

Curriculum Vitae of Dr. S.M. Sirajuddin

Details of Professional Experience/CV

1. Senior Research Fellow: An evaluation study on the Impact of Legislative measures on atrocities against SCs and STs with special reference to Andhra Pradesh, Himachal Pradesh and Uttar Pradesh provinces of India. The study will be conducted in the selected states of A.P, H.P and Gujarat where there are major atrocities with the objectives to: find out the reasons for the various types of crimes being committed against SCs and STs, the measures which need to be taken to curtail the prevalence and occurrence of crimes against SCs and STs and whether the present scheme need proper orientation and policy interventions for its effective implementation with the study results with the research tools of State, District, Focus group and Beneficiary schedules, case studies for data collection and appropriate analysis of primary and secondary data sources will be utilised during the two years study period.

2. Monitoring and Evaluation Consultant of Capacity Building for Results Project: To conduct regular monitoring and supporting supervision of M&E activities of the RF progress. Develop regular report of the RM progress and other relevant qualitative /quantitative information and timely submission/disseminating of them to MOF PSU. Develop appropriate formats for collecting and reporting data from selected line ministries, IARCSC and Ministry of Finance. Utilize the data for improving the project implementation and provide support to the client in data collection, validation, compilation and analysis of selected LMs. Submit periodic report on performance in terms of relevance of results, sustainability, accountability, appropriateness of M&E function, resource allocation, and immediate actions or recommendation on improvement of areas. Establish a data management system for the project's performance monitoring and ensuring the availability of reliable and timely data submission. To undertake regular visits to the line ministries and spot checks to verify project activities and support the implementation of M&E data collections process. Prepare and submit training need assessment report

3. Planning and Management Advisor, Ministry of Education, Civilian Technical Assistance Program (USAID), Government of Islamic Republic of Afghanistan, Kabul. The work involves, to conduct a situation analysis of the Education and Literacy Department, Develop a capacity development methodology and appropriate approach for the capacity requirements of Education and literacy; Conduct a Training Needs Assessment and capacity in programme planning and management; Develop a comprehensive training plan for the Education and Literacy Strategies aimed at addressing the existing capacity gaps in programme, planning and management; Implement the training plan; Design a comprehensive Implementation Framework with a monitoring plan through Technical Working Group representing all relevant stakeholders involved in the implementation education and literacy strategies; Prepare manual for the Implementation Framework in cooperation with the national counterparts for sustenance of the knowledge and skills in the Ministry of Education; Train MoE staff in the implementation and maintenance of the new Implementation Framework; Provide technical support to MoE staff in the preparation of monthly, quarterly and annual work-plans and progress reports; outlining scope, milestones and implementation risks; Devise internal and external communication mechanisms for primary education and literacy; and Coach and mentor MoE staff in international best-practice with respect to programme planning and management.

4. International Adviser of Social Safety Net, World Bank Project- Pension Administration and Social Safety Nets in the Ministry of Labour, Social Affairs, Martyrs and Disabled (MoLSAMD), Govt.of Afghanistan, Kabul. Providing expertise, guidance and supervision in the preparation of Operational manual, awareness generation programmes, Beneficiaries targeting criteria and selection through Community Development Councils (CDCs) and, Financial

Mechanism & training material for the DSP/DoLSAMD staff, Facilitating Partners (NGOs) and CDCs in the villages for unconditional and conditional cash transfers to poor families in Afghanistan. Implementing the proxy means testing and community-based targeting mechanism for the selection of poor families for cash transfer programs. Provide guidance for the proper implementation of the scheme and supervision to the M & E firm in the preparation of M & E framework and to carry out the, Targeting, Operational and Impact evaluation framework, tools, data collection activities, analysis and report writing. Preparing comprehensive technical report with recommendations for scaling up operations of the Social Safety Net Pilot Program based on the results of the evaluation findings and implementation at the national level in consultation with the Ministry, WB and other stake holders. Giving Advise and support to Deputy Minister, Social Affairs and the Directorate of Social Affairs department of the MoLSAMD in the preparation of strategies, technical and progress reports and integration of the Social Safety Net scheme in MoLSAMD Social Protection Programs. Giving coaching and upgrading the skills of national staff of the WB project and to DSP/DoLSAMD staff in technical aspects, data collection, analysis and preparation of reports and Ministries strategies and programs. Helped the Ministry in the preparation of Social Protection Strategy (2008-2013) of ANDS, National Priority Program and MoLSAMD Social Protection Strategy (2013-15)

