on use and application of the standard ,and assisting in developing the results measurement framework , guideline and manual.

MALAWI: Short term DCED Adviser, Malawi Oilseed Transformation (MOST), DFID (January 2014-March 2014) with Adam Smith International UK

Wafa supported MOST in designing a DCED standard based results measurement system as part of the inception phase design stage of the program. She was also responsible for developing the logframe, setting targets and for designing intervention and sector level guides for the program. She also prepared value for money framework and analysis for the program.

LIBERIA: Short term DCED Adviser, GROW, SIDA (November 2013-February 2014) with Adam Smith International UK

Wafa supported GROW in designing a DCED standard based results measurement system as part of the inception phase design stage of the program. She was also responsible for developing the logframe, setting targets and for designing intervention and sector level guides for the program. She also prepared value for money framework and analysis for the program. She also developed a detailed manual and conducted staff training on implementing a DCED standard based results measurement. She was responsible for providing hands on training to the in-country results measurement person on articulating results chains, preparing projections, setting attribution strategies and on overall management of the MRM system.

BANGLADESH: Short term DCED Adviser, Health Innovation Challenge Fund (HICF), DIFD (October 2013-November 2013) with GRM International, UAE

Supported as a DCED Results adviser, and facilitated key stakeholder discussions and formulated a programme Theory of Change and DFID log frame to reflect this. Developed a DCED aligned Results framework and MRM Plan during Inception phase.

EAST ASIA AND PACIFIC: Results Measurement Mentor and Adviser, Enterprise Challenge Fund (July2011-October 2013) with Coffey International Development, AU

Wafa supported the ECF project of Coffey in preparation for the mock DCED audit and results measurement manual. She supporting the project to align and improve their results measurement system to have DCED standard compliance. She is also worked on designing the VFM system for the project.

NEPAL: Short term assignment to perform a DCED audit for NMDP Samartha- a project in Nepal; with Adam Smith International, UK, August 13-September 13

Wafa has conducted a full DCED standard based (system in place) audit of NMDP Samartha project. Through the auditing process Wafa supported the project with guidance and recommendation in order for the project to be able attain full compliance of standard.

AUSTRALIA & THE PACIFIC: Short term results measurement consultant for DFAT (May 2011, & October 2011)

Wafa supported DFAT (Formerly known as AusAID) in May 2011 in a month long support build capacity of ECF projects' country managers in DCED standard; She also supported in building the capacity of DFAT (then AusAID) Pacific Fisheries Program team in developing theory of change models

NIGERIA: Short term Results Measurement Consultant, Growth and Employment in States (GEMS): Support for the Meat and Leather Industry, DFID (Mar 10-20, 2011, & April 11-15, 2011) GRM International, UK

Wafa assisted 'GEMS-Support for meat and leather industry' program to prepare their first logframe, set log frame targets; and also developed the 'Intervention control framework' document (a monitoring and results measurement document-for reporting in line with DCED standard). She also contributed to the overall GEMS program's logframe work shop to develop the overall program log frame.

TANZANIA: Short term assignment : Hands on training on designing scale up intervention and performing intervention level monitoring, Rural Livelihood Development Company RLDC, Swisscontact, SDC (February 20-28 , 2009)

Wafa assisted RLDC business analysts and program management team in conceptualize the approach to defining and designing scale up intervention, provided hands on training in conducting scoping assessment based on existing interventions, provided guidance to the M&E manager on how to manage and implement an results measurement system for decision making.

BANGLADESH: Reviewer, Katalyst (March-April 2011), Swisscontact

Wafa conducted a review of Katalyst's results measurement document and results chain and aligned them with the DCED standard.

BANGLADESH: M&E Specialist, Making Agriculture and Market Systems work for Landless, Marginal and Smallholder Farmers in Bangladesh, EU (September 2010).

Wafa designed a sector baseline study for the M4P project implemented by Practical Action Bangladesh in association with its partner NGO namely BASA and VPKA.

BANGLADESH: Short-term Consultant, Traidcraft

Wafa provided short-term assistance on a number of projects:

- Designed a baseline questionnaire and study plan for the Golden Fiber project of Traidcraft Exchange Bangladesh, January 2010
- Assisted Traidcraft Bangladesh in revising and finalizing the project Log-frame for the Golden Fiber project, June 2009
- Designed a baseline questionnaire and a study plan for SLIPP project of Traidcraft Bangladesh, June 2008

- Assisted Traidcraft Bangladesh in developing tools for sub-sector study for the SLIPP project., January 2008

BANGLADESH: Manager Monitoring and Results Measurement, Katalyst, (May 2004- Dec 2010).

Katalyst was a 50 million CHF and 70 staff M4P project (Funded by DFID, SDC, CIDA and Embassy of Netherlands). Wafa manage a team of five consultants and three researchers; and supervised and lead the results measurement activities of 18 sectors/cross sectors and 3 issues (health, gender social and working environment). Her work was particularly focused on the following sectors: vegetable, potato, maize, fisheries, prawn, plastic, furniture, healthcare, fertilizer, dairy and ICT. Her responsibilities included managing, planning, implementing and supervising the implementation of the organizational MRM system and ensure that all the sectors conform to the system. Wafa developed and updated guidelines, tools, concepts note, and manuals for efficient implementation of the MRM system both internally and externally. Examples of these are a methodology paper for monitoring impact on Gender and ESRB (Environmentally and Socially Responsible Business) issues, an MRM guideline for monitoring and capture synergistic impact of market development and sustainable livelihood approach, a concept paper for poverty monitoring. Wafa developed strategies and tools for effective monitoring of activities implemented; and impact capturing. This included preparing and finalizing intervention logics, market logics, preparing detailed monitoring and evaluation plan for each intervention. She prepared cost benefit analysis and calculated return on investments for various interventions undertaken by the project. Wafa executed and coordinated M R M activities. This involves research planning, questionnaire designing, sampling, and field planning, pre-testing etc. and conducting sub sector studies and value chain analysis as baselines MRM activity. Wafa designed and conducted quarterly, annual and semi-annual reviews of sector performance, contributing to strategic discussion and revision of strategies and intervention design based on impact findings. She also contributed to project level reporting and strategy papers like, project document, business plan, semester report, poverty strategy papers. She was responsible for assessing training needs of partner organizations and conducting MRM training for Katalyst staff and other partner organizations. Wafa progressed into the role of Manager from the position of Assistant Liaison Officer.