

SYEDA SAMIRA SAIF

SUMMARY OF QUALIFICATIONS AND EXPERIENCE

- Over 12 years of experience in monitoring and results measurement (MRM) and women's economic empowerment (WEE) across private sector development and governance programs.
- Experience in managing and evaluating MRM systems for programs funded/implemented by The World Bank, DFID UK, Australian Govt. Department of Foreign Affairs and Trade (DFAT) Swisscontact program supported by the Swiss Development Cooperation (SDC) and UNCDF.
- Extensive experience in designing strategic frameworks/systems on MRM and Inclusion for bilateral and multi-country programs, that are DCED compliant and adhere to OECD standards.
- Experience in managing and/or reviewing progress of over 200 interventions and more than 15 sectoral and thematic research, using applied qualitative and quantitative research methods across a range of agriculture and non-ag sectors.
- Supported different country programs on preparation for over 6 DCED audits, all of which scored above 90%.
- Experience of working in different socio-economic contexts across Asia and the Pacific- Bangladesh, Pakistan, Sri Lanka, Timor-Leste, Papua New Guinea, Fiji, Tonga, Solomon Islands, Vanuatu, Samoa Philippines and Vietnam.
- Advanced degree in International Development with a concentration in Economic Development Policy.

PROFESSIONAL EXPERIENCE

Evaluation Consultant **October 2020- July 2021**
Evaluation for Oxfam Canada, Creating Spaces Program

Key responsibilities:

As part of an evaluation team conduct a final program evaluation of Oxfam Canada's multi-country program- Creating Spaces to Take Action on Violence Against Women and Girls across Bangladesh, Pakistan, India, Indonesia and the Philippines. Responsibilities include inputs to evaluation design, document reviews, primary interviews of stakeholders, analysis of findings, and final evaluation report.

Collaboration, Adaptation and Learning (CLA) Consultant **May 2020- present**
Aus4Equality|Gender Responsive Equitable Agriculture and Tourism (GREAT) Program

The Australian Government Department of Foreign Affairs and Trade (DFAT) funded economic development program aimed at promoting women's economic empowerment (WEE) in the ethnically diverse north-west region of Vietnam, focused on women from ethnic minority communities. The program is managed by Cowater International.

Key responsibilities:

Work with the programme's technical and monitoring and results measurement teams to lead their knowledge management plan and develop a collaboration, learning and adaptation plan. This includes synthesizing and analysing evidence based on their existing research and MRM findings, producing learning products, advising on and designing priority research and learning efforts and using them to inform programme decision making and broader learning.

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 Ottawa, Canada

EDUCATION

MSc in Development Management

Concentration in Economic Development Policy
London School of Economic and Political Science (LSE), UK (2013)

MA in Development Studies

North South University, Bangladesh (2011)

Bachelor of Business Administration (BBA)

North South University, Bangladesh (2008)

COUNTRY EXPERIENCE

Bangladesh, Pakistan, Sri Lanka, Timor-Leste, Fiji, Papua New Guinea, Samoa, Solomon Islands, Tonga, Vanuatu, Vietnam, The Philippines and Zambia

LANGUAGES

English (Fluent)
Bengali (Native)
Hindi and Urdu (Intermediate)
Tetum (Basic)
French (Basic)

IT SKILLS

MS Office advanced user (Word, Excel, PPT and Outlook), SPSS and STATA

Short Term Consultancy Support**March 2020- present****Private Enterprise Programme Zambia II (PROSPERO)**

DFID Zambia's flagship contribution towards DFID's Economic Development Strategy, aimed at systematically transforming the finance and investment environment for SMEs in Zambia, helping companies to take promising business ideas to scale and become the engine of job creation in the economy.

Key responsibilities:

Provide consultancy support to develop the Monitoring & Evaluation Framework for phase 2 of PEPZ in engagement with Dev Learn Consulting. Responsibilities include development of the VFM framework, M&E Plan and procedures manual, provide inputs to changes in staffing requirements, team structure and roles and responsibilities and development of the annual M&E budget for PROSPERO.