5. International Adviser, Capacity Development Project, UNDP (SSA Contract) in the Ministry of Labour, Social Affairs, Martyrs and Disabled, Govt.of Afghanistan, Kabul. The job involved advising, coaching, mentoring and capacity development of the Staff of the Ministry of Labour, Social Affairs, Martyrs and Disabled in terms of policies and strategy preparation, Employment, skill development, vocational training Policy development, Gender related issues and awareness generation, Program budgeting, preparation of project plans, proposals, implementation, and monitoring & evaluation mechanism. Streamlining the procedures and day to day coaching and mentoring in handling the official issues relating to the Governance, Social protection aspects. Giving coaching in Program Budgeting, AEP, MCP and CBR related issues and organisational restructuring to MoLSAMD. Giving practical training on the new concepts and methods of project preparation and implementation (SWOT analysis, Log frame, PEST, PERT charts), management technical aspects (project management, change management, time management, conflict management, Results Based Management etc.) data base creation, data analysis, statistical and sampling techniques, M & E latest concepts and methodologies. Prepared the coaching and mentoring manuals for senior Afghan Public Servants, comprehensive report of the coaching and advising functions, the results achieved and the success stories for the new capacity development project- National Institution Building project (NIBP), UNDP, Afghanistan.

6. Research Associate, Dept. of Anthropology, University of Kansas, Lawrence, Kansas (USA): Worked as a Post-Doctoral Fulbright Scholar and prepared Research Papers on development Anthropology with the senior professors of Dept. of Anthropology and taken classes in the Anthropology and Sociology departments of the universities of Kansas, Lawrence; Pittsburgh, Penn State University, University of Chattanooga, Stanford, Cleveland, Toronto during September, 1992 to June, 1993.

7. Deputy Adviser, Social Justice & Empowerment Unit, Planning Commission, Government of India, New Delhi:

(i) **Preparation of 10th Plan, Annual Plan** on the sectors – Disadvantaged and vulnerable Groups (Scheduled Castes, Scheduled Tribes, Other Backward Classes & Minorities, Women & Children) Social Welfare, Social Defense aspects, for Planning Commission, Annual Economic Survey Reports and summary pamphlets on Disadvantaged groups, Women and Children. Allocation of appropriate funds for various Programmes and schemes to the Provincial

governments and Central government Ministries/Departments for livelihoods, skill development, employment generation, rural development and social welfare activities.

(ii) **Examination and preparation of Notes for the new/revision of schemes** of the Ministries/Departments and various Provincial Governments, UTs for the Planning Commission, Parliamentary Committees, Expenditure Finance Committee (EFC), Cabinet Committee on Expenditure Affairs (CCEEA), Cabinet Meetings and inputs for parliament.

(iii) Coordination with provincial governments regarding the socio-economic development Programmes, projects of the disadvantaged groups and their effective implementation, monitoring and evaluation.

8. Deputy Adviser, Social Planning and Policy Unit, Planning Commission, New Delhi, India:

(i) The job involved **policy preparation, identification of thrust areas of Plan Schemes for the country** - Central Sector and Centrally Sponsored schemes for the development of **Disadvantaged groups** Minorities and Women & Children. Monitoring through Quarterly, Half yearly Performance and Mid-term Reviews of Five-Year Plan/Annual Plans of the Ministry of Social Justice & Empowerment, Ministry of Tribal Affairs, Ministry of Women & Child Development, Ministry of Minorities of the Central Ministries/ Depts. and Provincial governments, Union Territories.

(ii) **Scrutiny of Centre and Provincial States Schemes** of 10th Plan and Annual Plan, Zero-based budgeting, **budgetary allocation** of the Ministry of Social Justice & Empowerment, Ministry of Tribal Affairs, Ministry of Women & Child Development, Ministry of Minority Affairs and various Provincial Governments, U.Ts. Allocation of appropriate funds, monitoring progress of physical and financial achievements, Outputs and outcomes of various schemes and programmes.

9. Deputy Adviser, Programme Evaluation Organisation (PEO), Planning Commission, New Delhi, India:

(i) **Developed Monitoring and Evaluation system, coding system, monitoring and evaluation tools and techniques in PEO, Planning Commission, Government of India.**

(ii) Designed and evaluated the project “**Integrated Tribal Development Project (ITDP) in India**”. The study covered six provinces ITDPs for the performance of the various schemes of tribal development and **impact analysis of the tribal beneficiaries** through the comparative assessment of Human Development between the tribals and non-tribals on various socio-economic variables over a period of time. The report is published by Planning Commission, Government of India (1998).

(iii) Designed and evaluated the project “**Non-Formal Education (NFE) system in India**”. The evaluation study objective was to assess the performance and functioning of NFE Centers of the Provincial Governments and NGOs and its impact on the learners, and the concept of NFE as a mode of imparting knowledge through 6 sampled Provinces in India (1999).

