

# COMPANY PROFILE

The background of the slide is a dark red color with a faint, light red world map. Scattered across the map are several small, light red icons: a document, a bar chart with a flag, a trophy, a globe, a target, a calendar, and a magnifying glass over a document.

Partners in  
**Knowledge  
Innovation**



## Message from Chief Executive Officer

We work together with the clients to inspire, innovate and build capacities. The efforts are guided by the values to find simple, locally relevant and scalable solutions to the development challenges. We work to build capacities at all level to help organizations gain in-house expertise to sustain their momentum. To us this remains at the core of our business to nestle change within to help achieve sustainable results.



**Nadeem Haider**  
Chief Executive Officer

## Table of Contents

About Us	4
Vision, Mission & Values	5
Our Services	6
Operational Presence	9
Our Clients	9
Institutional Memberships	12
Projects (On-Going & Completed)	13
Our Core Team	26
Corporate Social Responsibility	38

## About us

AAN ASSOCIATES is a Development Consulting Firm, having office in Islamabad, Pakistan. The firm was established in 2007 and operated as Sole Proprietary until late 2013. Later it evolved into 'Association of Person or Firm' and continues to operate as Registered Firm under Partnership Act 1932 (Pakistan) since January 2014.

AAN Associates operates as a **'Social Enterprise'**, where the work is driven by motivation to facilitate and enable development partners to explore innovative, sustainable and contextually relevant solutions to development challenges. For this purpose, we consider ourselves as 'Partners' in knowledge innovation. Owing to its unique work approach, AAN Associates has seen significant growth in the portfolio over the last few years, which is both humbling and inspirational.

A key element of our growth strategy is to forge partnerships and alliances with organizations that share our values and bring comparative advantages. AAN Associates has developed a broad network of associates and partners, including but not limited to, development and management consulting entities, non-profit organizations, think tanks, academic and research institutions. The network of partners and associates is available both regionally (Asia), Scandinavia as well as nationally. Networking and partnerships brings added value in terms of our ability to mobilize resources (experts in particular) quickly, offer wider spectrum of consulting services, deliver quality results and draw on the local presence (including context awareness) of our associates and partners to operate in relatively unstable and challenging environments. Moreover, AAN Associates maintains a 'Consultant Roster' of hundreds of active members, including distinguished national, regional and international development professionals with varied thematic and functional expertise.

AAN Associates brings demonstrated background in working with a variety of development partners, e.g. federal and provincial public sector organizations, bilateral and multilateral funding agencies, UN organizations, Red Cross & Crescent Movement partners and international and national NGOs. So far, over 120 national and international projects have been completed in various functional areas in which we operate. A significant proportion of repeat clients are an evidence of trust and satisfaction in what we offer (more details in the list of projects).

AAN Associates has established its reputation as a high-end quality consulting firm with robust contract management and quality assurance mechanisms to deliver quality services consistently. We take pride in carrying such a brand identity. The years of hard work with demonstrated commitment to quality, innovation and responsive services, and exceeding expectations, has helped us gain confidence and trust of our valued clients.

AAN brings history of exceeding expectations, which our clients acknowledge and value. This has helped develop a unique bonding with our clients that underpins mutual trust, openness and frank communication. The relationship in some cases has graduated to reliable partnerships, which is a good measure of success in managing expectations and relationships

## Vision, Mission & Values

The following Vision, Mission and Values drive AAN Associates work.

### Vision

Reliable consultants engaged in enabling our partner-cum-clients to pursue their sustainable development objectives.

### Mission

Engage with and support our partners-cum-clients in pursuit of sustainable development objectives by extending quality services with demonstrated professionalism, innovativeness, complete integrity, ethics, and continually exceeding expectations.

### Values

The organizational culture is driven by values, including.

#### Working with change leaders;

To us, clients' expressed interest and desire is fundamental to depart from 'business as usual'. This we reciprocate by enabling change leaders or champions with out of box thinking to turn things around. We work with our partners and clients to turn ideas into reality. We work to create ownership from within and keep the clients/change leaders engaged through the process to further solidify commitment to change and enable them to carry it through.

#### Service excellence through associates' network;

Our partners, associates and consultants are our strength. The wide network of associates and partners enables us to leverage complementarities and comparative strengths, broaden horizon of our services, immediate mobilization of human resources, and use contextual understanding to operate in insecure and volatile environments. Our associates include but not limited to development consultants, academic and research entities, think tanks, NGOs and others, available nationally, regionally and globally. We are continuously in search of new partners and associates.

#### Innovative and sustainable solutions and client capacity development;

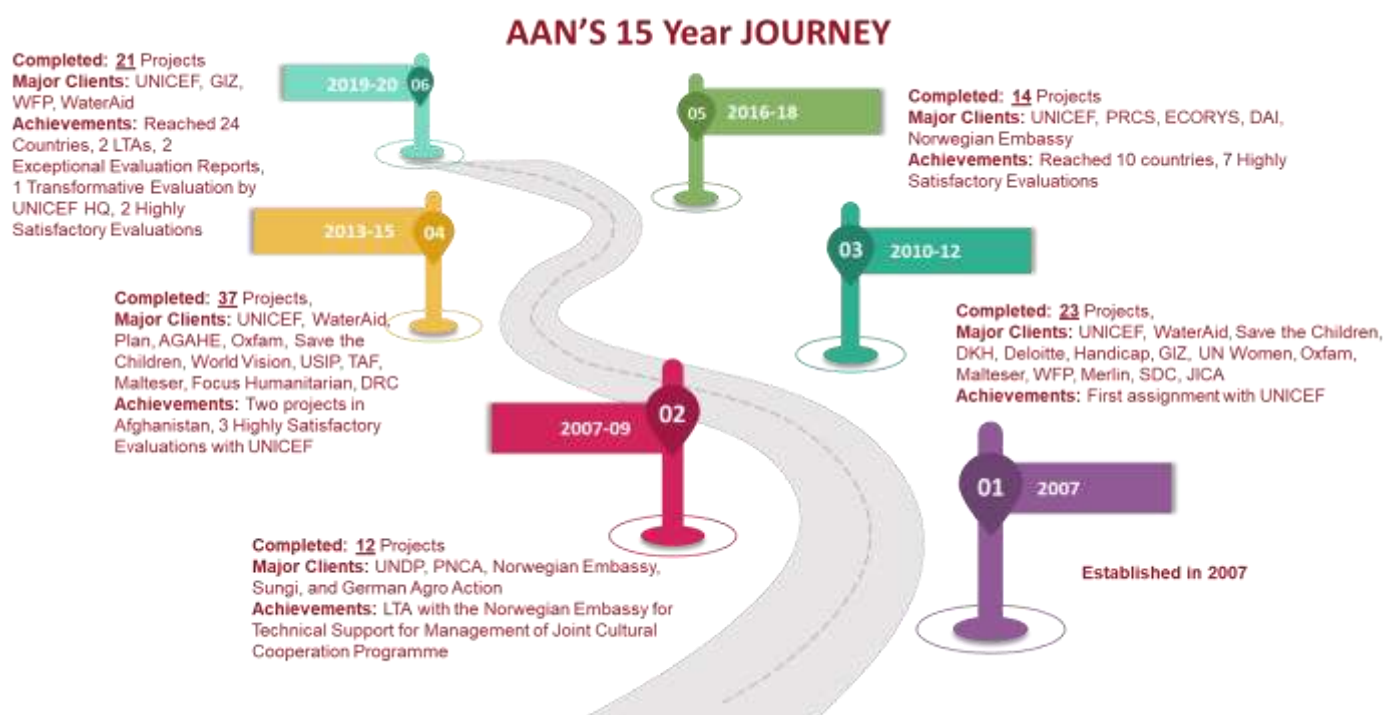
We work together with the clients to inspire, innovate and build capacities. The efforts are guided by the values to find simple, locally relevant and scalable solutions to the development challenges. We work to build capacities at all level to help organizations gain in-house expertise to sustain their momentum. To us this remains at the core of our business to nestle change within to help achieve sustainable results.

## Building bonds – from clients to partners;

Exceeding expectations and maintaining relationships are of paramount significance for us. We work with the intent to invest in cultivating trust, respect and mutual benefit to transform traditional client-service provider relationship into partnerships.

## Respect and Integrity;

Mutual respect and integrity are at the core of our business. We make conscious efforts to demonstrate respect for communities, people, cultures and environment that we interact with in our work. We value and take corresponding actions to demonstrate professional honesty, neutrality and integrity. We take pride in being a growing entity with zero tolerance to bribery, corruption and unethical behaviours.



## Our Services

AAN Associates is a multidisciplinary development-consulting firm. The core business areas include development consultancy and development communication & technology. The services delivery or operations are managed through independent divisions that are:

- Development Consultancy Division
- Development Communication & Technology Division

The divisions operate relatively independently, however the sectoral and functional complementarities are leveraged on need basis.

### Development Consultancy Division

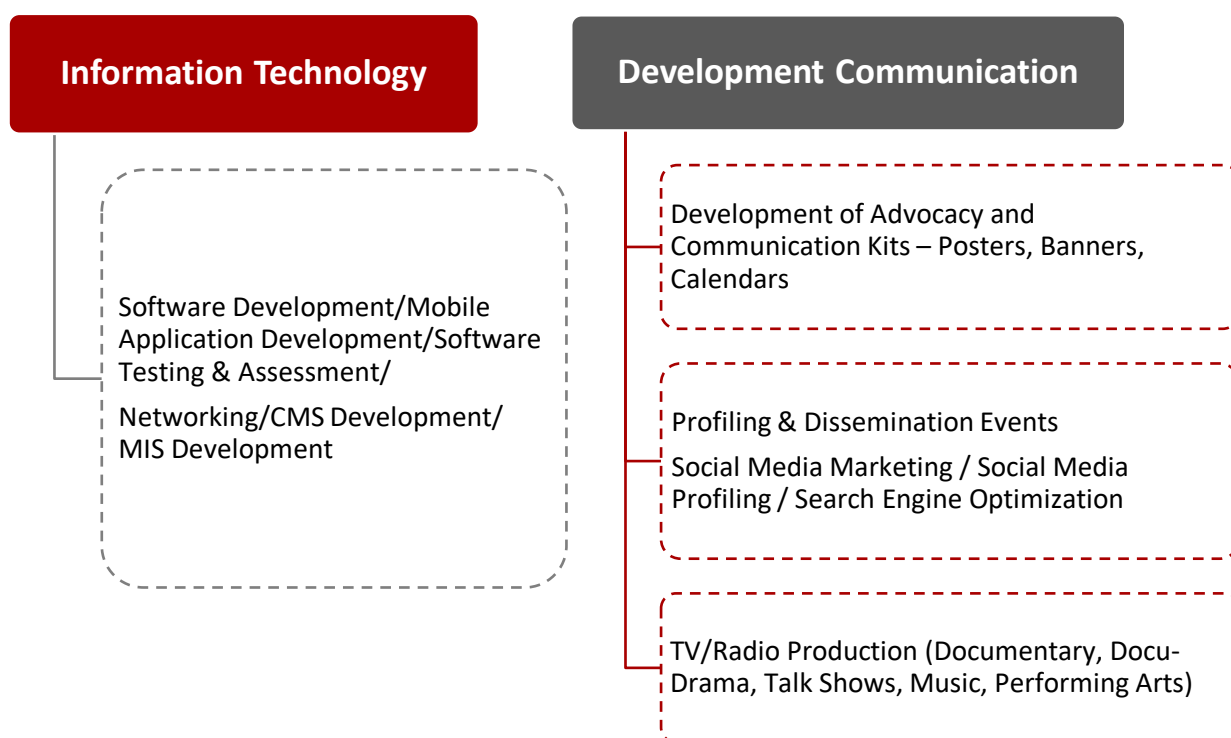
This division offers a range of development consultancy services. The core services include policy and strategy planning, research, monitoring and evaluation, institutional assessment/development, training resource development, project/programme design and contract management.



We bring a diverse thematic portfolio and carry expertise in sectors such as education (non-formal, early childhood, primary, EMIS and education planning and management), health and nutrition, water, sanitation and hygiene (WASH), livelihoods and income generation (poverty reduction), environment and natural resource management, social and child protection, disaster risk management, humanitarian assistance, budgetary analysis, older person and disability, gender and equity, and others.

## Development Communication & Technology Consulting Division

The division specialises in development communication & information technology. The portfolio of services provided under development communication includes – animations, documentaries, posters, banners, calendars, documentaries (pre-production, production & post-production), profiling and dissemination events, advocacy planning and management. The IT services entail infrastructure security, network & convergence, workplace services, SLA, annual security audit, backup & restore, web development, and others





## Operational Presence

AAN Associates headquarter is based in Islamabad, Pakistan. Our Pakistan Office works as a hub for activities in Asia Pacific and has a global network of Associates and Partners. The office details are as under:

**Pakistan Office:** Office 2306-2308, 2nd Floor, NSTP Building 1, Khyber Road, NUST Campus, H-12, Islamabad - PO Box 44000

**International office:** 3119 Cypress Stand Dr., Orlando, FL 32824 Florida, USA

Email: [info@aanassociates.com](mailto:info@aanassociates.com), Web: [www.aanassociates.com](http://www.aanassociates.com)

## Our clients

Our clients include bilateral and multilateral donors, UN agencies, national & international non-profit organizations, public sector institutions, foundations, and others. Detailed list is given below.

