

# CURRICULUM VITAE

## Shamshad Rehmatullah

rehmatullah.shams@gmail.com

Cell phone: +255754206017/+255717772842

Skype: shamshadr

### Summary of Experience:

Shamshad is a senior consultant/trainer with expertise in organizational assessments, evaluations, research and training/capacity building in Human Rights Based Approach (HRBA) and Gender Mainstreaming (GM). Shamshad possesses good analytical and methodological skills, works systematically and has a personal drive to work under pressure to deliver reports, which are methodologically sound and on time.

For the past 30 years Shamshad has worked to strengthen **Civil Society** in East Africa and South Asia in the fields of **human rights and justice** and **democratisation** focusing on good governance, gender justice and constitutionalism as grant-maker, program manager, director, consultant and trainer.

Shamshad's tenure as Senior Program Officer with one of the leading international development organizations, Oxfam Novib based in The Hague (2001-2008) and one of the leading philanthropic foundations on Democracy and Human Rights, the Open Society Initiative for Eastern Africa based in Dar es Salaam (2011-2013), Shamshad managed partner portfolios that respectively engaged in Political and Social Participation, Women's human rights, legal and political rights in East Africa and South Asia, and Human Rights and Justice and respect for the rights of the marginalized communities including women in Tanzania. In that capacity, Shamshad closely collaborated and worked with prominent civil society organizations as well as government departments, the academia, development partners and other INGOs in East Africa and Pakistan engaging in capacity development and advocacy on human rights and issues of good governance.

Besides being an Advocate of the High Court of Tanzania, Shamshad is one of the founding members (and the first Executive Director) of Women's Rights NGO in Kilimanjaro Region that she led for 8 years, as well as one of the founding members (and the first secretary) of the Tanzania Women Lawyers Association (TAWLA), Shamshad was a positive catalyst towards the formation of the Coalition of Women and Constitution/Elections in Tanzania. She is an active member of the coalition as well as that of Anti-Sexual Corruption Coalition in Tanzania.

With the gained experience and expertise on the Human Right Based Approach and Development and Gender Equality as well as Organizational Development, in the past decade to date, Shamshad has led and participated in various assignments from Development Partners, International Development Organizations and local NGOs, such as UN Women, EU Delegation Tanzania, Oxfam, Swedish Embassy (SIDA), Care International, Hivos Foundation, Save the Children Sweden (SCS), I4ID (a Palladium Consortium), Wellspring Advisors, Research on Poverty Alleviation (REPOA), Women Fund Tanzania (WFT) and Zanzibar Disabled Peoples' Organization (UWZ).

## A. SKILLS AND COMPETENCIES

### ***Thematic expertise as trainer and consultant***

- Gender Mainstreaming and Leadership Trajectory of SCOs
- Feminist Leadership and Feminist Movement Building
- Policy analysis on Gender and Rights Based approach in development programs
- Expert on participatory organizational assessment and organizational restructuring

### ***Facilitation of participatory processes***

- Experienced facilitator of participatory organisational development, gender mainstreaming and HRBA.
- Experienced facilitator of strategic planning process and development of logical frameworks/Results Frameworks.
- Programme development, primarily **democratic governance and accountability, human rights/access to justice and gender equality.**

### ***Evaluations and reviews***

- Lead in Analysis of Situation of the Women's Rights Movement: what are the achievements and challenges and provide recommendations for future actions in strengthening the movement.
- Lead and participating in evaluations and review in a range of sectors, including cross-sectors, topics and organisations
- Project and programme monitoring/follow-up country programmes (East Africa and S. Asia)

### ***Organisational leadership***

- Experienced Country Programme development and management including humanitarian and multi-cultural/ethnic contexts
- Leading on Panel Studies (base line surveys), Contextual Analysis and Capacity Building on survey techniques including ethical and security issues at community level.