Short Term Advisor- Qualitative Monitoring, Evaluation and Learning**October 2019-present****Impact Investing Pathway****Investing in Women Programme**

The Australian Government Department of Foreign Affairs and Trade (DFAT) funded program, focused on catalysing inclusive economic growth by contributing to women's economic empowerment in South East Asia (Vietnam, Indonesia and the Philippines), through impact investments and influencing gender norms. The program is managed by Abt Associates Pty Ltd.

Key responsibilities:

Monitor and capture how the impact investing partners change organisationally to embrace gender lens investing principles and examine how those changes lead to higher-order outcomes in moving capital to WSMEs with a gender lens. This involves designing methodologies for collecting qualitative data, for analysis and reporting. The findings are used to support the development of an evidence base for impact investing in WSMEs using gender-lens approaches in South East Asia.

Trainer (part-time) on the Making Markets Work Training Programme**April 2019-present****The Springfield Centre, UK**Key responsibilities:

- Develop/update the materials for an elective training module on "Measurement: information into use"; and
- Co-facilitate and deliver this module as part of an international training programme that is conducted twice a year. The training programme is attended by program managers, monitoring and results measurement specialist and Donors.

Consultant**August 2019- March 2020****Project Services International, Canada**Key responsibilities:

- Support PSI in conducting a mid-term evaluation of UNCDF's multi-country program for Inclusive and Equitable Local Economic Development (IELD). Responsibilities include evaluation design, document reviews, field data collection and analysis, case study development and final evaluation report inclusive of donor debriefs, focused primarily on Bangladesh, Tanzania and Uganda.

Monitoring and Results Measurement Manager**November 2018– August 2019****(Head of MRM for the program- global)****Pacific Horticulture and Agriculture Market Access (PHAMA) Plus**

The Australian Government Department of Foreign Affairs and Trade (DFAT) and the New Zealand Ministry of Foreign Affairs and Trade (MFAT) funded program, worth AUD 32 million, focused on pacific export/trade, operating across 6 countries (Fiji, Papua New Guinea, Solomon Islands, Vanuatu, Tonga and Samoa). The program is managed by AECOM Services Pty Ltd.

Key responsibilities:

- Design and manage the Monitoring and Results Measurement system for the program in compliance with the DFAT and Donor Committee for Enterprise Development (DCED) standards for MRM.
- Support the development of the Gender and Social Inclusion (GSI) framework for the program and its integration with the MRM system.
- Supervise a team of program-wide Deputy MRM Manager and country-based MRM and Communications Officers (MRMCOs), to ensure MRM analysis, reporting and learnings are undertaken as part of the management and planning cycles, fed back to inform program management, and communicated to client and stakeholder audiences as appropriate.
- Design program KPIs, monitor and measure program progress and impact, aggregate results for reporting and portfolio management.
- Conduct portfolio reviews in relation to programs' KPIs and value for money (VFM) objectives.
- Provide inputs into intervention design and sector strategies based on key findings.

- Lead cross-country and regional trade analysis and reporting – focusing on comparative advantages, trade movements, etc.
- Train all MRM and country implementation teams to develop, results chains, indicators, monitoring plans, develop projections for results and attribution strategies with a view to the appropriate use of research instruments and approaches, data collection (qualitative and quantitative), and analysis for monitoring deviations against projections and recommend remedial action as needed.
- Prepare reports for Donors on portfolio quality and progress.
- Lead program-wide analytical efforts and support country teams in coordination with the gender specialist to ensure women's economic empowerment (WEE) and inclusion strategies are appropriately integrated.
Support teams to identify and capture the financial and social benefits to businesses of being inclusive and the impact on program relevant WEE dimensions.