### Bi/ Multilateral Agencies

- World Bank Group [www.worldbank.org](http://www.worldbank.org)
- United States Agency for International Development (USAID), [www.usaid.gov](http://www.usaid.gov)
- Swiss Development Corporation (SDC), [www.sdcpakistan.org](http://www.sdcpakistan.org)
- Norwegian Agency for Development Corporation (NORAD), [www.norad.no](http://www.norad.no)
- Japan International Cooperation Agency (JICA), [www.jica.go.jp](http://www.jica.go.jp)
- Department for International Development (DFID), [www.gov.uk](http://www.gov.uk)
- Irish Aid, [www.irishaid.ie](http://www.irishaid.ie)
- Danish International Development Agency (DANIDA), [www.um.dk](http://www.um.dk)

### UN Agencies & International/ National Development Agencies

- United Nations World Food Programme (WFP) – [www.wfp.org](http://www.wfp.org)
- UNICEF Gulf Area Office, Riyadh  
[https://www.unicef.org/infobycountry/saudiarabia\\_contact.html](https://www.unicef.org/infobycountry/saudiarabia_contact.html)
- UNICEF Uzbekistan <https://www.unicef.org/uzbekistan/en>
- UNICEF Mongolia <https://www.unicef.org/mongolia/>
- UNICEF Zimbabwe <https://www.unicef.org/zimbabwe/>
- UNICEF Chad <https://www.unicef.org/chad/>
- UNICEF Central African Republic <https://www.unicef.org/infobycountry/car.html>
- UNICEF Niger <https://www.unicef.org/niger/>
- UNICEF Mali <https://www.unicef.org/mali/en>
- UNICEF Guinea <https://www.unicef.org/infobycountry/guinea.html>
- UNICEF Ghana, <https://www.unicef.org/ghana/>
- UNICEF Guinea Bissau, <https://www.unicef.org/guineabissau/>

- UNICEF Tanzania, <https://www.unicef.org/tanzania/>
- UNICEF Regional Office for West Central Africa <https://www.unicef.org/wca/>
- UNICEF Angola, <https://www.unicef.org/angola/>
- UNICEF Uganda, <https://www.unicef.org/uganda/>
- UNICEF Nigeria, <https://www.unicef.org/nigeria/>
- UNICEF ESARO, <https://www.unicef.org/esa/>
- UNICEF EAPRO, <https://www.unicef.org/eap/about-us>
- UNICEF Cambodia, <https://www.unicef.org/cambodia/>
- UNICEF Philippines, <https://www.unicef.org/philippines/>
- UNICEF Vietnam, <https://www.unicef.org/vietnam/>
- UNICEF Indonesia, <https://www.unicef.org/indonesia/>
- UNICEF Jordan, <https://www.unicef.org/jordan/>
- UNICEF Afghanistan, <https://www.unicef.org/afghanistan/>
- UNICEF Yemen, <https://www.unicef.org/yemen/>
- UNICEF Pakistan, [www.unicef.org/pk](http://www.unicef.org/pk)
- UNDP Pakistan, [www.undp.org.pk](http://www.undp.org.pk)
- UNWOMEN Pakistan/GIZ, [www.unwomen.org](http://www.unwomen.org)
- UN World Food Programme Pakistan, [www.wfp.org](http://www.wfp.org)
- Save The Children Pakistan, [www.savethechildren.org/pakistan](http://www.savethechildren.org/pakistan)
- The Asia Foundation, [www.asiafoundation.org](http://www.asiafoundation.org)
- United States Institute of Peace, [www.usip.org](http://www.usip.org)
- World Vision International, [www.wvi.org](http://www.wvi.org)
- Concern Worldwide Pakistan, [www.concern-pak.org.pk](http://www.concern-pak.org.pk)
- Pakistan Red Crescent Society/ International Federation of Red Cross & Red Crescent Pakistan Delegation [www.prcs.org.pk](http://www.prcs.org.pk), [www.ifrc.org](http://www.ifrc.org)
- Malteser International, [www.malteser-international.org](http://www.malteser-international.org)
- FOCUS Humanitarian Assistance, [www.focushumanitarian.org](http://www.focushumanitarian.org)
- WaterAid Pakistan, [www.wateraid.org](http://www.wateraid.org)
- Royal Norwegian Embassy, [www.norway.org.pk](http://www.norway.org.pk)
- Diakonie Katastrophenhilfe (DKH), [www.dkh-pakistan.org](http://www.dkh-pakistan.org)
- Handicap International Pakistan, [www.handicap-international.fr/en](http://www.handicap-international.fr/en)
- Oxfam GB Pakistan, [www.oxfam.org.uk](http://www.oxfam.org.uk)
- Swiss Development and Cooperation Pakistan, [www.sdcpakistan.org](http://www.sdcpakistan.org)
- Merlin UK, [www.merlin.org.uk](http://www.merlin.org.uk)
- German Agro Action Pakistan Office, [www.welthungerhilfe.de](http://www.welthungerhilfe.de)
- Int'l Rescue Committee, Peshawar Office, Pakistan, [www.irc.org](http://www.irc.org)
- Dost Welfare Foundation, [www.dostfoundation.org](http://www.dostfoundation.org)
- Doaba Foundation (National lead partner of Oxfam Novib), Multan. [www.doaba.org.pk](http://www.doaba.org.pk)
- Azat Foundation Baluchistan, [www.azatfoundation.org](http://www.azatfoundation.org)

- SUNGI Development Foundation, [www.sungi.org](http://www.sungi.org)
- Plan International, Pakistan, <http://www.planpakistan.org/>

## Public Sector Organizations

- NDMA Pakistan, [www.ndma.gov.pk](http://www.ndma.gov.pk)
- Provincial Disaster Management Authority Punjab, [www.pdma.punjab.gov.pk](http://www.pdma.punjab.gov.pk)
- Provincial Disaster Management Authority KPK, [www.pdma.kpk.gov.pk](http://www.pdma.kpk.gov.pk)
- FATA Disaster Management Authority KPK, [www.fdma.gov.pk](http://www.fdma.gov.pk)
- Child Protection and Welfare Commission KPK, [www.kpcpwc.gov.pk/](http://www.kpcpwc.gov.pk/)
- Sindh Basic Education Program, Assessment & Strengthening Program, [www.asp.org.pk](http://www.asp.org.pk)
- Social Welfare Department Government of Punjab, Pakistan
- Social Welfare Department Government of Sindh, Pakistan
- Social Welfare Department Government of Khyber Pakhtunkhwa, Pakistan
- Social Welfare Department Government of Azad Jammu Kashmir, Pakistan
- Labour and Human Resource Department, Government of Sindh, Pakistan
- Labour Welfare and Manpower Department, Government of Baluchistan, Pakistan
- Education Department Government of Khyber Pakhtukhwa, Pakistan
- Planning & Development Department Government of Khyber Pakhtunkhwa, Pakistan
- Pakistan National Council of the Arts (PNCA), [www.pnca.org.pk](http://www.pnca.org.pk)
- LokVirsa Pakistan, [www.lokvirsa.org.pk](http://www.lokvirsa.org.pk)
- Rahnuma-Family Planning Association of Pakistan, [www.fpapak.org](http://www.fpapak.org)

## Institutional Memberships

AAN is institutional member of multiple evaluation and professional networks (national & international)

- World Bank Global e-Consultant  
<http://www.worldbank.org>
- Asian Development Bank (ADB) Consulting Network  
<http://www.adb.org/>
- European Consulting Network (ECN)  
<https://www.ecn-eu.com>
- DFID Consulting Network  
<https://supplierportal.dfid.gov.uk/>
- UNESCO/UNGM Consulting Network  
<https://www.ungm.org/>
- My M&E  
<https://www.mymande.org/>
- Doffin, Norwegian Web-Based Consulting Network  
<https://www.doffin.no/>

## AAN Best Evaluation Reports



AAN brings a distinctive track of producing ‘High Quality Evaluations’ for UNICEF for past 10 years. AAN has produced research and evaluations that featured amongst the **UNICEF Global ‘Top 13’ research and Evaluations** since 2013. AAN led research and evaluations have been rated amongst the **UNICEF’s ‘Influential Evaluations 2018’** and **‘Global Most Transformative Evaluation for 2020’**. The table below highlights the recent key highlights of AAN’s work:

Year/s	UNICEF GEROS Global Best Evaluations	Ratings	Link to Report
2023	Mid Term Evaluation of UNICEF Supported "Accelerated Sanitation and Water for All" ASWA II Programme	Satisfactory	- <a href="#">Link</a>
	Mid Term Evaluation Emergency Social Cash Transfer Programme (ESCT)	Highly Satisfactory	- <a href="#">Link</a>
	Summative Evaluation of the Adolescents Programme in State of Palestine	Satisfactory	- <a href="#">Link</a>
2022	Summative Evaluation of the Digital Birth Registration (DBR) Programme.	Satisfactory	- <a href="#">Link</a>
	Summative Evaluation of UNICEF DRC Multisectoral approach to public health emergencies	Fair	- <a href="#">Link</a>
	Formative Evaluation of Provincial ALP Models and Centres	Highly Satisfactory	- <a href="#">Link</a>
	Evaluation of UNICEF Philippines WASH Programme from 2012-2020	Highly Satisfactory	- <a href="#">Link</a>
	Endline Evaluation of the Developing Human Capital in Rwanda Programme (DHCR)	Satisfactory	- <a href="#">Link</a>
	Evaluation of Infant and Young Child Feeding (IYCF) Programme in Yemen	Satisfactory	- <a href="#">Link</a>
	Evaluation of Community Management of Acute Malnutrition in Yemen	Highly Satisfactory	- <a href="#">Link</a>
2020-2021	Multi-Country Evaluation of Community Engagement to End Child Marriage and Female Genital Mutilation (2016-2019) in: Ghana, Guinea, Mali, Niger and Nigeria	- Ghana: <b>Highly Satisfactory</b> - Guinea: <b>Highly Satisfactory</b> - Mali: <b>Highly Satisfactory</b> - Niger: <b>Highly Satisfactory</b> - Nigeria: <b>Highly Satisfactory</b>	- <a href="#">Ghana Link</a> - <a href="#">Guinea Link</a> - <a href="#">Mali Link</a> - <a href="#">Niger Link</a> - <a href="#">Nigeria Link</a>
	Evaluation of the Multi-country Evaluation of the Community Health Programme/Strategy in Central African Republic, Chad and Guinea-Bissau.	- Guinea-Bissau: <b>Exceptional</b> - Central African Republic: <b>Highly Satisfactory</b> - Chad: <b>Highly Satisfactory</b> - Regional Report: <b>Satisfactory</b>	- <a href="#">GB Link</a> - <a href="#">CAR Link</a> - <a href="#">Chad Link</a> - <a href="#">R. Report Link</a>
	End-line evaluation of the Health Development Fund (HDF) in Zimbabwe	Highly Satisfactory	<a href="#">Link</a>
	Summative Evaluation of the Simplified Birth Registration System in Mainland Tanzania	Highly Satisfactory	<a href="#">Link</a>
	Summative Evaluation of the Accelerated Community Actions for Reducing Stunting in Zimbabwe (2021)	Highly Satisfactory	<a href="#">Link</a>
	Evaluation of UNICEF Youth Economic Engagement Program for UNICEF Jordan (2019-2021)	Exceptional	<a href="#">Link</a>
	Final Evaluation of Birth Registration & Justice for Children Programme in Angola (2020-2021)	Exceptional	<a href="#">Link</a>
	Formative Evaluation of the Family Connect Programme in Uganda	Highly Satisfactory	<a href="#">Link</a>
2018	Impact Evaluation of the UNICEF Supported Birth Registration Programme in Nigeria 2012-2016	Highly Satisfactory  Global most transformative evaluation for 2020  <a href="#">Best of UNICEF Research and Evaluation 2020 (#BOURE2020)</a>  <b>Top 13' Global Best reports</b>	<a href="#">Link</a>  <a href="#">Link</a>
	Evaluation of UNICEF Tahderiyyah Programme (2010-2017) funded by DFAT Philippines	Highly Satisfactory <b>Global Best 13 Evaluations</b>	<a href="#">Link</a>
	Evaluation of UNICEF Viet Nam Rural Sanitation and Hygiene Programme (RSHP) 2012-2016	Highly Satisfactory <b>Global Best 13 Evaluations</b>	<a href="#">Link</a>
	Evaluation of STBM Programme UNICEF Indonesia (2013-2017)	Highly Satisfactory - <b>UNICEF top 13 Best Evaluations</b>	<a href="#">Link</a>
2017	Evaluation of the Ma'an (Together) towards a Safe School Environment Programme 2009-2016 Jordan	• <b>HQ's Most Influential Evaluation Report – 2018 by UNICEF</b>	<a href="#">Link</a>

Year/s	UNICEF GEROS Global Best Evaluations	Ratings	Link to Report
		<ul style="list-style-type: none"> <li>• "RUNNERS-UP" by joint IEG, IFAD and IDEAS, Evaluation of Transformational Award 2019.</li> <li>• UNICEF top 13 Best Evaluations</li> </ul>	
2016	Summative Evaluation of Child-centered Disaster Risk Reduction Project	Satisfactory  UNICEF top 15 Best Evaluations	<a href="#">Link</a>
2015	PAKISTAN: Mid-term Evaluation of IKEAF funded programme on Promoting Child Rights in Cotton Farming Areas of Pakistan	Satisfactory  Global Top 47 Evaluation Reports	<a href="#">Link</a>
2014	Evaluation of the UNICEF Sanitation Programme at Scale in Pakistan (SPSP) – Phase 1 (2013-14)	Satisfactory  Global Top 50 Evaluation Reports	<a href="#">Link</a>
2013	PAKISTAN: Evaluation for Rural Sanitation in Flood-affected Districts	Satisfactory  Global Top 65 Evaluation Reports	<a href="#">Link</a>

