

## **Abid Ahmed Mallick**

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### **SUMMARY OF PROFESSIONAL EXPERTISE AND EXPERIENCE:**

Strategic thinker and result-oriented leader with a focus on systems, sustainability, inclusion and scale. Brings over two decades of international development experience working with Aga Khan Foundation (AKF), World Bank (WB), and Asian Development Bank (ADB) in **leading, strategizing and managing country and project portfolios, evaluation and monitoring, systems and institutional strengthening, and program design**. Trained as systems engineer focused on public, social and organizational systems. Integrates systems thinking to program or process design, analysis, monitoring and evaluation. Strong understanding of social and economic inclusion sectors. Fostered productive partnerships with public and private sector and civil society. Successfully led geographically dispersed, multi-sector operations and teams in parts of Asia, Africa and North America.

### **EDUCATION:**

M.S. (Industrial and Management Engineering), Rensselaer Polytechnic Institute, New York, 1988

M.S. (Systems Engineering), Rensselaer Polytechnic Institute, New York, 1987

B. Engg. (Electrical), N.E.D. University of Engineering and Technology, Karachi, Pakistan, 1984

### **CONSULTING EXPERIENCE:**

#### ***March – Sep 2020:* Summative Evaluation of the Toronto Centre; Client: Toronto Centre**

Part of a three-member team selected to carry out summative evaluation of Toronto Centre [www.tornocentre.org](http://www.tornocentre.org), an independent non-profit organisation with a mission to provide high-quality capacity building programs for financial regulatory and supervisory agencies in emerging markets and developing countries. The evaluation was to assess the relevance, effectiveness and impact of TC's capacity building program. Developed evaluation methodology and workplan, conducted key informant interviews and document review, led economy, efficiency, effectiveness and sustainability analysis, developed case study and wrote major sections of the evaluation report.

#### ***Nov 2019 - Jan 2020:* Strategy development for engaging private philanthropic foundations Client: Asian Development Bank, Manila**

Undertook a landscape analysis of private philanthropy for international development based on secondary data. Mapped top 50 private philanthropic foundations, prioritized 10 foundations with high potential for partnership, and developed strategy and plan for ADB to engage them in partnerships on socio-economic development and climate change initiatives in Asia and Pacific region. Also developed bespoke approaches for ADB to engage ten high potential foundations.

***Aug - Oct 1991:* Consultant (Principal Analyst), SEBCON Consulting, Islamabad:** Worked as Principal Analyst on the World Bank study on Urban Water Supply and Environmental Sanitation in Punjab, Pakistan. Designed household survey methodology, questionnaire and tabulation plan, oversaw data collection and carried out data analysis from approximately 300 households. Contributed to final report.

***July - Aug 1991:* Consultant (Principal Investigator), SEBCON Consulting, Islamabad:** Developed monitoring and evaluation system for the Pak-Swiss Agricultural Light Engineering Program in Mardan, North West Frontier Province (now Khyber Pakhtunkhwa).

***June 1991:* Consultant (Principal Investigator), SEBCON Consulting, Islamabad:** Conducted market research on fuel efficient multipot stove developed by GTZ to reduce consumption of firewood and minimize deforestation in the mountain areas of Khyber Pakhtunkhwa province.

**May 1991: Financial Analyst, National Conservation Strategy (NCS), Islamabad:** Worked as part of a team contracted to develop a long-term conservation strategy for Pakistan in fourteen sectors.

**April 1989 - Feb 1991: Research Associate/Consultant with EDC Ltd, on the following projects/studies:**

- Economic Evaluation of the World Bank/CIDA Strategic Investment Plan for Rural Water Supply, Sanitation, and Institutional Development Projects for Sindh, Balochistan, Khyber-Pakhtunkhwa, Gilgit-Baltistan and Azad Jammu and Kashmir.
- Asian Development Bank funded TA Project on Technical and Vocational Training System in Pakistan.
- ADB-funded TA project to prepare Agriculture Development Plan for Rain fed Areas of Khyber-Pakhtunkhwa.
- CIMMYT-DRMS collaborative project on Rockefeller Foundation sponsored study on The Impact of Technological Change in Wheat in Pakistan

## **EMPLOYMENT EXPERIENCE:**

**August 2012 to August 2019: Country Director, Aga Khan Foundation Tanzania**

Provided strategic leadership, capacity building support and oversight to Aga Khan Foundation's multi-sector program and operations across mainland Tanzania and Zanzibar with an annual budget of approximately \$ 10 million. Led a team of over 90 members focused on creating systemic impact through high quality program design and implementation, learning and influencing. Improved program performance and expanded it to six regions with impact reaching over one million women, men and children in some of the most marginalized districts. Country portfolio included 12-15 projects in education, early childhood development, health, agriculture, MSME development, digital financial services and community-based savings group. Key accomplishments:

- *Organisational development:* Led organisational development of AKF Tanzania through restructuring, team building and staff development, fostering clarity on organizational vision/mission, strengthening financial management and HR systems, and improving organisational culture.
- *Team management:* Improved organizational structure and established senior management team comprising heads of program, M&E, finance, admin and human resources. Fostered shared understanding within the team on organisational goals and values. Introduced clarity in job description and expectations, improved performance management process, and invested in building leadership and people management capacity of supervisors.
- *Program management:* Provided oversight on country portfolio of 12-15 projects in multiple regions and sectors funded by multiple donors. Introduced results-based management approach. Promoted collaboration between program, finance, admin, MERL and HR teams for effective grant management and program delivery through regular communication and team work. Ensured managers and their teams are well supported and held accountable for delivery of workplans, reports and results. Consistently received 'successful' or 'highly successful' ratings in all evaluations commissioned by donor agencies.
- *Monitoring, evaluation, research and learning (MERL):* Established MERL system and team at AKF Tanzania. Fostered a cohesive MERL unit with resources (budget, staff and technology) and close collaboration with program and finance teams. Ensured projects have operational performance measurement frameworks including baseline, ongoing monitoring, qualitative studies, and end-of-project assessment. Established semi-annual reflective review of projects for tracking progress, performance improvement and learning. Fostered learning through learning dialogues and

commissioning studies on selected topics (gender, health, agriculture extension and market systems) and production of learning briefs on program experiences. Some of the learning briefs can be accessed at [http://www.bdsknowledge.org/dyn/bds/bds2search.details2?p\\_phase\\_id=944&p\\_lang=en&p\\_phase\\_type\\_id=6](http://www.bdsknowledge.org/dyn/bds/bds2search.details2?p_phase_id=944&p_lang=en&p_phase_type_id=6).

- *Partnership building:* Fostered productive and formalized partnerships with private sector (agri-business companies, mobile money aggregator, social enterprise), local and national government institutions, civil society organisations and a multilateral institution (UNICEF). This included successful execution of public-private partnership with district governments on completion of six irrigation schemes and three post-harvest facilities and development of teacher training course.
- *Program development and Resource Mobilisation:* Led program development and resource mobilization (with 69% success rate) leading to 60 percent growth in program budget, donor diversification and expansion to 3 new geographic regions and 2 additional thematic areas. Co-facilitated project design and proposal development for over 12 projects including innovative initiatives on digital financial services. Strategised and led networking with donor agencies. Secured over \$ 30 million funding from bilateral, multilateral and private philanthropic institutions.
- *Strategising:* Co-facilitated country strategy development for Tanzania for 2018-2020. Refined partnerships and resource mobilization strategy resulting in successful donor diversification.
- *Visibility:* Enhanced visibility of Aga Khan Foundation and positioned it as one of the leading go-to development partners in Tanzania.

**May 2008 to July 2012:**

**Nov 2004 to April 2008**

**June 2002 to Oct 2004:**

**Director of Programs**

**Senior Program Manager**

**Program Manager**

**Aga Khan Foundation Canada (AKFC), Ottawa**

Led AKFC program team and portfolio resulting in steady growth in size, quality and impact of program spread across 13 countries with initiatives on education, health, early childhood development, agriculture livelihood, youth development, civil society strengthening and post disaster relief and reconstruction.

- *Team management:* Led and mentored AKFC program team (8-10 managers/officers) into a high performing cohesive unit.
- *Program management:* Provided oversight on AKFC's program portfolio of 12-15 projects in the above-mentioned sectors. Developed and operationalized portfolio tracking dashboard. Provided overall supervision and quality control on the multi-sector and multi-country grant portfolio supported by AKFC. Regularly engaged with country units on existing and new program development.
- *Program design and resource mobilization:* Led/facilitated ideation, design and development of 12 new projects and proposals in the above-mentioned sectors in collaboration with technical teams in various countries. Guided and worked with the team and CEO in mobilising over \$ 170 million from Global Affairs Canada (former CIDA) for programs in Asia and Africa in multiple sectors.
- *Program review, monitoring and evaluations:* Conducted project design and monitoring missions to Bangladesh, Pakistan, Afghanistan, Egypt, Mozambique, Tanzania and Kenya. Managed/advised over 10 external and internal evaluations of AKFC projects, designed/supervised technical advisory services to project partners, and led project appraisal and review missions.
- *Senior management support:* As part of senior management team, regularly advised the CEO on AKFC strategy, resource mobilization approach and priorities, staffing and strengthening of management systems.