Director, Quality and Inclusion

July 2016 - January 2019

(Head of program responsible for the monitoring and results measurement and women's economic empowerment)

Market Development Facility (MDF)

The Australian Government Department of Foreign Affairs and Trade (DFAT) funded pro-poor private sector/market systems development program operating in 5 countries (Fiji, Timor-Leste, Papua New Guinea, Sri Lanka and Pakistan), across multiple agricultural, manufacturing and service sectors and managed by the Palladium Group. MDF is an AUD 110 million worth program that began in 2011 and is currently in its second phase. As of 2018, the program reported a private sector investment leverage of USD 14 million which resulted in additional attributable market transactions of USD 60 million.

Key responsibilities:

Lead and provide technical support to the Results Measurement and Women's Economic Empowerment teams across all MDF country programs.

Results Measurement-

- Lead and manage the Results Measurement (Monitoring & Evaluation) System of the facility across all MDF supported country programs that is compliant to DFAT and DCED standards.
- Review and update MDF Facility-wide performance indicators and the Results Measurement Manual.
- Provide in-country mentoring and training to all Country Implementation teams (particularly the RM and WEE advisers/specialists in each country program) to ensure that the MDF RM System is built into its entire implementation and management process.
- Provide guidance on and ensure quality of M&E processes across all countries which includes development and/or review of intervention guides (theories of change for each intervention, indicators, projections, attribution strategies and measurement plans); use of good research practices and appropriate M&E tools, integration of cross-cutting themes, particularly WEE.
- Provide inputs to country portfolio and sector strategy reviews based on the lessons gathered through the RM system and advise necessary changes to program implementation activities.
- Oversee all major country specific case studies and research initiatives on different themes (private sector development, gender, poverty, sector assessments), ensuring proper use of research tools and methods and assist country teams with research design and analysis.
- Lead and manage the Facility Aggregation System and provide guidance to country specific RM specialists to collate and report on results and projections and develop the Facility-level Aggregated Results Report for DFAT.
- Harmonize country level and facility-wide results measurement practices and top-level indicators to report on program performance to DFAT.
- Develop content for Annual Strategic Plans, Annual Aggregation of Results Report and Semester Reports.
- Actively engage with DFAT (Canberra and country levels) to build awareness, understanding and appreciation of MDF's Results Management System, approaches to WEE and other cross-cutting issues.
- Provide feedback to and be part of the Aid Quality Check process for all 5 countries in coordination with DFAT country posts and Canberra.
- Represent MDF at national and international conferences/seminars and workshops.
- Supervise country specific and facility wide M&E and WEE work-plans and budgets.
- Manage consultancy inputs including DCED audit process for all countries.

Women's Economic Empowerment-

- Support the County Teams in terms of embedding MDF's WEE Framework into Sector Strategies, implementation activities and results measurement efforts.
- Support the development of and/or delivery of MDF's in-house WEE training programme.
- Support and where needed, manage, WEE-specific studies, including study design, team composition, consultant selection and management, budgeting and scheduling, analysis and write-up and dissemination of findings.
- Support Country Teams in terms of monitoring and doing research on outcomes relevant for WEE, particularly around access and agency.
- Generate learning relevant to the international debate on how WEE can be progressed through business channels (the 'business case approach').
- Present on MDF's WEE Framework, implementation progress and updates on results, thereby actively contributing to building broader understanding of MDF's approach to WEE to different stakeholders.
- Co-manage the implementation of the Gender Equality Fund.

Market Development & Results Measurement Adviser- Timor-Leste**February 2014 – June 2016**