## AAN's Long Term Agreements

Client	Reference/ Title	Duration	Client Region
	<b>LTA25000067-Provision of Consultancy Services for Readiness Support</b>	3 Years (2025-2028)	Global Climate Fund (GCF) (Global)
	<b>TGF-24-49 - The Global Fund and Gavi Joint Initiative to Expand the Evaluation Supplier Pool</b>	1 Year - TBD	GAVI and The Global Fund (Global)
	<b>N° 2024/AO/33 Framework contract for Lot 1: Evaluation Specialists for Council of Europe</b>	3 Years (August 08, 2024 - Dec 31, 2027)	Council of Europe (Europe, Central Asia, Africa)
	<b>Long Term Arrangement for Provision of Evaluation, Research and Studies for the thematic areas; "Child Protection, Education, Health, Nutrition, Social Protection &amp; WASH" and cross cutting thematic areas; " SCB, DRR, Adolescents, Disability, ECD and Gender"</b>	2 Years (20 September 2023 -19 September 2025)	UNICEF (Pakistan)
	<b>HQ20NF465-LTA-25 Long Term Agreement for the Provision of Decentralized Evaluation Services (DE) and Other Evaluation Services.</b>	3 Years (July 2021 to June 2024) Global	WFP (Global)
	<b>LTA #40456448/0 – Provision of Evaluation Services to ILO</b>	3 Years (2023-2026)	ILO (Global)

Client	Reference/ Title	Duration	Client Region
	<b>LTA #2022_FA_058 – Provision of Decentralized Evaluations</b>	5 Years (2022 – 2027)	UNHCR (Global)
	<b>LLTS – 42411875 Long-Term Arrangement (LTA) for the provision of consultancy services in conducting Country Programme Evaluations (CPEs) as well as regional and country-based programme and thematic evaluations in the Eastern and Southern Africa Region</b>	5 Years (2019-2024)	UNICEF (ESARO – Globally Applicable)

## Projects (On-Going & Completed)

### International Work (Development Consulting Division)

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Location
<u>Evaluation of the UNICEF Mongolia WASH Programme (2017 - 2024)</u>	Evaluation, Research, WASH	UNICEF Mongolia	Sep 2025-Feb 2026
<u>Final Summative Evaluation of the Joint Programme “Every Mother and Child Survives and Thrives: Reducing Preventable Maternal and Newborn Deaths in 227 Perinatal Centres of Uzbekistan” under the Uzbekistan Vision 2030.</u>	Evaluation, Research, Health, Nutrition, Reproductive, Maternal, Newborn, and Child Health	UNICEF Uzbekistan	August 2025 – March 2026
<u>LTA 25000079 - Green Climate Fund - GCF for (LOT 3 Project Preparation Facility)</u>	Climate Change, Climate Financing, Renewable energy and low-emission transport, Resilient infrastructure and ecosystems, Adaptation in vulnerable communities, Forestry, land use, water, agriculture, and health	Green Climate Fund (GCF)	May 2025 – May 2028
<u>End Line Impact Evaluation of the Emergency Social Cash Transfer Programme (ESCT)</u>	Evaluation, Emergency Social Cash Transfer, Social Protection, Humanitarian Action	UNICEF Zimbabwe Country Office	Apr-25 - Feb-26
<u>LTA 25000067 - Green Climate Fund - GCF for (LOT 1-2 Readiness Support)</u>	Climate Change, Climate Financing, Renewable energy and low-emission transport, Resilient infrastructure and ecosystems, Adaptation in vulnerable communities, Forestry, land use, water, agriculture, and health	Green Climate Fund (GCF)	May 2025 – May 2028
<u>Evaluation of the Emergency Transit Mechanism Project in Niger</u>	Humanitarian, Emergency, Refugees, Shelter, Peace, Psychosocial Support - PSS, Health, Child Protection,	UNHCR Niger Country Office	December 2024 to June 2025
<u>Evaluation of the UNICEF Uganda Child Protection Programme 2021-2024</u>	Evaluation, Child Protection, Early Child Marriage, Birth Registration, VACs	UNICEF Uganda Country Office	October 2024 – March 2025
<u>TGF-24-49 - The Global Fund and Gavi Joint Initiative to Expand the Evaluation Supplier Pool</u>	Evaluations, Health, Immunization, Nutrition	GAVI/ The Global Fund	October 2024 - 2028
<u>Framework contract n° 2024/AO/33 for Lot 1: Evaluation Specialists for Council of Europe</u>	Evaluations, Democracy, Human Rights, Rule of Law	Council of Europe	August 08, 2024 - Dec 31, 2027
<u>Mid-Term Evaluation of the UNICEF supported “Accelerating Sanitation and Water for All” (ASWA) Programme in the Iringa, Mbeya, Njombe and Songwe regions of Tanzania during 2019 to 2022</u> <a href="https://www.unicef.org/evaluation/reports#/detail/18973/mid-term-evaluation-of-aswa-programme">https://www.unicef.org/evaluation/reports#/detail/18973/mid-term-evaluation-of-aswa-programme</a>	Evaluation, WASH, Health	United Nations Children's Fund (UNICEF) Tanzania	March 2023 – Nov 2023 Tanzania
<u>IQ22NF056 Revamping Targeting of Social Protection Schemes in Iraq.</u> The primary goal of this assignment is to assess the national flagship Public Distribution System through the targeting approaches of social protection schemes. This an EU funded intervention	Mapping, Country Assessment, Roadmap Development, Social Protection.	WFP Iraq Country Office	February 2023 – August 2023 Iraq



Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Location
involving UN Agencies (WFP, UNICEF, ILO) with the aim to reform social protection assistance, particularly in Baghdad and Erbil.			
<u>Mid-Term Impact Evaluation of the Emergency Social Cash Transfer Programme (ESCT).</u> AAN has been awarded the contract for this evaluation. <a href="https://www.unicef.org/evaluation/reports#/detail/19565/evaluation-of-the-unicef-emergency-social-cash-transfer-programme">https://www.unicef.org/evaluation/reports#/detail/19565/evaluation-of-the-unicef-emergency-social-cash-transfer-programme</a>	Evaluation, Emergency Social Cash Transfer, Social Protection, Humanitarian Action	United Nations Children's Fund (UNICEF) Zimbabwe	Oct 2022 – October 2023 Zimbabwe
<u>Summative Evaluation of the Adolescents Programme in State of Palestine.</u> AAN has been awarded the contract for this evaluation. <a href="https://www.unicef.org/evaluation/reports#/detail/18641/summative-evaluation-of-the-adolescents-programme-in-state-of-palestine">https://www.unicef.org/evaluation/reports#/detail/18641/summative-evaluation-of-the-adolescents-programme-in-state-of-palestine</a>	Evaluation, Humanitarian, Livelihoods and Skillbuilding, Adolescent/Child Protection/Rights	United Nations Children's Fund (UNICEF) Palestine	Sep 2022 – July 2023 Palestine
<u>Summative Evaluation of UNICEF DRC Multisectoral approach to public health emergencies.</u> AAN has been awarded the contract for this evaluation. <a href="https://www.unicef.org/evaluation/reports#/detail/18706/summative-evaluation-of-unicef-drc-multisectoral-approach-to-public-health-emergence">https://www.unicef.org/evaluation/reports#/detail/18706/summative-evaluation-of-unicef-drc-multisectoral-approach-to-public-health-emergence</a>	Evaluation, Public Health, Emergencies, Humanitarian, Health and Nutrition, Cholera, Measles, EVD, Plague, COVID-19	United Nations Children's Fund (UNICEF) DR Congo	Nov 2021 – Nov 2022 Democratic Republic of Congo
<u>Evaluation of UNICEF Philippines WASH Programme from 2012-2020.</u> AAN has been awarded the contract for this evaluation. <a href="https://www.unicef.org/evaluation/reports#/detail/17796/evaluation-of-the-unicef-philippines-wash-programme-from-2012-to-2020">https://www.unicef.org/evaluation/reports#/detail/17796/evaluation-of-the-unicef-philippines-wash-programme-from-2012-to-2020</a>	Evaluation, WASH, Health	United Nations Children's Fund (UNICEF) Philippines	Sept 2021 – May 2022 Philippines
<u>Endline Evaluation of the Developing Human Capital in Rwanda Programme (DHCR).</u> AAN has been awarded the contract for this evaluation. <a href="https://www.unicef.org/evaluation/reports#/detail/16678/summative-evaluation-of-the-integrated-programme-phase-2">https://www.unicef.org/evaluation/reports#/detail/16678/summative-evaluation-of-the-integrated-programme-phase-2</a>	Evaluation, Nutrition, ECD, Health	United Nations Children's Fund (UNICEF) Rwanda	Sept 2021 – May 2022 Rwanda
<u>Long Term Agreement HQ20NF465-LTA-25 for the Provision of Decentralized Evaluation Services (DE) and Other Evaluation Services.</u> AAN has been awarded an LTA by WFP for their global decentralized evaluation. <a href="https://www.unicef.org/evaluation/reports#/detail/16678/summative-evaluation-of-the-integrated-programme-phase-2">https://www.unicef.org/evaluation/reports#/detail/16678/summative-evaluation-of-the-integrated-programme-phase-2</a>	Decentralized Evaluation, Emergencies, Climate Change, Nutrition, School Feeding, Capacity building, Digital innovation, Cash assistance	The World Food Programme with headquarters at Via Cesare Giulio Viola 68/70 00148 Rome, Italy	3 Years (July 2021 to June 2024) Global
<u>Evaluation of Infant, Young Child Feeding (IYCF) Programme in Yemen.</u> AAN has been awarded project by UNICEF Yemen to conduct an evaluation of their on-going programme in Nutrition Sector for IYCF. <a href="https://www.unicef.org/evaluation/reports#/detail/17432/evaluation-of-infant-and-young-child-feeding-iycf-program-in-yemen">https://www.unicef.org/evaluation/reports#/detail/17432/evaluation-of-infant-and-young-child-feeding-iycf-program-in-yemen</a>	Evaluation, Health, Malnutrition, Infant and Young Child Feeding,	United Nations Children's Fund (UNICEF) Yemen	Apr 2021 – March 2022 Yemen
<u>Evaluation of Community Management of Acute Malnutrition (CMAM) in Yemen.</u> AAN has been awarded project by UNICEF Yemen to conduct a formative evaluation of their on-going programme on Malnutrition. <a href="https://www.unicef.org/evaluation/reports#/detail/17442/">https://www.unicef.org/evaluation/reports#/detail/17442/</a>	Evaluation, Health, Malnutrition, Community Engagement	United Nations Children's Fund (UNICEF) Yemen	Mar 2021 – Jan 2022 Yemen

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Location
<u>End-line Evaluation for the "2016-2020 Health Development Fund – HDE</u> . AAN has been awarded contract from UNICEF Zimbabwe Country Office for the evaluation of its 5 years Health Development Fund Programme. The programme has been build upon WHO Health Systems Strengthening Framework. <a href="https://www.unicef.org/evaluation/reports#/detail/17891/">https://www.unicef.org/evaluation/reports#/detail/17891/</a>	Health, System Strengthening, Supply Chain, Health Financing (Results Based Financing), Human Resource for Health, Sexual and Reproductive Health Rights, Health Policy Planning, Monitoring and Evaluation and Coordination, Medical Products, Vaccines and Technologies (Medicines and Commodities)	United Nations Children's Fund (UNICEF) Zimbabwe	Dec 2020 – Jul 2021 Zimbabwe
<u>Formative Evaluation of the Saudi Arabia Domestic Violence Prevention Programme</u> . AAN has been awarded contract from UNICEF Gulf Area Office for the evaluation of pilot intervention related to Child Centred Domestic Violence. <a href="https://www.unicef.org/evaluation/reports#/detail/17898/">https://www.unicef.org/evaluation/reports#/detail/17898/</a>	Evaluation, Domestic Violence, Child Abuse, Bullying Neglect, GBV	United Nations Children's Fund (UNICEF) Gulf Area Office	Nov 2020 – Oct 2021 Saudi Arabia
<u>Final Evaluation of the "Accelerated Community Actions for Reducing Stunting in Zimbabwe</u> . AAN has been awarded contract from UNICEF Zimbabwe CO for their final evaluation of Stunting programme. <a href="https://www.unicef.org/evaluation/reports#/detail/8967/">https://www.unicef.org/evaluation/reports#/detail/8967/</a>	Evaluation, Assessment, Health and Nutrition, Stunting	United Nations Children's Fund (UNICEF) Zimbabwe	Sep 2020 – Jun 2021 Zimbabwe
<u>Multi-country Evaluation of the Community Health Programme/Strategy in Central African Republic, Chad and Guinea-Bissau</u> . AAN Associates has been awarded a contract by UNICEF Guinea Bissau Country Office. <a href="https://www.unicef.org/evaluation/reports#/detail/18219/">https://www.unicef.org/evaluation/reports#/detail/18219/</a>  <u>Link to GB Report:</u> <a href="https://www.unicef.org/evaluation/reports#/detail/16178/summative-evaluation-of-pimi-ii-project">https://www.unicef.org/evaluation/reports#/detail/16178/summative-evaluation-of-pimi-ii-project</a>	Evaluation, Community Health, Programme Assessment, Strategy Assessment	United Nations Children's Fund (UNICEF) Guinea Bissau	Jan 2020 – Jan 2022 Central African Republic, Chad and Guinea-Bissau
<u>Evaluation of UNICEF Youth Economic Engagement Program in Jordan</u> . AAN Associates has been awarded a contract by UNICEF Jordan. <a href="https://www.unicef.org/evaluation/reports#/detail/16859/">https://www.unicef.org/evaluation/reports#/detail/16859/</a>	Evaluation, Youth Empowerment, Economic Empowerment	United Nations Children's Fund (UNICEF) Jordan	Dec 2019 – Feb 2021 Jordan
<u>Evaluation of the Simplified Birth Registration System in Mainland Tanzania</u> . AAN Associates has been awarded a contract by UNICEF Tanzania. <a href="https://www.unicef.org/evaluation/reports#/detail/8934/">https://www.unicef.org/evaluation/reports#/detail/8934/</a>	Evaluation, Evaluation, Birth Registration, Child Protection, Human Rights	United Nations Children's Fund (UNICEF) Tanzania	Dec 2019 – Jun 2021 Tanzania
<u>Multi-Country Evaluation of Community Engagement to End Child Marriage and Female Genital Mutilation (2016-2019) in: Ghana, Guinea, Mali, Niger and Nigeria</u> . AAN Associates has been awarded contract by UNICEF WCARO. <a href="https://www.unicef.org/evaluation/reports#/detail/16404/">https://www.unicef.org/evaluation/reports#/detail/16404/</a>	Evaluation, Child Rights/Protection, End Child Marriage, Female Genital Mutilation	United Nations Children's Fund (UNICEF) Regional Office for West and Central Africa (WCARO)	Dec 2019 – Jan 2022 Ghana, Guinea, Mali, Niger and Nigeria
<u>Evaluation of the UNICEF's Birth Registration and Justice for Children Programme in Angola</u> . AAN Associates has been awarded a contract by UNICEF Angola. <a href="https://www.unicef.org/evaluation/reports#/detail/16397/">https://www.unicef.org/evaluation/reports#/detail/16397/</a>	Evaluation, Birth Registration, Justice for Children, Child Protection, Human Rights	United Nations Children's Fund (UNICEF) Angola	Dec 2019 – June 2020 Angola