(iv) **Designed and completed the evaluation study “Khadi and Village Industries Commission Programme in India**”. The study focused on the effectiveness of the programme, additional employment generated and its impact on the upliftment of the poor through 18 sampled

Provinces, 192 beneficiary units and 1500 beneficiary workers of Khadi and Village Industries in India (2000).

(v) **Designed and completed the evaluation study “Member of Parliament Local Area Development (MPLAD) Programme in India”.** The scheme enables the M.Ps to suggest and get developmental works executed based on the felt needs of the people. The study was conducted through collection of primary data from M.Ps, Development functionaries (Central, Provincial, District, Blocks and local people of 22 Provinces and U.Ts for assessing the development of infrastructure facilities created and its impact on the local people of the provinces in India (2001).

(vi) **Designed and Completed the evaluation study “Functioning of Statutory Development Boards of Maharashtra State, India”.** The study was carried out through secondary data and focus group interviews to find out the relevance of the concept of decentralisation, balanced development and the impact of Development Boards on the developmental process, back log and creation of separate provinces (2002).

(vii) **Designed and Completed the Research Study on “Livelihood Options and Assets Creation out of Special Component Plan and Tribal Sub Plan and its impact on SCs and STs in India”,** Planning Commission, Government of India. New Delhi (2004).

(viii) **Designed and completed “Evaluation Study of Post Metric Scholarship (PMS) to Scheduled Caste Students in the States of Andhra Pradesh, Bihar, Chattisgarh, Maharashtra, Punjab, Uttar Pradesh and West Bengal”** in Planning Commission, Government of India (2006).

(ix) **Completed the Evaluation study “Special Central Assistance to Scheduled Castes and Scheduled Tribes in Andhra Pradesh, Maharashtra, Orissa and Tamil Nadu”** for Planning Commission, Govt. of India, New Delhi (2007).

10. Senior Research Officer, Programme Evaluation Organisation, Planning Commission, New Delhi, India:

(i) **Designed and Coordinated the execution of European Commission health project “Workforce Management Options and Rationalisation of Primary Health Care”** in 8 Provinces of India with the help of **National Council of Applied Economic Research (NCAER),** New Delhi, India **for National Health policy inputs and interventions (1997).**

(ii) **Designed and Coordinated the project “District Industrial Growth Centers Scheme”** with the help of Consultant organisations like ICRA, MECON, METCON and Ballal Consultants to find out its effective functioning from 18 District growth centers of India for PEO, Planning Commission, Government of India. New Delhi (1997).

10. Anthropologist, Research Associate in Anthropological Survey of India, Mysore, India:

(i) **Of the various Socio-economic research and development projects designed, completed and reports submitted to Government of India, important ones are: (i) Tribes – the disadvantaged groups in contemporary India – Panika of Madhya Pradesh Province (1986), (ii) People of India – a qualitative and quantitative data analysis, a National Project (1989), (iii) Socio-economic profile and interrelations between Chenchu tribe and other cognate tribal groups of Andhra Pradesh (1988), (iv) Socio-economic Survey of South Indian States and Lakshadweep Islands (2000) and (v) Health survey of tribal groups in Karnataka province,**

India (1987). The reports and research papers have been published out of these projects, presented in seminars and results utilised for development planning by Government of India and Provincial Governments.

(ii) Gave coaching and training to the Staff on the project proposal formulation, development of indicators, data collection tools, methodology monitoring and evaluation procedures and report writing techniques.

(iii) Conducted data reduction analysis and formulated strategies for the large scale socio-economic data of Indian communities and groups through appropriate Statistical analysis of uni-variate, bi-variate, multi-variate for geographical presentation and narration for the large projects of People of India, Karnataka province and Lakshadweep Islanders.