## B. EMPLOYMENT RECORD

January 2011 to July 2013: **Open Society for Eastern Africa (OSIEA) Tanzania** as Program Manager responsible for:

- Developing from the ground, the Tanzanian country program and put together a robust partner portfolio focusing on Constitutionalism, Human Rights and access to justice for marginalized communities including women, and transparency on natural resource management. The portfolio the Constitution Review Commission (CRC), Jukwaa La Katiba, Legal and Human Rights Centre, Pastoralists Indigenous non-Governmental Organization (PINGOS), Zanzibar Baraza la Katiba ( a network of civil society organizations engaged in the new constitutional process in Zanzibar), Zanzibar Female Lawyers Association (ZAFELA), Tanzania Women Lawyers Association (TAWLA), Women Fund Tanzania (WFT), Kilimanjaro Women Information and Consultancy Organization (KWIECO), Tree of Hope, and Tanzania Human Rights Defenders (THRDs), HakiMadini, Community Research and Development Services (CORDS), among others.
- Forging alliances with relevant government departments, like minded international donor organizations and Bi-lateral donors, leading civil society organizations and strategic stakeholders in the areas of OSIEA program focus.
- Conducting relevant legal and policy analysis related to Tanzania for internal and external audiences and managing and overseeing operations and policies pertaining to the Tanzania office, oversee administrative duties connected with legal requirements and logistical running of the office.

Jan 2001 – Nov 2008: Oxfam Novib- Programme Officer for East Africa and South Asia responsible for:

- Strategic Program Management for the East African and Pakistan programs managing partner portfolios with a focus on Political and Social Participation, Women's human rights, legal and political rights for the East and Central Africa and South Asia bureaus, which, included NGOs such as FIDA (Uganda), Uganda Women Network Organisation (UWONET), DENIVA, Uganda Land Alliance, Tanzania Media Women Association (TAMWA), HakiElimu, HakiArdhi, Legal Human Rights Centre, Kenya Human Rights Commission, and KEFEADO in East Africa. Shirkat Gah, Aahung, Rozan, Kwendo Kor, Sungi and Awaaz in Pakistan.
- HIV and AIDS focal person for East and Central Africa and South Asia bureaus in facilitating and supporting grantees to building capacity in mainstreaming HIV and AID at organisation and program level as well as contributing towards developing the Joint Oxfam International HIV and AIDS Mainstreaming Strategic Plan for the East and Central Africa region.

January-September 2006: Based in Islamabad-Pakistan as one of Oxfam Novib's Humanitarian Program Team Representatives responsible for:

- Development and implementation of the Oxfam International medium and longer-term strategy for the Pakistan Earthquake response as well as identification of local NGOs and assessment and approval of their plans and strategies for the recovery and rehabilitation phase for a comprehensive Oxfam Novib's Earthquake Rehabilitation Program.
- Maintaining contacts with government, intergovernmental and non-governmental organisations and other relevant stakeholders involved in the planning and execution of the recovery and rehabilitation.
- Management of the Oxfam International assigned Gender Study in the Earthquake affected area.

April- November 2000: The Bernard van Leer Foundation based at The Hague: Interim Programme Specialist for the Asia Desk, Department of Programme Management and Development responsible for management of the Children Rights and Early Childhood Development programs in India, Malaysia and Thailand.

June to July 1999: The Bernard van Leer Foundation based at The Hague: Interim Programme Specialist for the Southern Africa Desk, Department of Programme Management and Development, responsible for management of the Children Rights and Early Childhood Development programs in Zambia, Zimbabwe, South Africa and Mozambique.

January 1993 to June 1997: Kilimanjaro Women Information Exchange and Consultancy Organisation (KWIECO) –Executive Director responsible for:

- Program Development, Management, and Monitoring as well as fund raising.
- Representing KWIECO at meetings with donors and other national and international forums.
- Taking a lead in organising and facilitating legal literacy campaigns and seminars for women in Kilimanjaro region on women's basic human rights and legal rights under the Tanzanian Constitution, the Law of Marriage, The Land law, and the Inheritance laws
- Providing counselling and consultation to women on matrimonial, land, and inheritance issues as well as legal aid through court representation to disadvantaged women on matrimonial, land, and inheritance disputes.