Market Development Facility (MDF), Timor-Leste

Key responsibilities:*Results Measurement:*

- Lead and manage the Results Measurement (Monitoring & Evaluation) system in MDF-Timor-Leste conforming DFAT requirements and the DCED (Donor Committee for Enterprise Development) standard.
- Build the capacity of the Timor-Leste Country Team (CT) to understand and utilise the Facility's near real-time results measurement system and help foster a culture of continuous learning and honest inquiry in relation to results achieved.
- Facilitate the CT in the development of intervention guides which includes clear results chains, SMART indicators, projections for estimating expected results, attribution strategies and measurement plans for each intervention and sector in which MDF is active.
- Ensure that results measurement efforts (including baselines and assessments) conform to good research practice (through practical research plans, use of appropriate research tools, proper data collection and inputs) and support the team to analyse the data, summarise in digestible/usable form and feed into management decision making.
- Lead, design and contribute to key research studies such as Timor-Leste Poverty & Gender in Agricultural Households Study and Sector Assessments.
- Support the country team to aggregate results at country level and then support the Facility's Results Measurement Manager to aggregate facility level results from all 5 countries to report to DFAT.
- Contribute to write the Timor-Leste country sections of the Annual Aggregation of Results Report.
- Take the lead in and build capacity of the TL country team, to ensure the effective integration of key cross-cutting themes- Women's Economic Empowerment, Environment and Disability across the portfolio. Make sure that WEE is well integrated into the RM system (that is, all theories of change reflect inclusion of WEE indicators and all measurements capture changes to the different domains of WEE and the findings are shared with management team and partner for necessary improvements to the intervention design).
- Support the team in collecting data relevant for WEE, including facilitating and training on conducting focused group discussions.
- Provide short-term results measurement and implementation support to other countries across the facility upon request of relevant Country Representatives and Team Leader (e.g. support to conducting the sector portfolio assessment and develop sector strategy for Sri Lanka country program at the program inception phase).
- Manage key RM audit processes.

Implementation and Country Program Management:

- Manage Timor-Leste country operation including, program budget and HR, as required (such as from August 2015 to June 2016).
- Support the strategic development and management of a portfolio of agricultural and non-agricultural (manufacturing and tourism) sector interventions.
- Support the country team to lead market systems analysis; develop a 'deep' understanding of their functioning and identify constraints to pro-poor growth as well as opportunities to unlock this growth for selective sector interventions.
- Build the capacity of the country team to identify potential strategic partners in the private and public sector to trigger innovative business practices to reduce constraints to pro-poor growth in a systemic and sustainable manner, and negotiate comprehensive 'deals' with them, as the basis for interventions; ensure that all deals and contracting is compliant with the Facility's grant and procurement guidelines.
- Monitor country budget implementation and its reflection in results achieved.
- Communicate and negotiate with different public sector, private sector and development partners on interventions and policies relevant to MDF-TL sector portfolio.
- Present on the Results Measurement System, WEE Framework and the Country Results to donor, other development partners and key private and public sector agencies at different forums.

**Intern, International Development Assistance Services Unit
KPMG, London, United Kingdom****August 2013- October 2013**

Key responsibilities:

- Provide analytical and technical support for development programs managed by the International Development Unit
- Conduct scoping missions and provide technical support in developing proposals for securing donor funding
- Provide support to the Independent Commission for Aid Impact team in evaluating certain development programs

Analyst (STC), Governance and Public Sector (SASGP)

February 2012-August 2012

The World Bank, Bangladesh Country Office

Key responsibilities:

- Provide operational, analytical and technical support for the National Identification System for Enhancing Access to Services (IDEA) Project & Enabling Open Government Program (EOGP) of the Government of Bangladesh funded by World Bank
 - Support the IDEA supervision mission, develop and agree on milestones with the government agencies; generate the review report/Aide Memoire and prepare the Implementation Status and Results (ISR) report and monitor progress against indicators.
 - Review and develop the monitoring and evaluation framework for IDEA project.
 - Provide technical and advisory support to the Election Commission and National ID Department of IDEA project.
 - Support the team on developing the framework for the first ever *Program for Results (P4R)* program in Bangladesh- the EOGP program.
 - Provide extensive advisory and technical support to the Cabinet Division to facilitate the development of project preparation facility for E-governance and RTI sub-component of the EOGP program.
 - Provide policy and advisory support to facilitate inter-ministerial coordination to prepare a framework for E-governance and RTI implementation.
- Provide support for selection and monitoring of activities funded by the Joint Technical Assistance Program (JOTAP) supported by DFID and World Bank
- Provide technical and analytical support for the ongoing Right to Information (RTI) programs in Bangladesh
 - Supervise a country wide baseline survey on RTI Act implementation.
 - Provide advisory and technical support to the Information Commission, local NGOs and the Government of Bangladesh to develop an integrated RTI implementation plan.
- Conduct research and analytical work on governance issues and offer assistance on governance reform activities.
 - Support the Governance Unit in updating the *Governance and Anticorruption Strategy (GAC)* paper.
 - Prepare governance updates, conduct analytical work and support development of policy notes.
- Support the South-South Experience Exchange Facility Trust Fund activities
- Maintain extensive communication and negotiation with the Government counterparts, other public agencies, civil society and the development partners.