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Location
<u>'Formative Evaluation of the FamilyConnect Programme in Uganda'</u> AAN Associates has been awarded contract by UNICEF Uganda. <a href="https://www.unicef.org/evaluation/reports/#/detail/16937/">https://www.unicef.org/evaluation/reports/#/detail/16937/</a>	Evaluation, Health, mHealth/ eHealth	United Nations Children's Fund (UNICEF) Uganda	Nov 2019 – July 2020 Uganda
<u>Long-Term Arrangement (LTA)</u> for the provision of consultancy services in conducting Country Programme Evaluations (CPEs) as well as regional and country-based programme and thematic evaluations in the Eastern and Southern Africa Region	LTA for Evaluations in all thematic areas (i.e., WASH, DRR, Education, Child Protection, Social Protection, and other)	UNICEF Eastern and Southern Africa Regional Office	June 2019 – May 2022  21 countries of Eastern and Southern Africa Region
<u>"Baseline Studies of UNICEF-DFID Accelerated Water and Sanitation for All (ASWA) II Programme in Cambodia"</u> AAN Associate has been awarded contract by UNICEF Bangkok <a href="https://www.unicef.org/eap/documents/accelerated-sanitation-and-water-all-aswa-ii-programme-cambodia">https://www.unicef.org/eap/documents/accelerated-sanitation-and-water-all-aswa-ii-programme-cambodia</a>	Baseline, Water and Sanitation	United Nations Children's Fund (UNICEF) Bangkok	November 2018-August 2019 Cambodia
<u>"Impact Evaluation of UNICEF Supported Birth Registration in Nigeria"</u> AAN Associates has been awarded contract by UNICEF Nigeria to generate evidence of effectiveness and success of UNICEF assistance to birth registration for past four years <a href="https://www.unicef.org/evaldatabase/index_103539.html">https://www.unicef.org/evaldatabase/index_103539.html</a>	Evaluation, Child Protection, Child Rights	United Nations Children's Fund (UNICEF) Nigeria	November 2017- 2019 Nigeria
<u>"Evaluation of the DFAT-UNICEF Tahderiyah Project Phase 1, 2 and 3"</u> AAN Associates has been awarded contract by UNICEF Philippine to evaluate all three phases of the Tahderiyah Project which were implemented from June 2010 to June 2017. Geographically this study is spread of Mindanao region of Philippine. The evaluation is intended to serve as a resource to support learning and accountability in programme implementation. <a href="https://www.unicef.org/evaldatabase/index_103436.html">https://www.unicef.org/evaldatabase/index_103436.html</a>	Evaluation, Education, Early Childhood Care and Development, Early Childhood Education, Child Protection	United Nations Children's Fund (UNICEF) Philippine	June 2017 – May 2018 Mindanao Region of Philippine
<u>"Evaluation of the UNICEF Vietnam's Rural Sanitation and Hygiene Programming 2012-2016"</u> AAN Associates has been awarded contract by UNICEF Vietnam to evaluate the WASH Programme which was implemented (2012-16) with technical assistance of UNICEF to VIHEMA and Provincial CPMs in seven UNICEF focus provinces. The programme embodies the principles and interventions of CATS mainly through CLTS, Sanitation marketing (SanMark) and school led total sanitation (SLTS). <a href="https://www.unicef.org/evaldatabase/index_103450.html">https://www.unicef.org/evaldatabase/index_103450.html</a>	WASH, Water, Sanitation, Hygiene, Assessment, Health, Education, Evaluation, Social Norm, Survey	United Nations Children's Fund (UNICEF) Viet Nam	June 2017 – May 2018 Vietnam
<u>"WASH Sanitasi Total Berbasis Masyarakat (STBM) Endline Evaluation Survey"</u> . AAN Associates has been awarded contract by UNICEF Indonesia to evaluate the STBM project which was initiated by Government of Indonesia (Gol), Sub-national Government and the Bill and Melinda Gates Foundation (BMGF). The programme was implemented in Eastern Indonesia from 2013-17 in 6 selected districts. <a href="https://www.unicef.org/evaldatabase/index_102656.html">https://www.unicef.org/evaldatabase/index_102656.html</a>	WASH, Water, Sanitation, Hygiene, Assessment, Health, Education, Evaluation, Social Norm, Survey	United Nations Children's Fund (UNICEF) Indonesia	May 2017 – Dec 2017 Provinces (South Sulawesi, NTT, Papua)
<u>"Strategic Assessment or Review of UNICEF Jordan's Child Protection, Education, and Life Skills Support Services to Children &amp; Adolescent Through Makani (My Space) Centres"</u> The project aims to assess the relevance, effectiveness and efficiency of the key elements of Makani, draw key lessons and good practices and make recommendations on ow	Strategic Review/Assessment, Child Protection, Education, Life Skills, Water, Sanitation and Hygiene,	United Nations Children's Fund (UNICEF) Jordan	Nov 2016 –May 2017 Jordan

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Location
future interventions can be improved. The finding and recommendations will be used by UNICEF staff and partners to improve the implementation and operationalization of the model to successfully achieve and sustain results for children and young people.			
<u>"Evaluation of UNICEF Jordan's 'Ma'An Campaign' to End Violence Against Children in Schools"</u> The Project aim to conduct the evaluation with the overall combined focus on its sub-components Tarbiyeh: towards behavioural transformation in schools; the school advocacy groups (SAG); school-level activities and monthly survey <a href="https://www.unicef.org/evaldatabase/index_102660.html">https://www.unicef.org/evaldatabase/index_102660.html</a>	Child protection, , Health, Education, Advocacy, Mass Media Communication, Capacity Assessment and Capacity Building Community Mobilization	United Nations Children's Fund (UNICEF) Jordan	Oct 2016 –May 2017 Jordan
<u>"Evaluation of Humanitarian Assistance (particularly of CCCs for Operations Units) in Yemen"</u> Aim of the project is to conduct the evaluation with the overall combined focus on addressing learning needs and accountability, the main objective of the EHA is to use the findings to improve the management of the current emergency response and also to influence future UNICEF responses in any complex emergencies <a href="https://www.unicef.org/evaldatabase/index_95500.html">https://www.unicef.org/evaldatabase/index_95500.html</a>	Evaluation, WASH, Health, Child Protection, Nutrition,   Refugees, IDPs, Shelter Livelihood, Emergency Preparedness, Unconditional Cash grant	United Nations Children's Fund (UNICEF) Yemen	June 2016 - Dec 2016 Yemen
<u>"Summative Evaluation of UNICEF/Save The Children Afghanistan joint project titled 'Child-centered Disaster Risk Reduction Project in Northern Afghanistan'"</u> The Project was being implemented by SCI and UNICEF Afghanistan and AAN had been awarded this project for Summative Evaluation of both phases implemented approximately in 29th months' time period in disaster prone areas of Afghanistan. A survey of 400 HHs was administered in Balkh, Jawzjan and Sari pul provinces. <a href="https://www.unicef.org/evaldatabase/index_95231.html">https://www.unicef.org/evaldatabase/index_95231.html</a>	Child Protection, Disaster Risk Reduction, Education, CCDRR, CBDRM, Climate Change, Evaluation of CB-CCDRR	United Nations Children's Fund (UNICEF) Afghanistan	Nov 2015 - Feb 2016 Balkh, Jawzjan, Saripul (Afghanistan)
<u>"Technical Assistance to Save The Children Afghanistan for 'Situational Analysis and Development of Advocacy Strategy for Child Centered Disaster Risk Reduction"</u> The study commissioned to assess the institutional capacities of public sector agencies (Ministry of Education, Afghanistan National Disaster Management Authority, Ministry of Rural Rehabilitation and Reintegration and Provincial Authorities) at national and subnational levels for Child Centred Disaster Risk Reduction. Also, to develop advocacy strategy / plan for mainstreaming of CCDRR. This is a joint project of Save The Children Afghanistan and UNICEF Afghanistan.	Child Centred and Community Based DRR, Mapping and Assessment, Gap Analysis, Advocacy Planning.	Save the Children (StC) Afghanistan	Jan 2014 - Oct -2014 Kabul, Multiple provinces of Afghanistan
<u>"End-of-term Evaluation of 'Afghanistan-Pakistan Cross Border Assistance Programme for Refugees, Returnees and IDPs 2010-13'"</u> This was Formative Evaluation with focus on results, learning and future recommendations for DANIDA funded components of the Afg-Pakistan Programme. The programme was implemented in 4 provinces of Afghanistan and multiple refugee villages in Khyber Pakhtunkhwa of Pakistan. 800 households (400 each in Pakistan and Afghanistan)Field survey was administered in Pakistan and Afghanistan	Refugees, IDPs, Repatriated / Returnee and Host Community Assistance - Protection, Shelter, Livelihoods, Community Physical Infrastructure, Health and Hygiene Promotion, Emergency Preparedness and Humanitarian Assistance, Institutional Strengthening.	Danish Refugee Council (DRC) Afghanistan & Danish Refugee Council (DRC) Pakistan	Sep 2013 - Nov 2013 Kabul, Islamabad, Peshawar, Pakistan
<u>"Technical Assistance to Ministry of Education Afghanistan (as part of World Banks' EQUIP Project) for strengthening of Planning, Monitoring and EMIS Systems"</u> The project was part of larger World Bank funded education assistance portfolio called Education Quality Improvement Programme, supported by multiple development partners and	Education Governance Reforms /   Planning, Monitoring, EMIS, Institutional Assessment & Development	Ministry of Education (MoE) Afghanistan	Jan 2013 - Nov 2013 Kabul, Multiple Provinces of Afghanistan

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Location
implemented by Ministry of Education. This particular component of EQUIP Programme was funded by DANIDA (Govt. of Denmark)			

## National Work (Development Consulting Division)

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Locations
<u>Midterm Evaluation of Child Protection Case Management and Referral Systems in Punjab, Sindh, KP, ICT, GB and AJK</u>	Child Protection, Evaluation, Case Referral Management	United Nations Children's Fund (UNICEF) Pakistan	Dec 2024 - Ongoing
<u>Process Evaluation for Benazir Nashonuma Programme (BNP) – Supported SBC Communication Intervention in Pakistan</u>	Health, Antenatal care and Postnatal care, Social Behavior Change Communication (SBC), C4D, BCC, Evaluation	United Nations Children's Fund (UNICEF) Pakistan	Oct 2024 - Ongoing
<u>Outcome evaluation of UNICEF contributions to the Pakistan's Approach to Total Sanitation and goal of ending open defecation (2018-2022)</u>	WASH, Water, Sanitation, Hygiene, Assessment, Health, Education, Outcome Evaluation, Social Norm	United Nations Children's Fund (UNICEF) Pakistan	July 2024 - Ongoing
<u>Long Term Arrangement for Provision of Evaluation, Research and Studies for the thematic areas; "Child Protection, Education, Health, Nutrition, Social Protection &amp; WASH" and cross cutting thematic areas; " SCB, DRR, Adolescents, Disability, ECD and Gender"</u>	Child Protection, Education, Health, Nutrition, Social Protection & WASH" and cross cutting thematic areas; " SCB, DRR, Adolescents, Disability, ECD and Gender"	United Nations Children's Fund (UNICEF) Pakistan	20 September 2023-19 September 2025
<u>Summative Evaluation of the Digital Birth Registration (DBR) Programme.</u>	Birth Registration, Evaluation, Child Health, Child Protection, Child Development	United Nations Children's Fund (UNICEF) Pakistan	Dec 2021 – Sep 2022
<u>Formative Evaluation of Provincial ALP Models and Centres.</u>	OOSC, Early Education, Evaluation, Child Protection, Child Development, Child Rights	United Nations Children's Fund (UNICEF) Pakistan	Nov 2021 – Sep 2022
<u>Development of Training Manuals in Alignment with the updated Training Needs for the Promotion Trainings for Local Council Service Employees (PUGF) in KP.</u> Develop Training Manuals, Participant Handbooks and other trainings aids for the mandatory promotion training for Local Council Service Officers, covering the topics of Administration, Finance & Accounts and Engineering.	Manual Development, Capacity Building, Institutional Development, Administration, Finance & Accounts, Engineering	GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) Pakistan	Jul 2021 – Nov 2021
<u>M&amp;E System Strengthening in the Public Sector and Engaging Academia in Evidence Generation.</u> M&E system strengthening in the public sector including capacity assessment, capacity building and national M&E policy framework.	Monitoring and Evaluation, Sustainable Development Goals, Strategy Planning, Evaluation Policy Assessment and Development	United Nations Children's Fund (UNICEF) Pakistan	Dec 2019 – Dec 2020