11. Consultant of various Socio-Economic Evaluation projects:

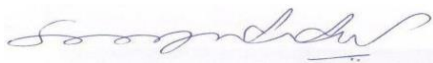
Worked as Consultant/Team Leader of various socio-economic evaluation projects in India and Afghanistan and completed the reports namely, (i) Special Central Assistance to Special Component Plan of Scheduled Castes and Scheduled Tribes of India (2007) by SEEDS for Planning Commission, Govt. of India, (ii) Post- Metric Scholarships to SCs and STs in India (2006) of PR Memorial Foundation, New Delhi for Planning Commission, Govt. of India, (iii) Vocational Trainings and Livelihood programs of Scheduled Tribes in Uttarkhand and Himachal Pradesh (2002) by SEEDS for Planning Commission, (iii) Special Central Assistance to Scheduled Castes in Uttar Pradesh Province of India (2007) by SEEDS for Ministry of Social Justice & Empowerment, Govt. Of India, (iv) Tribal Migration for Employment to Cities of India (2010),PR Foundation for Planning Commission, Govt. Of India, (v) Land ownership, tenure-ship and livelihood programs of Scheduled Castes in the States of India (2008), (vi) Evaluation study on “Cash for Work, Cash for Training, Unconditional Cash transfer program” of Intersos Organisation in Faryab Province of Afghanistan (2012), (vii) Capacity Assessment Study of Afghanistan Civil Society Organizations Network for Peace (ACSONP) (2013 and 2014), (viii) Evaluation of Pilot program of World Bank Project on “Mobile Phones and internet application for Monitoring and Evaluation of the quality and performance of schools in Uruzgan province, Afghanistan (2013), (ix) Strategic Planning for Employment Generation in Afghanistan through National Skill Development Program: An Analysis (2014), (x) Girls Education enhancement through communication and awareness generation in Afghanistan- report to UNESCO, Afghanistan (2014), (xi) Consultant for an Evaluation study of UNFPA- Afghanistan “Afghanistan Sexual and Reproductive Health Study” and “Afghanistan Youth Information Centre” during 2014.(xii) Consultant for the evaluation study on “Increase the Quality of Science Education in the Afghan Provinces of Kapisa, Kunar, Logar and Wardak” Submitted to Solidarite Afghanistan Belgique (SAB) in November,2015., (xiii) Consultant for the monitoring and evaluation study of “Civil Society Capacity Needs and Oversight Assessment in Badghis Province” for “Core Skills Focus Organisation” under Capacity Building Activity of USAID, Afghanistan (May,2018).

12. Workshops/ Courses, Training Programmes and Conferences attended:

(i) Attended about 10 International Conferences and many National Conferences/Workshops, Training Programmes on various topics of Policies, Programmes, socio-economic development, Monitoring & Evaluation issues, Capacity Development and presented papers.

(ii) Among the various courses, training programmes/ workshops and conferences conducted/attended some of the important are (i) Coaching sessions for senior Management staff of Ministry of Labour and Social Affairs for about 18 months on various issues of Planning, Policies and Strategies preparation, program Budgeting, Project management, Monitoring and Evaluation process and techniques and report preparation, employment, Social Protection issues

as UNDP, Afghanistan Adviser in MoLSAMD (2008-2010), (ii) **'10th International Congress of Anthropological and Ethnological Sciences'** held at New Delhi and Bombay in December 1978 and presented papers, (ii) **Annual Conference of American Anthropological Association held at Toronto, Canada, in April, 1993**, (iii) **"Statistical methods in Human population development and livelihoods"** at Indian Statistical Institute, Oct. 6 to Nov. 4, 1980, (iv) **"Statistical Methods in Evaluation of Rural Development Projects"** at NIRD, Hyderabad in 1998, (v) **"Environmental Economics - for Sustainable development"** at Administrative Staff College, Hyderabad in 2000 (vi) **"Gender issues"** at the Administrative Training Institute, Mysore in 2000 (vii) **"International Programme for Development Evaluation Training (IPDET- II)"** of World bank at Carleton University, Ottawa, Canada 16th June to 11th July 2003, (viii) **"RBI-UNDP programme on Human Development & State Finances"**, 4-9 April, 2005 at College of Agricultural Banking, Reserve Bank of India, Pune. (ix) Attended a Gender Mainstreaming and Capacity Development Workshop organised by UNDP, Kabul, Afghanistan on 3.11.2008, (x) Attended Orientation and Lessons learnt workshops on Capacity Development for Afghan Public Servants conducted by In Went, Germany at Kabul in September, 2008 and March, 2009 at Kabul, Afghanistan. (xi) Attended a two day conference on public sector capacity development assistance in Afghanistan at Serena Hotel, Kabul, Afghanistan on April 1–2, 2009. (xii) Conducted various training and coaching sessions to various NGOs (ACTED, SDO, BRAC, OXFAM-GB) and DSP/DoLSAMD staff for the Social Safety Net Programme implementation procedure (including details of Operational Manual including financial mechanism) in Afghanistan various provinces (2010-2012). (xiii) Conducted and attended various Technical Working Groups and Steering Committee meetings of the Ministry of Labour, Social Affairs, Martyrs and Disabled, Afghanistan for various Policies, Strategies and Programmes finalisation including Safety Net Scheme of the World Bank Project- Pension Administration and Safety Net.



(S.M. Sirajuddin)

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