Senior Business Consultant, Monitoring and Results Measurement (MRM)

July 2011 – February 2012

Senior Business Consultant, Industry and Rural Sectors (IRSG) Group

January 2011 – July 2011

Business Consultant, Industry and Rural Sectors (IRSG) Group

August 2008- December 2010

Swisscontact – Katalyst

The UK Government Department for International Development (DFID) funded market systems development program of £30 million in Bangladesh (team size 100+ staff members) operating across 17 agricultural and industrial sectors. As of the end of phase 2 (2014) the program reached out and contributed to the increased competitiveness of approx. 2.36 million farmers and small businesses, and increased their income by around £218 million.

Key responsibilities:

As Monitoring and Results Measurement Consultant:

- Develop monitoring and results measurement (MRM) guides for all interventions and sectors under program portfolio (Rural Supply Chain, Rural Distribution and Tourism sectors), including sector and intervention logics, plans and log-frame indicators.
- Support the MRM process in the sector groups.
- Assist and guide other team members in data aggregation and sector analysis.
- Design and conduct Baseline Studies and Impact Assessments and direct necessary changes to intervention implementation in alignment with the sectoral strategy.
- Lead field researches, collect and analyse data and generate report applying different statistical tools in compliance with DCED standard.
- Develop periodic Impact Assessment Reports, Case studies and Business Plans.
- Support special studies and other knowledge management activities and disseminate knowledge to external partners.

- Build the capacity of internal sector teams to integrate better MRM processes in intervention design.
- Liaise with external evaluators and impact assessment teams.

As Implementation Consultant:

- Undertake sector and value chain analysis and do poverty mappings.
- Develop strategic direction, interventions and business models that can be implemented in collaboration with the private or public sector as per M4P approach to address sector constraints and enable pro-poor growth.
- Facilitate capacity building and dissemination workshops for partners.
- Negotiate and communicate with private and public sector partners (Farmers/SMEs, Trade Bodies, Government agencies and Ministries).
- Enable public-private partnerships.
- Develop impact measurement tools, indicators and support monitoring and results measurement efforts.
- Ensure administrative compliance in developing periodic reports, ToRs and contractual agreements.
- Guide and supervise internal and external, national and international consultants on intervention design and implementation.
- Engage in research activities on poverty, rural and urban development.
- Engage in knowledge management and dissemination activities.
- Manage contractual arrangements and monitor external implementing partners on meeting deliverables.
- Manage external audits and project visits from Donors.
- Major sectors I have worked on during this period include Furniture, Tourism and Plastic with partial involvement in Health & ICT Sectors.

Major achievements under both capacities

- Developed MRM systems for complex service and cross-sectoral units.
- Developed a *Tourism Sector Strategy Paper* for Katalyst and won the Katalyst-wide best sector strategy paper award.
- Convened the first effective PPP dialogue between the Government Tourism Authority and the private sector Association.
- Worked with *Bangladesh Tourism Board and the Ministry of Civil Aviation and Tourism to develop a Strategic Roadmap for Promoting Bangladesh Tourism* in collaboration with the private sector experts.
- Facilitated the implementation of a *tourism ICT help-line* in cooperation with the largest telecom operator-Banglalink, Ministry of Civil Aviation and Tourism and other relevant public and private sector tourism entities.
- Worked with the Export Promotion Bureau under the Ministry of Commerce for *developing a National Roadmap for Promoting Furniture Export from Bangladesh*. This plan involved different public and private sector entities (Bangladesh Furniture Industry Owners' Association) as well as local and international experts in the relevant field.