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Locations
<u>Developing a Business Plan for Punjab Aab-E-Pak Authority, Govt. of Punjab</u>	Strategic Planning	WaterAid Pakistan	Dec 2019 – Feb 2020
<u>“Development of WASH Sector Plan for KPK, Pakistan”</u> Technical assistance to LG&PHED in Developing and implementing equity-focused, gender sensitive Water & Sanitation Policies and Strategies and finalization of BCC strategy mainstreaming human right based approach and <u>Develop KP WASH Sector Plan</u>	Research, Strategy Development, Technical Assistance, Sector Planning	United Nations Children's Fund (UNICEF) Pakistan	Jan2018 – Sep 2019
<u>“End of Project review of "Bridging Gap Between Demand and Supply Pertinent To SRHR Components In Islamabad”</u> AAN was assigned with the task to conduct end-term review of Sexual and Reproductive Health & Rights (SRHR) by IDRAK Development Society	Evaluation, Health, Education	The Royal Norwegian Embassy in Islamabad	Sept 2017 – Nov 2017
<u>“Revision of existing manual and Development of new manual of WSSP (Peshawar)”</u> AAN has been awarded this project by DAI (Development Alternatives Incorporated) under Khyber Pakhtunkhwa governance Project (KPG) for the development of new and revision of their existing manuals and SOPs.	Institutional Development, Capacity Building, Manual Development	DAI(Development Alternatives Incorporated) Peshawar	Aug 2017 – Jan 2018
<u>"Third Party Monitors (including evaluations and research - for Ecorys lead Consortium) for UKAid funded 'Pakistan Conflict Stability and Security Fund (CSSF)'"</u> AAN has been awarded a long term agreement by ECORYS which is input based (i.e. Provide comment or identify issues with TOR prepared by the Client, Provide a proposal for how the TOR will be delivered; Manage the survey, including development and execution of all work plans; Prepare reports, presentations and incorporate any feedback as requested on templates provided by Ecorys UK) and output based contract (i.e. Quality Assurance of surveys; Staffing of Monitoring and Evaluation teams	Research, Baselines, Endlines, Evaluations, Monitoring for Conflict, Stabilization, Peace building, Security, Rule of Law, Regional and Crossborder Trade	Ecorys Pakistan UK	Jan 2017 –Jan 2018 Pakistan
<u>"Mid-Term Review of IFRCS/PRC 'Integrated Community Based Risk Reduction (ICBRR) Project"</u> The MTR aims to evaluate that the programme achieve its objective, identify the strengths and areas of improvement and document good practices, uphold the accountability and transparency of the IFRC and PRC and compliance with existing standards, and recommendations for future. This was a formative review / evaluation to assess the PRC's ICBRR Programme as per set criteria, taking into consideration issues of gender and diversity with a focus on reviewing the design of the programme, identifying the lessons and key areas of improvement or modification, and assessing compliance with programme objectives.	Evaluation, CBDRM, Health & Hygiene, DRR, Gender, Resilience building, Integration, Branch Development, Linkages Development, Volunteerism	Pakistan Red Crescent Society (PRCS)	June 2016 - Aug 2016 Neelum, Bagh (Azad Jammu & Kashmir), Mansehra (Khyber Pakhtunkhwa), Sanghar, Tharparkar (Sindh)
<u>"End-line Survey for UNICEF's 'Sanitation Programme at Scale in Pakistan – SPSP Rural (Phase II)'"</u> The End line or Post-KAP draws on two surveys implemented concurrently in mid-2016 i.e. SPSP II End line and Sustainability Check Study Survey. Two separate household survey questionnaires were used, each with a specific focus, however the two carried identical questions which enabled using separate survey results to compile report. AAN administered both the Pre and Post KAP (including SPSP II Post-KAP and Sustainability Check Survey).	Water, Sanitation and Health (WASH)/ Baseline, Research, Institutional Assessment & Development, Sector Workshops, Bottleneck Reports, Info graphs	United Nations Children's Fund (UNICEF) Pakistan	Mar 2016 - Aug 2016 Punjab, KP, FATA, Sindh and Baluchistan
<u>"Sustainability Check Study of Rural Water Supply Services and Exclusive Latrine Use (ODF behaviour) in Sindh and Punjab Provinces of Pakistan"</u> The study aims to conduct sustainability check through assessing the community sanitation and water supply services. The study entailed Household Survey of 3200 Households of 12 districts of Sindh and Punjab provinces. And prepare an action plan for future studies of sustainability Check of WASH services.	WASH, Water, Sanitation, Hygiene, Assessment, Health, Education, Evaluation, Social Norm	United Nations Children's Fund (UNICEF) Pakistan	Dec 2015 - Dec 2016 Punjab, Sindh

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Locations
<u>"Evaluation of Plan International and Government of Punjab's 'Scaling Up Pakistan Approach to Total Sanitation in Punjab Project'"</u> AAN has conducted mid-term evaluation of 'Scaling-Up Pakistan Approach to Total Sanitation (PATS) in Punjab' which is four-year (2013-2017) project, commissioned by Plan International Pakistan (Plan) with the technical support of Plan International, Australia and financial support of the Australian Government.	Evaluation, Water, Sanitation, Hygiene, Health,	Plan International Pakistan	Sep 2015 - Nov 2015 Layyah, Vehari, Rahim Yar Khan, Chakwal
<u>"Baseline Survey for School Based Menstrual Hygiene Management in Punjab as part of WaterAid/AGAHE 'Girls Health Rights Programme'"</u> This project focused on WASH and Menstrual Health Management support at schools and communities in District Muzaffargarh. The project was funded by WaterAid Pakistan under a regional programme. The School WASH Survey conducted in 50 selected schools of district Muzaffargarh; including MHM Policy Analysis at national and sub-national levels.	Water, Sanitation and Health / Baseline,   Menstrual Hygiene Management,   Health, Gender	Association for Gender Awareness and Human Empowerment (AGAHE) Pakistan	Jun 2015 - Aug 2015 Muzaffargarh
<u>"Mid-term Review of IKEA/Save The Children Pakistan implemented 'Child Rights Programme in Cotton Growing Districts of Punjab and Sindh'"</u> This was a blend of formative and descriptive evaluation for IKEA Foundation funded and UNICEF Pakistan implemented programme in 6 cotton farming districts of Punjab, Sindh and Balochistan. 816 KAP Survey, FGDs, IDIs and other tools designed and applied. The review followed OECD-DAC Evaluation Framework. The programme had multiple components including social protection, child protection, health, education, WASH and advocacy. The evaluation was expected to inform Phase II of the programme implementation.  <a href="https://www.unicef.org/evaldatabase/index_90455.html">https://www.unicef.org/evaldatabase/index_90455.html</a>	WASH, Evaluation, Social Protection, Child Protection, Education, Health, Community Mobilization, Advocacy	United Nations Children's Fund (UNICEF) Pakistan	Mar 2015 - Sep 2015 Sindh, Punjab, Baluchistan, Islamabad
<u>"Mapping and Assessment for FATA Secretariat of 'Child Protection System in Federally Administered Tribal Areas (FATA) of Pakistan'"</u> The study was undertaken using UNICEF's Child Protection Systems - Mapping and Assessment Toolkit. The aims were to assess systems, capacities and practices across all public stakeholders and suggest recommendations for systems improvement. The study entailed worked closely with FATA Government.	Child Protection, Mapping and Assessment, Gap Analysis, Public Advocacy, Strategic Planning	United Nations Children's Fund (UNICEF) Pakistan	Jan 2015 - Aug 2015 FATA, Khyber Pakhtunkhwa, Islamabad
<u>"Technical Assistance to the Government of Sindh for 'Formulation of Comprehensive Provincial Birth Registration Strategy'"</u> AAN has prepared child birth registration strategy for Government of Sindh, that will provide an overarching vision for universal birth registration through an institutional and system approach informed by evidence and bottleneck analysis of the existing birth registration systems in Sindh.	Birth Registration, Child Rights / Protection, Institutional Assessment and Development, Strategy Development.	United Nations Children's Fund (UNICEF) Pakistan	Nov 2014 - Jan 2015 Sindh, Islamabad
<u>"Evaluation of Save The Children Pakistan's 'Community Based Child Centered Disaster Risk Reduction (CB-CCDRR) Programme'"</u> This was a formative evaluation of programme that included a series of post flood (2010-11) recovery projects in flood-affected districts of Punjab and Sindh and implemented through 2011-14.	Evaluation, Child Protection, Education, DRR, CBDRM, Climate Change, Evaluation of CB-CCDRR	Save the Children (StC) Pakistan	Oct 2014 - June 2015 Islamabad, Punjab, Sindh
<u>"Baseline Study for UNICEF's 'Sanitation Programme at Scale in Pakistan – SPSP Rural (Phase II) in Pakistan'"</u> The study involves WASH sector baseline for key programme results indicators. The assignment included Institutional Capacity Assessment of Implementing Partners (IPs) comprising RSPN, RSPN partners, leading NGOs across Pakistan and development of Capacity Development Plans. Also, the assessment and capacity development planning for relevant government counterparts like local government, public health engineering, education and health. The baseline included workshops with stakeholders for Bottleneck Analysis (component of UNICEF MoRES level 3 monitoring), and Sanitation Context Analysis (a secondary sources research of WASH context in each province and GB – and presentation as Sanitation Fact Sheets for Provinces)	Water, Sanitation and Health (WASH) / Baseline, Research, Institutional Assessment & Development, Sector Workshops, Bottleneck Reports, Info graphics	United Nations Children's Fund (UNICEF) Pakistan	Sep 2014 - June 2015 Punjab, Khyber Pakhtunkhwa, FATA, Sindh, Balochistan



Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Locations
<a href="https://www.unicef.org/evaldatabase/index_82427.html">https://www.unicef.org/evaldatabase/index_82427.html</a>			
"Institutional Assessment of Provincial (Sindh and Balochistan) Labour & Human Resource Departments for Launch of Child Labour Eradication Programme" The project was funded by UNICEF Pakistan for the assessment of provincial labour & human resource department.	Child Protection, Institutional Assessments & Development, Common Assessment Framework, Public Administration / Management	United Nations Children's Fund (UNICEF) Pakistan	Sep 2014 - Feb 2015 Sindh, Balochistan
"Technical Assistance for Development of Operational Plan for Social Welfare & Women Development Department, of Government of Azad Jammu & Kashmir" The project was funded by UNICEF Pakistan Office for technical assistance to GoAJK for '5 Years Action Planning for Social Welfare and Women Development Department.	Social Welfare / Protection, / Institutional Assessment and Development, Action Plan Development, Gender	United Nations Children's Fund (UNICEF) Pakistan	Sep 2014 - Nov 2014 Azad Jammu & Kashmir, Islamabad
"Development of Learning & Advocacy Toolkit for Mine Risk Educational (MRE) for Disaster Management Authorities of Khyber Pakhtunkhwa and FATA" AAN design & develop an 'Age and Gender Sensitive Mine Risk Educational (MRE) Toolkit that will be used by government staff and other stakeholders for multiple participants' groups, including out-of-school and school-going children. Overall objective was to protect children from the threat of mines, IEDs and explosive remnants of war and conflicts.	Mine Risk Education, Mapping and Needs / Capacities Assessment, Preparedness Against Remnants of War and Conflicts, Behavioural Change Communication (BCC)	United Nations Children's Fund (UNICEF) Pakistan	July 2014 - Jan 2015 Khyber Pakhtunkhwa, FATA, PATA
"Legal and Policy Review of Child Protection Laws / Policies of Government of Punjab" The study was to be conducted under ART (be Aware, Raise voice, Take action) project which implemented in District Rawalpindi.	Child Protection Laws & Policies (PDNCA 2004, ECA 1991, PECA 2011 etc), Youth, Situation Analysis, Desk Research, Gap Analysis	World Vision Pakistan (WV) International	Apr 2014 - Aug 2014 Islamabad
"Research to Identify Causes for Low Immunization Coverage in High Risk Districts of Punjab" The study was commissioned jointly by Government of Punjab and Save the Children International Pakistan Office to explore the causes of low coverage of routine immunization. It featured evaluation of role of relevant stakeholders and development of policy brief (for EPI improvement) for informed advocacy with relevant authorities. The study included immunization coverage survey in 400 households.	Public Health, Immunization, Operational Research, GAP Analysis, Policy Advocacy	Save the Children (StC) Pakistan	Mar 2014 - July 2014 Punjab, Islamabad
"End-of-term Evaluation of United States Institute of Peace (USIP) grants for 'Countering Extremism and Promoting Peace and Religious Tolerance (CEPPRT) Programme" The portfolio of projects included 7 projects implemented across all provinces and FATA. The evaluation was formative and focused on processes and results. The projects were implemented by USIP CSO partners between 2011-13 and programme was funded by USAID	Countering Extremism, Peace, Tolerance, Conflict Resolution, Negotiation Skills, Evaluation, Research	United States Institute of Peace (USIP)	Mar 2014 - Aug 2014 Punjab, Khyber Pakhtunkhwa, FATA, Sindh, Baluchistan
"Child Rights Situation Analysis in Urban Areas / Karachi to inform design of Save The Children Pakistan's Urban Child Rights Programme" The study was part of SCI Pakistan's plan to facilitate launch of multi-partners Child Rights Urban Programme for Karachi. The study was to feedback into the Formative Research Phase.	Urbanization & Child Rights, Situation Analysis, Desk Research, Programme Development	Save the Children (StC) Pakistan	Mar 2014 - July 2014 Karachi, Islamabad