**February 1995 - April 2002: Senior Monitoring and Systems Specialist;  
Asian Development Bank, Islamabad, Pakistan**

Worked on establishing/strengthening monitoring and evaluation systems for Social Action Programme (SAP) implemented by Government of Pakistan between 1993 and 2002 with joint funding of over \$ 450 million from World Bank, Asian Development Bank and bilateral donors for accelerated development of social sectors including elementary education, primary health, family planning, and rural water supply and sanitation. As Sr Monitoring and Systems Specialist, responsible for coordinating M&E activities under SAP and for strengthening M&E systems and processes at national and sub-national levels to track progress on human development, poverty reduction, social sector service delivery and governance. Major tasks/accomplishments included:

- *SAP M&E framework:* Synthesized M&E requirements of Social Action Program in a framework that identified key output, outcome, impact and governance indicators in each sector along with relevant M&E systems and processes to track them.
- *National system for monitoring governance in social sector:* Led the design and introduction of a unique Third Party Validation (TPV) system at the Department of Auditor General for monitoring governance in delivery of social sector services. The TPV system enabled A.G. Department to annually review and check compliance of a sample of around 3,000 randomly selected cases of recruitment, procurement, site selection and staff absenteeism in health, education, population welfare and rural water supply and sanitation departments across the country. Led technical assistance for national level implementation of four annual rounds of TPV culminating in completion and launch of reports in 1998, 1999, 2000 and 2001. TA included developing TPV concept, methodology, questionnaire, sampling, data collection method, data quality assurance, database development, data analysis, training of auditors, reporting, dissemination of results and targeted policy dialogue to address systemic weaknesses in government policies, procedures and criteria. TPV was identified by World Bank as one of the most successful monitoring initiatives under SAP.
- *National system to evaluate impact of SAP:* Provided technical assistance to the Federal Bureau of Statistics (FBS) in planning and conducting the Pakistan Integrated Household Survey (PIHS), designed on World Bank's Living Standard Measurement Survey methodology. Based on a sample of 14,000 households across the country, PIHS was the principal instrument used by the Government of Pakistan and World Bank for evaluating the impact of SAP at national and provincial levels. Four rounds of the Survey were completed with the publication of 1995, 1996, 1998 and 2002 reports. Specific support provided to FBS included assistance in defining the focus of PIHS, revision of questionnaires, coordinating donors/govt requirements and their reflection in the PIHS instruments, improving data collection and analysis, finalizing the report and promoting utilization of survey results for decision making.
- *Education and Health Management Information Systems (EMIS, HMIS):* Facilitated health and education departments in using HMIS and EMIS for evidence-based planning and management.
- *Assessments of service quality:* Developed ToRs and commissioned two annual assessments of quality of basic education and health services through surveys of over 300 schools and health facilities and communities in all provinces.
- *Analytics:* Produced four analytical reports and a comprehensive performance analysis of SAP based on key human development and governance indicators drawn from results of multiple national surveys (PIHS, TPV, DHS) and studies.
- *Institutional review:* As part of a multi-disciplinary team, carried out an institutional review of two of the largest tertiary care hospitals in Pakistan with a view to improve efficiency and quality.

**Nov 1991 - Dec 1994: Monitoring and Evaluation Advisor, Rural Water Supply and Sanitation Program; World Bank, Islamabad**

Responsible for strengthening national M&E System for World Bank supported Rural Water Supply and Sanitation sector program in Pakistan. Worked with Ministry of Local Government and Rural Development and counterpart provincial agencies responsible for rural water supply and sanitation (RWSS) services. Supported the Ministry in developing M&E plan for RWSS sector, assisted in identifying key indicators and new RWSS policies to track sector progress, guided a programmer in developing database of RWSS schemes and indicators, established communication procedures between the Ministry and provincial agencies for data collection and exchange of information/feedback, trained relevant staff of the Ministry in managing database and promoted utilization of M&E data through the Policy Implementation and Review Committee of the Ministry, provincial agencies, World Bank, UNICEF and UNDP.

**Oct 1984 - Aug 1985: Trainee Engineer, Siemens Engineering Company, Islamabad:** Member of a team of engineers responsible for sale, installation and maintenance of power engineering equipment.

***Computer skills:*** Proficient in MS-Word, Excel, Powerpoint; Experience in using SPSS

***Languages:*** Fluent in English and Urdu, functional in Hindi and Bengali