Management Intern

April 2008 to July 2008

Corporate Communications, Advanced Chemicals Industries Ltd. (ACI)

One of the largest national FMCG companies in Bangladesh

Key responsibilities:

- Conduct market research & analyse reports using models such as the Kano's Model.
- Assist manager in preparing & developing business/project plans.
- Design customer loyalty & retention programs and experience & brand development.

TRAININGS

- **Detecting and Detering Procurement Fraud**
Chartered Institute of Purchasing and Supply, at the World Bank, Bangladesh Country Office (June 2012).
- **Training on Access to Information and Records Management**
The World Bank, Bangladesh (June 2012).
- **Project Management**
MDF Training and Consultancy, Sri Lanka (December 2010).
- **Sustainable Enterprise Development**
ILO Summer Academy in Turin, Italy (June-July 2010).
- **M4P and Results Measurement in Practice**
Katalyst, Dhaka, Bangladesh (December 2008).
- **Training on SAP systems, Enterprise Resource Management and Planning**
ACI Limited (June 2008)

RESEARCH AND PUBLICATIONS

Publications:

- Chapter Co-author, Bula Coffee: Increasing Women's Access and Agency in Fiji- part of a case study compilation of the book titled Gender Equality and Agricultural Development in the South Pacific: Lessons learnt in the field, Emerald Publishing, 2019
- Co-author, Beyond Income: Measuring Agency in Economic Programming, MDF 2018
- Contributor, 'Operationalizing Women's Economic Empowerment framework in a multi-country context', MDF 2017
- Co-author, 'Strengthening Agricultural Markets to Enhance Food Security in Timor-Leste', ACIAR, June 2016
- Contributor, 'Measuring Attribution: MDF in East Timor using the Before and After Comparison Method for the Acelda intervention', August 2015
- Contributor, 'Household Level Analysis of Poverty and Gender Dynamics in Timor-Leste', MDF, April 2014

Other key research work:

- Contribution Analysis of the Program Impact on Farmer Income in the Seafood Industry in Northern Sri Lanka, 2018/2019
- Developing a Tourism Multiplier Study for MDF Fiji Country Program, 2017
- Household Level Analysis of Poverty and Gender Dynamics in Timor-Leste (2014) and Papua New Guinea (2017)
- Dissertation Thesis at LSE- The Political Economy of Tax Amnesty Policies: Evidence from Bangladesh, July 2013
- Project at LSE- 'Harnessing Innovation to Meet Donor Development Objectives-How Fund Managers can facilitate innovation in Challenge Funds', for PricewaterhouseCoopers (December-April 2013)
- Using Big Data to Evaluate Social Impact in Rio's Favelas (For IBM, 2013)
- Poverty profile Index on the Tourism sector of Bangladesh (2011)
- Urban poverty mapping for selective sectors in Bangladesh (2009)
- Key drivers underling the retail shopping choices for daily household necessities—using the Kano's Model (2009)
- Assisted faculty on a research project on Economics of Child Labour-An Extension of the Basu-Van Model (2008-2009)
- Assisted faculty with a Research Project on "Ethnocentrism and Country-of-Origin" (2007-2008)

OTHER AFFILIATIONS

- Member of The Canadian Association of International Development Professionals (CAIDP)
- Associate Consultant, The Canopy Lab
- Member of DESTIN, LSE, UK
- Member of Business Fights Poverty
- Member of the United Nations Youth and Students Association (UNYSAB)
- Performed and won the Best Delegation Award at the Asian International Model United Nations (AIMUN) in Beijing, China