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Locations
<u>"Technical Assistance for Development of Strategic Plan for Child Protection and Welfare Commission (CPWC), of Government of Khyber Pakhtunkhwa"</u> Strategic plan was to be developed in line with the provision of CPWC's mandate as provided in the CPWC Act 2010 of KP, Pakistan's commitment to global UN Conventions such as CRC etc.	Strategy Development, Social Welfare / Protection, Child Protection, Institutional Assessment and Development, Action Plan Development, Gender	Save the Children (StC) Pakistan	Mar 2014 - July 2014 Khyber Pakhtunkhwa
<u>"End of Term Evaluation of UNICEF Pakistan's 'Sanitation Programme at Scale in Pakistan – SPSP Rural (2013-14)"</u> SPSP Rural in 13 districts / agencies'. The WASH programme was led by UNICEF Pakistan (with DFID funding) and implemented by multiple national CSO partners. This was a formative evaluation for UNICEF rural sanitation initiative. The evaluation complied to UNICEF and OECD-DAC evaluation guidelines. The evaluation has been ranked amongst TOP 50 Evaluations (globally) by UNICEF as per UNICEF Geros / Evaluation Assessment System	Water, Sanitation and Health / Evaluation, Research, Institutional Capacity Assessment	United Nations Children's Fund (UNICEF) Pakistan	Jan 2014 - Aug 2014 Punjab, Khyber Pakhtunkhwa, FATA, Sindh, Baluchistan
<u>"Technical Assistance for 'Development of Strategy for Child Protection in Emergencies' for Provincial Disaster Management Department, Government of Khyber Pakhtunkhwa"</u> The study was commissioned by UNICEF and AAN had provided technical assistance to PDMA-KP for 'Development of Comprehensive and Multi-Actor Strategies for Child Protection in Emergencies.	Disaster Management, Child Protection, Institutional Assessment and Development, Strategy Development.	United Nations Children's Fund (UNICEF) Pakistan	Jan 2014 - Apr 2014 Khyber Pakhtunkhwa
<u>"Technical Assistance for 'Development of Strategy for Child Protection in Emergencies' for FATA Disaster Management Department"</u> The study was commissioned by UNICEF and AAN had provided technical assistance to FDMA for 'Development of Comprehensive and Multi-Actor Strategies for Child Protection in Emergencies.	Disaster Management, Child Protection, Institutional Assessment and Development, Strategy Development.	United Nations Children's Fund (UNICEF) Pakistan	Jan 2014 - Apr 2014 Khyber Pakhtunkhwa
<u>"Programme Design Assistance to Save The Children Pakistan for development of 'Child Protection Programme for Cotton Growing Areas of Pakistan (CHAON-II 2014-2018)"</u> The programme was developed in continuation to CHAON I, to continue the programme in cotton farming areas with funding from IKEA Foundation. SCI Pakistan mobilized over 7 million Euros for 4-5 years programme from IKEAF.	Child Protection, livelihoods, community mobilization, education, public advocacy, Project Development, LFA Development, Assessment, Poverty, Gender	Save the Children (StC) Pakistan	Dec 2013 - Jan 2014
<u>"Assessment and Strategic Planning of Child Protection Systems in Khyber Pakhtunkhwa and Islamabad Capital Territory for Save The Children Pakistan"</u> The study entailed comprehensive child protection systemic analysis (across multiple tiers – national, provincial, district and community) for Khyber Pakhtunkhwa Province and Islamabad Capital Territory of the Federal Capital of Pakistan. The assessment framework combines Save The Children Rough Guide to Child Protection System and UNICEF (including Save the Children) Child Protection System Mapping and Assessment Toolkit.	Child Protection System Mapping and Assessment, Gap Analysis, Strategic Planning	Save the Children (StC) Pakistan	Nov 2013 - Feb 2014 Islamabad
<u>"Politico-Economic Analysis of Health System in Post 18th Amendment Context in Khyber Pakhtunkhwa for Asia Foundation Pakistan"</u> The study was commissioned to inform The Asia Foundation of the status of devolution, KP government health priorities and plans, key stakeholders, bottlenecks and opportunities for health services improvement.	Governance, Health, Research, Programme Development	The Asia Foundation Pakistan	Aug 2013 - Nov 2013 Khyber Pakhtunkhwa, Islamabad

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Locations
<p><u>"Baseline of UNICEF's 'Sanitation Programme at Scale in Pakistan – SPSP Rural in Pakistan"</u> The baseline included workshops with stakeholders for Bottleneck Analysis (component of UNICEF MoRES level 3 monitoring), and Sanitation Context Analysis. Moreover, The baseline included survey of 2400 households, 18 School Sanitation Survey   'Designed an Institutional Assessment Framework, and undertook assessment of 13 Implementing Partners (IPs) (comprising RSPN, RSPN partners, leading national and regional NGOs) and developed Institutional Development Plans for SPSP / PAT Implementation.'</p> <p>- 'Organized trainings / workshops for Capacity Assessment of relevant government departments (including local government, public health engineering, education and health- around Community Lead Total Sanitation – WASH Planning) and developed Capacity Development Plans (training centric) for all departments Khyber Pakhtunkhwa, FATA, Baluchistan, Sindh and Punjab.</p> <p>- 'Organized Bottleneck Analysis Workshops for Government Departments (including local government, public health engineering, education and health-around Community Lead Total Sanitation – WASH Planning) to assess factors that impede smooth and effective services delivery in Khyber Pakhtunkhwa, FATA, Sindh, Baluchistan and Punjab.</p>	Water, Sanitation and Health / Baseline, Research, Institutional Assessment & Development, Gender, Poverty	United Nations Children's Fund (UNICEF) Pakistan	May 2013 - Aug 2013 Punjab, Khyber Pakhtunkhwa, FATA, Sindh, Baluchistan
<p><u>"Technical Assistance for 'Strategy &amp; Five Years Action Plan Formulation for Social Welfare &amp; Women Development Department, of Government of Azad Jammu &amp; Kashmir"</u> AAN provided technical assistance to GoAJK in Strategy Formulation for Social Welfare / Protection and Development of 5 Years Action Plan'</p>	Social Welfare / Protection, / Institutional Assessment and Development, Strategy Development, Action Plan Development, Gender.	United Nations Children's Fund (UNICEF) Pakistan	Apr 2013 - Aug 2013 AJ&K, Islamabad
<p><u>"End-of-programme evaluation of Malteser International's 'Community based Disaster Risk Management Programme"</u> AAN conducted endline evaluation of 'Community based Disaster Risk Management' programme in Muzaffarabad, Swat and Kohistan (KP). The programme was implemented in rural and urban contexts and was self-implemented programme of Malteser International.</p>	Disaster Risk Management / Community Mobilization, Risk Assessment, Training and Capacity Building, Earthquake Early Warning Infrastructure Support, Community Based Disaster Preparedness, Gender	Malteser International Pakistan	Mar 2013 - June 2013 Azad Jammu & Kashmir, Khyber Pakhtunkhwa, Islamabad
<p><u>"Budgetary Analysis of Nutrition Support within Provincial Budgets (FY 2012-13) for Governments of Khyber Pakhtunkhwa, Sindh and Baluchistan"</u> The project was implemented by Save the Children Pakistan and the study was commissioned to generate evidence of widespread malnutrition, and on the basis of results developing the advocacy materials.</p>	Nutrition, Public Sector Planning / Budget Research, Sector Analysis, Public Policy & Prioritization, Gender	Save the Children (StC) Pakistan	Feb 2013 - July 2013 Khyber Pakhtunkhwa, Sindh, Baluchistan
<p><u>"Technical Assistance for 'Strategy &amp; Five Years Action Plan Formulation for Social Welfare &amp; Women Development Department, of Government of Sindh"</u> AAN Had provided technical assistance to GoS in Strategy Formulation for Social Welfare / Protection and Development of 5 Years Action Plan'</p>	Social Welfare / Protection, / Institutional Assessment and Development, Strategy Development, Action Plan Development, Gender	United Nations Children's Fund (UNICEF) Pakistan	Dec 2012 - June 2013 Sindh, Islamabad
<p><u>"Evaluation of UNICEF Pakistan's Post Flood Recovery 'Rural Sanitation in Flood and Polio Affected Districts Programme"</u> The undertaking involved design and application of Post KAP (450 households covered), focus group discussions, in-depth interviews, case studies. Also, it included performing bottleneck analysis and complying with UNICEF adapted UNEG Reporting Guidelines. Also, it included evaluation of programme in terms of application of UNICEF Core Programming Strategies &amp; Principles.</p>	Water, Sanitation and Health / Post Flood Recovery Evaluation, Research, Institutional Capacity Assessment	WaterAid Pakistan	Nov 2012 - Feb 2013 Punjab, Sindh, Baluchistan, Khyber Pakhtunkhwa

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Locations
<a href="https://www.unicef.org/evaldatabase/index_73521.html">https://www.unicef.org/evaldatabase/index_73521.html</a>			
"Technical Assistance to Oxfam GB Alliance Partners for 'Development Emergency Response Manual & Training of Staff' AAN had developed Strategic Emergency Response Manual for Oxfam Novib Pakistan National NGO Partners' to guide standardized, consistent, coordinated and timely response.	Disaster Risk Management, Preparedness / Institutional Assessments & Development, Resource Development, Training	Doaba Foundation	Sep 2012 - Feb 2013 Punjab, Islamabad
"Mid-term Evaluation of Daikone (German NGO) Pakistan Flood Response 2010-2012" The programme was implemented with the support of local development partners and evaluation was carried out jointly by AAN Associates (Pakistan) and AGE International Consultants (Germany).	Post Disaster Relief & Early Recovery / Evaluation of Livelihoods, Community Mobilization, Community Infrastructure Restoration, Shelter Reconstruction, Social Protection, Gender	Diakonie Katastrophenhilfe (DKH)	Aug 2012 – Sep 2012 Khyber Pakhtunkhwa, Punjab
"Mid-term Evaluation of IKEA/Save The Children's Pakistan 'Child Rights Programme in Cotton Growing Districts of Punjab and Sindh Provinces' The programme was supported by IKEA under a long term commitment to supporting children in cotton growing areas of South Asia. 816HH KAP Survey, FGDs, IDIs and other tools designed and applied. The review followed OECD-DAC Evaluation Framework	Child Protection / Evaluation of livelihoods, community mobilization, education, public advocacy and resource development, health services improvement, Legal Assistance, Gender	Save the Children (StC) Pakistan	June 2012 - Aug 2012 Punjab, Sindh
"Technical Assistance to the Government of Sindh for 'Development of Basic Education Improvement Programme (2012-2015)' The programme was approved by Royal Norwegian Ministry of Foreign Affairs (Oslo) who committed PKR 1.2 billion for three years.	Education / Programme Design, Public Sector Planning & Resource Mobilization	Royal Norwegian Embassy (RNE) Pakistan	June 2012 - July 2012 Khyber Pakhtunkhwa, Islamabad
"Technical Assistance for 'Strategy & Five Years Action Plan Formulation for Social Welfare & Women Development Department, of Government of Punjab' Moderated 5 days trainings / workshops for Provincial Departments of Social Welfare, Child Protection, Women Development and Zakat o Ushr, Provincial Governments of Sindh, Punjab, KPK and AJK.	Training & Resource Development, Social Welfare / Protection, / Institutional Assessment and Development, Strategy Development, Action Plan Development, Gender	United Nations Children's Fund (UNICEF) Pakistan	May 2012 - Aug 2013 Sindh, Punjab, Khyber Pakhtunkhwa, Azad Jammu & Kashmir
"Technical Assistance for 'Strategy & Five Years Action Plan Formulation for Social Welfare & Women Development Department, of Government of Khyber Pakhtunkhwa' AAN had provided technical assistance to GoKP for 'Strategy Formulation for Social Welfare / Protection and Development of 5 Years Action Plan.	Social Welfare / Protection, / Institutional Assessment and Development, Strategy Development, Action Plan Development, Gender	United Nations Children's Fund (UNICEF) Pakistan	May 2012 - Sep 2012 Khyber Pakhtunkhwa, Islamabad
"Technical Support to NADRA/Government of Pakistan to 'Develop Logical Framework Matrix for Multi-donors Post Floods Citizen Damage Compensation Programme Phase II (2011-2012)' AAN developed of Logical	Post Disaster Damage and Needs Assessment /	Deloitte Pakistan	Jan 2012 - Feb 2012 Islamabad

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Locations
Framework Matrix for Citizen Damage Compensation Programme Phase II (2011-2012) (Post Floods Livelihoods Recovery Cash Grants / Watan Card Programme – 2011-12) for Deloitte Chartered Accountants - Pakistan, who secured the Operational Audit / Monitoring contract for the Phase II.	Research, Project Development, LFA Development, Assessment, Poverty, Gender		
<u>"Ex-post Evaluation of Handicap International's 'Post-flood Vulnerable Childhood and Youth Protection Project'"</u> AAN had conducted third-party Evaluation of 'Vulnerable Childhood and Youth Protection' project	Child Protection in Emergencies / Evaluation of community mobilization, education, public advocacy, health services delivery, Gender	Handicap International Pakistan	Dec 2011 - Jan 2012 Khyber Pakhtunkhwa, Islamabad
<u>"Gender Budget Analysis for Health and Reproductive Health for Family Planning Association of Pakistan for FY 2010-2011"</u> As part of Baseline Study to Track Budgetary Allocations for Rahnuma – Family Planning Association of Pakistan.	Health, Reproductive Health, Public Sector Planning / Budget Research, Sector Analysis, Public Policy & Prioritization, Gender	Rahnuma-Family Planning Association Pakistan	Nov 2011 - Dec 2011 Punjab, Khyber Pakhtunkhwa, Sindh, Baluchistan
<u>"Research study for UNWOMEN/National Disaster Management Authority on 'Gendering of Flood Early Warning Systems in Pakistan'"</u> The study was commissioned as part of ONE UN DRM PROGRAMME, supported by multiple UN agencies, and implemented together with relevant public entities including National Disaster Management Authority.	Gender, DRM / Research, Institutional and System Assessment, Institutional Development	Gesellschaft für Internationale Zusammenarbeit (GIZ) & United Nations Entity for Gender Equality and the Empowerment of Women (UNWOMEN) Pakistan	Oct 2011 - May 2012 Islamabad, Gilgit-Baltistan, Azad Jammu & Kashmir, Khyber Pakhtunkhwa, Baluchistan, Punjab, Sindh
<u>"Mid-term Review of Norwegian Government funded 'Chitral Integrated Area Development Programme'"</u> The Programme was implemented between Thrive / Royal Norwegian Embassy, Netherlands Embassy and Government of Khyber Pakhtunkhwa Province – Pakistan. The programme has been designed on the lines of Multi-sector Area Development Programme, and to demonstrate successful application of public-private partnership for delivery of development services.	Area Development, Multi-Sector / Review of Livelihoods, Community Mobilization, Community Infrastructure Restoration, DRR, Public Sector Capacity Development / Public Private Partners, Health, Education & Social Protection, Gender	Royal Norwegian Embassy (RNE) Pakistan	Oct 2011 - Feb 2012 Islamabad, Khyber Pakhtunkhwa
<u>"Ex-post Evaluation of Oxfam GB's Livelihoods Early Recovery Programme for Conflict Affected Internally Displaced Persons in Pakistan"</u> The programme was launched in Post Conflict IDP Crisis in KP and implemented through local partners. This included household survey component of 400 conflict affected households who had received financial assistance.	Early Recovery / Evaluation of Livelihoods, Community Mobilization, Community Infrastructure Restoration, Social Protection	Oxfam GB Pakistan	Aug 2011 - Sep 2011 Islamabad, Khyber Pakhtunkhwa, FATA