May 1988 to December 1992: Comcraft International Management Consultant's Companies based in Tanzania - Corporation Secretary and Legal Advisor responsible for:

- Providing legal advice on labour laws, drawing and executing legal documents and contracts, and representing the companies at contractual negotiations.

- Calling for Board of Directors and Annual General Meetings of the members of the companies, taking minutes thereof, and filing annual returns with the Registrar of Companies.
- Ensuring that resolutions passed by the Board of Directors and the Annual General Meetings are duly registered with the Registrar of Companies and implemented.
- Representing the companies at the Magistrates Courts and the High Court of Tanzania.

May 1986- April 1988: **The Netherlands Development Organisation (SNV) –Tanzania-** As the Pioneer Senior Programme Officer for Women in Development (WID) responsible for:

- Appraising and supporting gender mainstreaming in the development programs supported by SNV in Tanzania.

January 1976-April 1986: **Co-operative College, Moshi,** Tanzania as Senior Tutor in Law on Company law, Law of Insurance, Law of Contract, Land law and land policy in Tanzania, and Co-operative law.

## C. CONSULTANCY ASSIGNMENTS

### Human Rights and Gender Equality.

December 2019: **Contracted by Zanzibar Disabled People’s Organization** developed a module on feminism and inclusion, feminist leadership and feminist movement building awareness workshop for UWZ staff members, leaders and members of Disabled Peoples’ Organizations in Zanzibar.

April- October, 2019 and December 2019-April 2020: **Assigned by I4ID (the Palladium Consortium)** for a Gender Review of I4ID : To Identify across all work streams significant gender issues that require further action from I4ID (monitoring, mitigating, developing...); Emphasize knowledge gaps within work streams that will require additional research and analysis and/or require capacity strengthening of the teams and stakeholders. Continued support to **I4ID** to carry forward key recommendations of the I4ID Gender Review.

February to March 2019: **Assigned by EU Delegation Tanzania Gender Equality and Women Empowerment expert** to Review, quality check and finalize the concept note for Women Entrepreneurship in Tanzania; Review, quality check and finalize the gender profiles (**Energy, Access to Finance, Transport and Women Entrepreneurs**) and statistics table for EU Delegation-Tanzania; Provide inputs and gender sensitive feedback to the new concept note on Improving Business Environment and Industrialization, in coordination with the business environment expert in charge of drafting the document.

July 2017 to December 2018: **Contracted by Restless Development Tanzania (Youth Organization)** as Lead consultant expert on Human Rights Based Approach and Gender Mainstreaming developed a tailor made HRBA and GM module for training of 45 staff members to build their capacity on recent trends and approaches on HRBA and GM to be able to implement the same at organization and programs levels. Developed a Training of trainers’ module and trained HRBA and GM focal persons as in-house trainers for continuity and sustainable HRBA and GM within programs and at organization level. Mentored and coached HRBA and GM focal persons to ensure that HRBA and GM are being implemented, sustainable and embedded in practice.

March to May 2017: **Contracted by Irish Embassy (Irish Aid) as lead consultant** conducted Situational Analysis of Women’s Movement in Tanzania by undertaking analytical and exploratory work that facilitated the Embassy’s understanding of the current state of women’s movement in Tanzania, provided baseline information, and conceptual framework that informed programming options for supporting women’s movement building in Tanzania.

June to October 2017: **Contracted by Indevelop/SIDA as Gender and Human Rights Expert** analysed the Human Rights context in Tanzania to compare the opportunities and challenges for CSOs working on different human rights issues in the country, and provide recommendations on the guiding principles, channels of support as well as look at untapped opportunities that provided the Swedish Embassy in Tanzania with a basis for well-grounded decisions regarding its support of Tanzanian civil society organizations striving to demand accountability and increased awareness of human rights.

January – March, 2015: As lead consultant **Contracted by Oxfam** to conduct a Longitudinal Panel Study on Violence against Women (VAW) in Tanga district, Tanzania, with the objective to provide Oxfam with data that can be used to assess the impact of the campaign, and can be used to inform other arms of the Gender Justice Programmes as well as the overall Oxfam strategy which aims to put women at the heart of all of her work.