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Locations
<u>"Ex-post Evaluation of Malteser International's 'Post-Flood Relief Projects in Kohistan District of Khyber Pakhtunkhwa'"</u> The programme was designed to support the post flood recovery efforts and implemented jointly with leading national and local NGOs (including SUNGI Development Foundation).	Early Recovery / Evaluation of Livelihoods, Community Mobilization, Community   Infrastructure Restoration, Social Protection / Gender	Malteser International Pakistan	July 2011 - Aug 2011 Islamabad, Khyber Pakhtunkhwa
<u>"End of Phase Evaluation of Norway/Netherland supported 'Child Rights Programme (2009-2011)'"</u> The programme supported child rights advocacy, legislation development and services delivery improvement across Pakistan.	Child Protection / Evaluation of livelihoods, community mobilization, education, public advocacy and resource development, health services improvement, Legal Assistance	Swiss Development and Cooperation (SDC) Pakistan	Feb 2011 - May 2011 Islamabad, Khyber Pakhtunkhwa, FATA, Balochistan, Sindh
<u>"Research for UN System for 'Floods Impact on MDG Report (FIMA Pakistan 2010)'"</u> The assessment fed into Post Flood UN System Recovery Programme (2010).	Post Disaster Damage and Needs Assessment / Research, Assessment, Poverty, Gender	World Food Programme (WFP) Pakistan	Sep 2010 - Oct 2010 Islamabad
<u>"Post-floods (2010) Health Damage &amp; Needs Assessment for Merlin Pakistan"</u> Aim of the study was to assess damages, losses and needs in healthcare sector in two districts of Pakistan for Merlin Emergency Health Programme Development i.e. Charsadda and Mianwali districts.	Post Disaster Damage and Needs Assessment - Health / Research, Assessment, Gender	Merlin UK Pakistan	Aug 2010 - Sep 2010 Islamabad, Khyber Pakhtunkhwa, Punjab
<u>"Ex-post Evaluation of DFID Funded and Concern Worldwide Pakistan Funded 'Rawalpindi Rural Integrated Development Programme 2005-2009'"</u> The project was funded by Irish Aid and Dfid UK. This project had component of Public Health and WASH and involved design of KAP Survey researching methodology and tools (interview checklists / talking points, FGDs, survey forms, case study outlines etc.) and field plan.   The programme was designed on the lines of Multi-sector Area Development Programme and was implemented directly by Concern Worldwide in Kotli Satyan (rural sub-district of Rawalpindi). The evaluation included Household Survey.	WASH, Rural Development, Multi-Sector / Review of Livelihoods, Community Mobilization, Community Infrastructure, Sanitation, DRR, Public Private Partners, Health, Education & Social Protection / Gender	Concern Worldwide Pakistan	June 2010 - July 2010 Islamabad, Punjab
<u>"Ex-post Evaluation of DFID Funded and Concern Worldwide Pakistan Funded 'Rawalpindi Urban Integrated Development Programme 2005-2009'"</u> The project was funded by Irish Aid and Dfid UK. This project had component of Public Health and WASH and involved design of KAP Survey researching methodology and tools (interview checklists / talking points, FGDs, survey forms, case study outlines etc.) and field plan. The programme was designed on the lines of Multi-sector Area Development Programme and was implemented through local partners in Urban areas of Rawalpindi districts (mostly surrounding NullahLeh – flood prone).	WASH, Urban Development, Multi-Sector / Review of Livelihoods, Community Mobilization, Community Infrastructure - Sanitation, DRR, Public Private Partners, Health, Education & Social Protection / Gender	Concern Worldwide Pakistan	May 2010 - June 2010 Islamabad, Punjab

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Locations
" <u>Technical Assistance to JICA for Research on 'Poverty and Microfinance in Pakistan'</u> " The study was commissioned to inform joint JICA and Pakistan First Micro-Finance Bank, poverty reduction (microfinance) programme.	Microfinance, Poverty / Formative Research	Japan International Cooperation Agency (JICA)	Mar 2010 - Apr 2010 Islamabad, Gilgit-Baltistan, Khyber Pakhtunkhwa, Sindh, Punjab
" <u>Mid-term Evaluation of Oxfam GB's 'Post Earthquake Livelihoods Recovery Programme (2008-2010)'</u> " AAN had conducted midterm evaluation of Post Earthquake Livelihoods Recovery Programme (2008-2010), which was funded by CIDA, commissioned by Oxfam Canada and implemented by Oxfam GB, Pakistan.	Early Recovery / Evaluation of Livelihoods, Community Mobilization, Community Infrastructure Restoration, Shelter, Health, Education, Social Protection, Gender	Oxfam GB Pakistan	Feb 2010 - Mar 2010 Islamabad, Azad Jammu & Kashmir
" <u>Mid-term Review of Norwegian Funded 'Governance Institute Network International (GINI) Pakistan (2009-2010)'</u> " GINI worked with a consortium of leading national academic and research institutions for development of governance curricula, accredited training programmes and knowledge management through focused research.	Governance, Education, / Evaluation, Grants Management, Network Management, Research & Publication, Public Advocacy	Royal Norwegian Embassy (RNE) Pakistan	Dec 2009 - Jan 2010 Islamabad, Punjab, Sindh
" <u>Technical Support to UNESCO/Pakistan National Council of The Arts (PNCA) for Final Report Writing of 'National Intangible Heritage Archiving Project'</u> " AAN executed project for Contract Management for 'National Intangible Heritage Archiving' project which was commissioned by Pakistan National Council of the Arts (PNCA) and funded by UNESCO Pakistan.	Music, Art, Culture and Heritage Preservation	Pakistan National Council of the Arts (PNCA)	Aug 2009 - Sep 2009 Islamabad
" <u>Development of Institutional Disaster Management Policy, Strategy and Medium Term Action Plan (2008-2013) of Pakistan Red Crescent Society (including IFRC)'</u> " The technical assistance was extended on behalf of International Federation of Red Cross and Red Crescent Societies – Pakistan Delegation.	DRM / Resource Development, Policy Planning, Strategy and Action Planning, Capacity Development	Pakistan Red Crescent Society (PRCS)	Dec 2007 - Mar 2008 Islamabad
" <u>Technical Assistance to UNDP/National Disaster Management Authority for preparation of 'Provincial Disaster Risk Management Plan (Mitigation &amp; Preparedness / Response Plan) for NDMA'</u> " AAN provided technical assistance to NDMA for preparation of 'Provincial Disaster Risk Management Plan (Mitigation & Preparedness / Response Plan) for NDMA.	DRM / Public Resource Development, Public Sector Strategy and Action Planning, Capacity Development	United Nations Development Programme (UNDP) Pakistan	Dec 2007 - Feb 2008 Islamabad, Gilgit-Baltistan
" <u>Technical Assistance to German Agro Action Pakistan to Organize Series of Computer Trainings For Management/Junior Staff including 'Basic and Advance Level Skills in MS Office, Word, Excel, Power Point and Access'</u> " AAN had conducted training on 'Basic and Advance Level Skills in MS Office, Word, Excel, Power Point and Access.	Capacity Development, HRD, Training, Resource Development	German Agro Action Pakistan	Oct 2007 - Feb 2008 Islamabad
" <u>Technical Assistance to German Agro Action Pakistan to Organize Series of Soft Skills Trainings For Management/Junior Staff including on 'Time Management, Gender Mainstreaming, Conflict Resolution, Team Building and Team Management'</u> " AAN had trains, managers & staff of German Agro Action (Pakistan Office) & Implementing Partners in 'Time Management, Gender Mainstreaming, Conflict Resolution, Team Building and Team Management.	Capacity Development, HRD, Training, Resource Development	German Agro Action Pakistan	Oct 2007 - Feb 2008 Islamabad



Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Locations
<u>"Mid-term Review of Norwegian Government funded and AJOKA Theatre Pakistan managed 'Promote a Humane and Egalitarian Society through Promotion of Theatrical Art Project 2005-08'"</u> AAN had conducted mid-term review of AJOKA Theatre Pakistan 2005-2008 under 'Promote a Humane and Egalitarian Society through Promotion of Theatrical Art' project which was funded by Royal Norwegian Ministry of Foreign Affairs.	Music, Art, Theatre, Public Advocacy and Awareness, Culture and Heritage Preservation	Royal Norwegian Embassy (RNE) Pakistan	Oct 2007 - Nov 2007 Islamabad, Punjab
<u>"Technical Assistance to UNDP/National Disaster Management Authority for preparation of 'Provincial Disaster Risk Management Plan (Mitigation &amp; Preparedness / Response Plan) for SDMA'"</u> AAN had provided technical assistance to NDMA for preparation of 'Provincial Disaster Risk Management Plan (Mitigation & Preparedness / Response Plan) for SDMA.	DRM / Public Resource Development, Public Sector Strategy and Action Planning, Capacity Development	United Nations Development Programme (UNDP) Pakistan	June 2007 - Sep 2007 Islamabad, Azad Jammu & Kashmir
<u>"Capacity Development of SUNGI Pakistan's Senior Management by holding Training on 'Basic Disaster Risk Management and Mainstreaming of DRR in Development'"</u> Designed and Organized Basic Disaster Risk Management and Mainstreaming of DRR in Development, for SUNGI Development Foundation staff and managers, Pakistan. Over 50 managers and coordinators were trained through two training programmes.	Disaster Risk Management, Mainstreaming DRR & Gender into Development, Training and Resource Development	SUNGI Development Foundation	May 2007 - June 2007 Islamabad, Khyber Pakhtunkhwa
<u>"Capacity Development of International Rescue Committee's Field Teams by holding Training on 'Introduction to Concepts, Principles and Approaches of Disaster Management'"</u> Designed and Organized Basic courses in Disaster Management, for International Rescue Committee. Pakistan. Over 25 key staff members of IRC based in Peshawar trained through three days training programme.	DRM, Mainstreaming DRR & Gender into Development, Training and Resource Development	International Rescue Committee (IRC) Pakistan	May 2007 - May 2007 Islamabad, Khyber Pakhtunkhwa
<u>"Technical Assistance to Oxfam GB Alliance Partners for 'Development Emergency Response Manual &amp; Training of Staff'"</u> (SUNGI Development Foundation being the lead Consortium Partner), Pakistan. The manual is in use of over 5 leading national and local organizations.	Disaster Risk Management, Preparedness / Institutional Assessments & Development, Resource Development, Training	SUNGI Development Foundation	Mar 2007 - June 2007 Islamabad, Khyber Pakhtunkhwa
<u>"Longterm Framework Consultants for Norwegian Embassy/Pakistan Lok Virsa for Technical Support for Management of Joint Cultural Cooperation Programme &amp; Managing The Project Management Unit (PMU)"</u> AAN worked as a framework consultants for 'Setup & managing the project Management Unit (PMU)' for Joint Institutional Cooperation Programme between   LokVirsa (National Institute of Folk and Traditional Heritage - Pakistan) and Norwegian Directorate of Cultural Heritage (Oslo), Pakistan.	Culture Cooperation, Preservation and Promotion / Research, Project Management, Music, Art, Cultural Exchanges, Public Resource Development	LokVirsa Pakistan	Feb 2007 - Mar 2008 Islamabad, Punjab, Sindh, Khyber Pakhtunkhwa, Gilgit-Baltistan, Balochistan

## National Work (Development Communication & Technology Consulting Division)

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Locations
<u>"Formulation of WASH Behaviour Change Communications Campaign Strategy for Government of Pakistan"</u> A joint project of AAN Associates and White Rice Communication for the development of strategy for Multi-Year Countrywide Behaviour Change Communication Campaign on Water, Sanitation and Hygiene – WASH.	BCC, WASH, Advocacy, Media, Policy Strategy	WaterAid Pakistan	Oct 2015 - May 2016 Pakistan



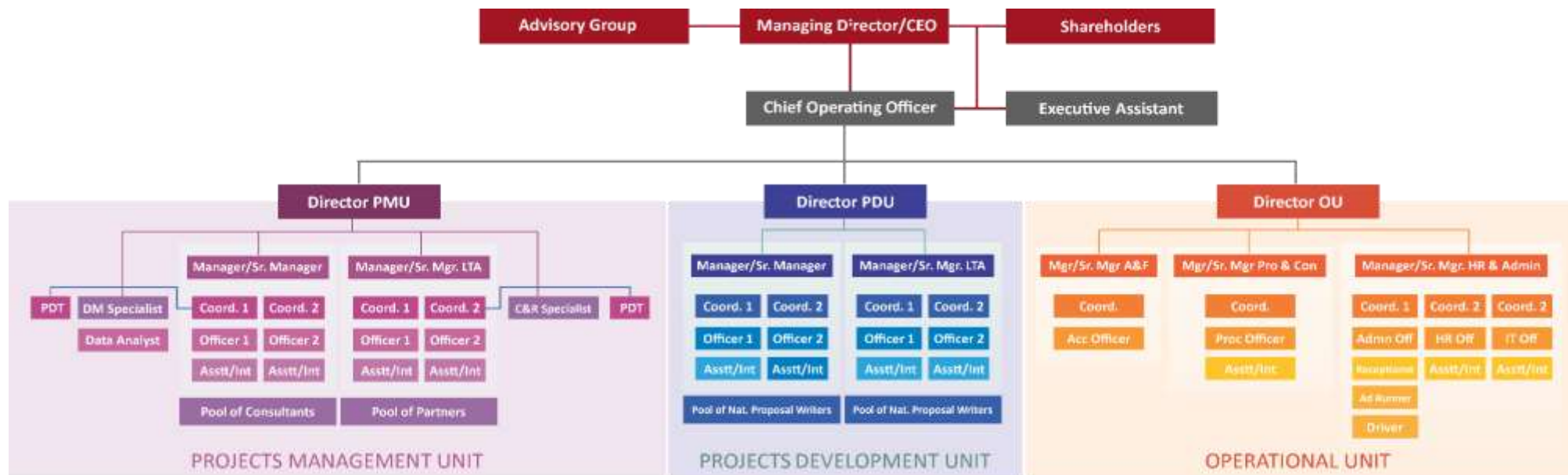
Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Locations
<u>"Production of Enactment based Training Videos &amp; Visual Handbooks on Inter-personal Communication for Frontline Polio Workers of Government of Pakistan"</u> AAN was engaged with UNICEF for their 'Polio Campaign'. For this AAN developed community mobilization tools which include 6 training videos. These videos will focus on social mobilizers and front line health workers to enable them respond effectively.	Community Mobilization Tools, Polio, Health	United Nations Children's Fund (UNICEF) Pakistan	July 2015 - Mar 2016 Pakistan
<u>"Knowledge Documentation of Best Practices in Post-disasters Recovery for National Disaster Management Authority Pakistan and Oxfam GB Pakistan"</u> This project was funded by Oxfam Pakistan Purpose of development of these case studies is to promote examples of good practice. Presented at different national and regional forums as they helped to disseminate effectiveness of different approaches, products that has worked well in saving the lives of people and reducing the vulnerabilities of the communities at risk and can be replicated / adopted by DRR stakeholders and practitioners.	DRM / Resource Development, Advocacy Materials, Publication and Production	Oxfam GB Pakistan	June 2015 - Aug 2015 Pakistan
<u>"Development of 'Menstrual Hygiene Source Book' for WaterAid Pakistan and Civil Society Partners"</u> Designing and Development of Menstrual Hygiene Source Book' using creative direction for the publications WaterAid work on, including oversight of graphic design.	Menstrual Hygiene Management, Communication and Resource Development, Graphic Designing, Editorial Services	WaterAid Pakistan	Jan 2015 - June 2015 Islamabad
<u>"Development of Guidance Manual/Checklist for Danish Refugee Council for 'Mainstreaming Protection in WASH Programme"</u> AAN Developed manual and checklist for 'Mainstreaming Protection in WASH' programme, That will be used as guidelines by DRC, SDC and all the stakeholders working in WASH and Protection sectors with displaced and host communities in Pakistan and Afghanistan.	WASH, Protection, Communication and Resource Development	Danish Refugee Council (DRC) Afghanistan & Danish Refugee Council (DRC) Pakistan	Nov 2014 - Dec 2014 Islamabad, Peshawar
<u>"Video Documentation of Focus Humanitarian Assistance Project on School Safety in Sindh &amp; Punjab Provinces"</u> Under safer school project in 4 districts of Sindh and Punjab AAN had produce a short documentary for awareness raising and advocacy on school safety.	DRM / Resource Development, Advocacy Materials, Publication and Production	Focus Humanitarian Assistance Pakistan	Sep 2014 - Jan 2015 Sindh, Punjab
<u>"Event Management Support &amp; Report Writing of World Vision &amp; Government of Punjab's Seminar on 'Child Health Now' "</u> AAN had conducted seminar under WVI's Child Health Now Campaign.	Event Management, Maternal and Child Health related MDGs	World Vision Pakistan (WV) International	Oct 2013 - Oct 2013 Lahore
<u>"Design, development and maintenance of website for 'Center of Investigative Reporting (CIR)"</u> Development Communication & technology department of AAN provided services to Center of Investigative Reporting (CIR) in Designing, developing, testing, refining, and maintaining of website	Journalism, Advocacy material, investigative reporting for Mass media	Center of Investigative Reporting in Pakistan (CIRP)	Jan 2013 - Feb 2013 Pakistan
<u>"Developed and implemented Multiple Training on behalf of Punjab Disaster Management Authority/UNICEF for Public Sector and Civil Society Organization's Staff on 'Child Protection in Emergencies"</u> On behalf of Provincial Disaster Management Authority Punjab / UNICEF – Gender and Child Cell (Government of Punjab).Over 300 staff of relevant public agencies, NGOs and volunteer groups from Lahore, Multan and Rawalpindi was trained.	Child Protection in Emergencies / Training & Resource Development	Provincial Disaster Management Authority (PDMA) Punjab	Oct 2012 - Dec 2012 Lahore, Multan, Rawalpindi

Assignment/Project Name	Sector/Thematic Area	Contractor	Duration/ Locations
" <u>Technical Support to UNDP Pakistan for design/development of 'IEC / BCC Package including Radio Spots for Post-Earthquake Recovery and Preparedness Programme 2007-10'</u> " AAN Designed and published 'IEC / BCC Package, Radio Spots – Earthquake Recovery and Preparedness Programme 2007-10' for UNDP supported & Japan Government funded project in Kashmir and KP.	DRM / Resource Development, Advocacy Materials, Publication and Broadcasting	United Nations Development Programme (UNDP) Pakistan	Oct 2009 - Jan 2010 Islamabad, Pakistan

## Our Core Team

The human resource is at the core of AAN's success and continuous growth. We value professionalism, integrity and drive to deliver results. We are committed to inclusion and our team and consultants all make their best efforts to exemplify our commitment through their conduct. AAN team represents different religions, cultures, physical abilities and origins.

AAN's team is like an extended family spread across continents. For us, team building is paramount to both, what we do and how we do it. We have been able to brand ourselves as place that nurtures talent and help people to deliver best. AAN values and facilitates building a culture of mutual respect and trust regardless of differences in terms of race, colour, religion, sex, national origin, disability.



### Acronyms

A&F	Accounts and Finance
Ad.	Admin
Ass.	Associates
Assstt	Assistant
C & R	Communication and Reporting
Coord.	Coordinator
DM	Data Management
EA	Executive Assistant
Int.	Interns
Mgr/Sr Mgr	Manager/ Senior Manager
PDT	Project Delivery Teams
Proc. & Con.	Procurements and Contracts
RAs	Research Assistants

## Profiles of Core Team

### **Nadeem Haider**

#### **Chief Executive Officer**

Nadeem Haider is a senior development consultant with over 25 years of professional experience in management, advisory, and consulting roles. He has worked with multiple development stakeholders including bi/multilateral donors, UN agencies, statutory and non-profit organizations and public sector partners. Nadeem has worked in countries with varying contexts such as in transitional CIS countries (Tajikistan, Kyrgyzstan, Uzbekistan, Moldova), middle income countries such as Iran, active/post conflict and disaster relief/recovery countries like Somalia, Yemen, Kenya, Afghanistan, Pakistan. He has also undertaken short-term work in South Asian countries – Sri Lanka, Bangladesh, in East Asian countries - Philippine, Cambodia, Myanmar, Indonesia, Viet Nam, in East African Countries - Uganda, Angola, and in West African Countries - Nigeria, Ghana, Guinea, Mali and Niger. Nadeem brings interdisciplinary training background in social enterprise management, international relations and anthropology.

## Project Management Unit (PMU)

### **Asmat Ali Gill**

#### **Evaluation Expert - Project Management Unit (PMU)**

Mr. Asmat Gill brings diverse academic background with master's in public health economics & management and pharmacy. With over 22 years of experience, Mr. Gill brings evaluation and researching experience and has remained involved in design of research and evaluation, survey management, field data collection, analysis and reporting. His expertise includes Economic Evaluation (CBA, CUA, Value for Money Analysis, etc.) of Health and development projects, costing of Health Programmes, Budget Analysis, Health System Research, Policy Analysis, Population and Gender Issues.

### **Hamna Ishaq**

#### **Evaluation and QA Manager - Project Management Unit (PMU)**

Ms. Ishaq has more than 10 years of diverse experience in Research, Monitoring and Evaluation in Health, Nutrition, Child Protection and Birth Registration sector. She holds a master's degree in social policy and development from London School of Economics and Political Science (LSE). She demonstrates proven experience of the application of various evaluation approaches and designs using both the Qualitative & Quantitative research methods and tools. Her portfolio includes multiple evaluations, on a range of thematic areas. She has been a part of several USAID Funded projects as a Monitoring and Evaluation Consultant under Management Systems International (MSI)-PERFROM. PERFORM was one of the largest monitoring and evaluation project of the world.

She has travelled extensively at a national and international level for data collection in a supervisory role. She has also worked in African countries such as Tanzania, Uganda, and Zimbabwe for UNICEF projects. She has worked on several local and global issues like Gender Equity, Child Education, Community Development, Water Security, Health, Governance, and other social issues. Ms. Ishaq has excellent research

and analysis skills. She is proficient in conducting both primary and secondary research and have significant experience developing monitoring and evaluation frameworks. She is proficient in software tools such as SPSS, MAXQDA, and have used these to analyze both qualitative and Excel quantitative data.

Ms. Ishaq has excellent research and analysis skills. She is proficient in conducting both primary and secondary research and have significant experience developing monitoring and evaluation frameworks. She is proficient in software tools such as SPSS, MAXQDA, and have used these to analyse both qualitative and Excel quantitative data.

### **Faisal Shahzad**

#### **Manager - Project Management Unit (PMU)**

Mr. Faisal Shahzad is a development professional with a master's degree in politics and international Relations from International Islamic University, Islamabad. He bears special interest in institutional reforms that includes both private sector strengthening and public-sector reforms. Over the last five years at AAN, he has developed expertise in business intelligence, partner identification and development through hands-on involvement in end-to-end business development. By identifying partners in over 50 countries, he has managed a roster of over 1000 national and international experts spanning the fields of Education, Water Sanitation and Hygiene, Disaster Risk Reduction and Health.

### **Taimoor Habib**

#### **Coordinator – Project Management Unit (PMU)**

Mr. Taimoor Habib is a Project Management Professional (PMP) with a Master's degree in Management from the University of East London, UK, and an MBA from Bahria University, Islamabad. He brings over 12 years of diverse experience in project and portfolio management across the education, healthcare, and construction sectors. As a PMO Coordinator at Riphah Group, he has led the governance and execution of a project portfolio worth over Rs. 4.5 billion, integrating business intelligence solutions using MS Power BI to enhance real-time decision-making. His core competencies include strategic planning, performance monitoring, and institutional efficiency reforms, with a strong focus on aligning project execution with organizational goals through data-driven governance and stakeholder engagement.

### **Ayesha Javed**

#### **Evaluation Project Officer - Project Management Unit (PMU)**

Ms. Ayesha is a Research and Evaluation Associate with more than 4 years of professional experience in the development sector. She has worked in multiple sectors including Education, Governance, and SDGs with various national and international organizations such as UNICEF, ALIGHT Pakistan, SDG Secretariat National Assembly Pakistan, TTI, PTC, IPC, HBL etc. She has technical expertise in management, programme/project design, monitoring and evaluation, resource mobilization, and capacity building. Ms. Ayesha's recent work includes Summative Evaluation of the Adolescent Development and Participation (ADAP) Program in Palestine in which she was the Research/Evaluation Associate.

**Jawad Khan**

Desk Researcher/ Statistics Expert

**Business Development Unit (BDU)**

**Sobia Tassadduq**

Research and Development Officer

**Hassan Khan –**

Assistant BDU

**Hurria Binte Abdullah –**

Assistant BDU

**Operations Department**

**Musa Khan Ozhorik**

Operations Manager

## **Corporate Social Responsibility**

AAN Associates, being a responsible enterprise, is committed to contributing to the larger societal results. We encourage staff, consultants and clients to contribute to larger pool that is then redistributed in areas that we support organizationally. AAN tops up with matching contributions. The focus is to enable recipients to become self-reliant, and major contributions are channelled into education, livelihoods, and health.

## **Workplace Gender, Equality, PSEA, and Diversity**

AAN prides itself on fostering a workplace environment that values diversity, inclusivity, and equal opportunities for all employees. We believe in creating a culture where every individual is respected, regardless of their age, gender, marital status, pregnancy, political beliefs, race, ethnicity, religion, disability, sexual orientation, or gender identity. At AAN, we actively promote a harmonious and supportive atmosphere that encourages collaboration, innovation, and personal growth. Our team members are encouraged to express their unique perspectives, contribute their ideas, and engage in open and respectful dialogue. We believe that by embracing diversity and providing a safe and inclusive workplace, we can harness the collective strengths of our employees and achieve excellence in all our endeavours.



## AAN ASSOCIATES

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