June 2014: **As a Gender and Human Rights Resource person in a team of Trainers/Facilitators contracted by CARE International- Tanzania** Developed a Gender and Human Rights module for a participatory training of 183 participants of Care International's WE –RISE Program in Lindi and Mtwara.

January 2014 to December 2015: **Contracted by Oxfam Ireland**, developed a Protocol for Longitudinal Panel Study on Violence against Women (VAW) in Tanga district based on a selected literature survey related to the study. Developed Survey Instrument (questionnaires), Developed a module and trained surveyors on primary data collection, security and ethical issues and led and supervised the survey. Analysed data collected from the survey that provided Oxfam with a base line to assess the impact of its **WE CAN END VIOLENCE** campaign in Tanzania

March 2012: **Contracted by Sexual Reproductive Health Rights (SRHR) Dutch Alliance/Simavi** developed a tailor-made Training Module for Capacity building and trained five Tanzanian partner NGOs implementing SRHR programs on HRBA and Gender mainstreaming. Supported under the "United for Body Rights Program" funded by the Dutch Ministry of Foreign Affairs.

January to March 2012: **Contracted by Oxfam** conducted analysis of the economic, social and political trends in Tanzania to determine whether and how they are benefiting women and men differently, and Identification of the key factors which influence this difference (policy, culture, economic, political). Determined whether power relations are changing and if so, how and what are the catalysts? The analysis formed a basis for Oxfam's strategic direction of Oxfam's 2010-2015 program in Tanzania that had gender as the centre piece.

January to December, 2010: **Contracted by McKnight Foundation in the USA** Conducted a scoping study of women-led leadership and advocacy efforts in Tanzania, with the purpose to identify women-led NGOs working with local women on leadership and advocacy at community level, leadership and advocacy technical assistance and training providers, and funders supporting this type of work in Morogoro, Iringa, Dodoma and Singida regions.

May 2009 –June 2010: **Contracted by Oxfam as Gender Expert and Process Consultant facilitated a Gender Mainstreaming and Leadership Trajectory for Oxfam International 25 partner organisations in Tanzania** that entailed gender assessment of the partners' organizational structures, institutional policies and strategic plans, identification of gender capacity needs assessment of partners, design of tailor made gender capacity building modules and plans, gender capacity building workshops, facilitate gender action plans, and provide technical backstopping/supervisory support during implementation of gender action plans.

March to April 2009: **Contracted by Research on Poverty Alleviation (REPOA) in a team of Gender Experts** Assessed Gender Mainstreaming, Sex Disaggregation and Gender Analysis in the Tanzanian National Strategy for Growth and Reduction of Poverty (MKUKUTA 1) Annual Reports.

## **Organizational Development /Institutional Development Expertise**

January 2020: **Contracted by Zanzibar Disabled People's Organization (UWZ)** to conduct a participatory Review of UWZ's Strategic Plan 2017-2020 from a rights and gender/feminist perspective and make necessary adjustments to the SP.

January to July 2019: **As Lead Consultant Expert on Organizational Development, Human Rights and Gender Equality Contracted by Women Fund Tanzania(WFT)** successfully facilitated the development of a longer term multi-annual USD 5 million project proposal for submission to the Irish Embassy (Irish Aid) and Global Affairs Canada (GAC) program in Tanzania, that focused on the promotion of a stronger women's movement building that addresses key women rights issues in Tanzania. The proposal included a Logic Model, Project Management Plan, a Preliminary Performance Measurement Framework as well as Gender Equality and Human Rights Analysis.

January to September 2018: **Contracted by Wanawake na Maendeleo (WAMA) NGO led by Hon. Salma Kikwete (former First Lady- Tanzania)** facilitated development of a focused, efficient and effective WAMA's five year Strategic Plan focused on three program areas of Education for orphan girls and others from poor and vulnerable families; Sexual and Reproductive Health Rights; and Economic Empowerment of in and out of school girls and young women from poor and vulnerable communities that has responded to the needs of WAMA's beneficiaries within the current rapidly changing context environment in Tanzania. It involved a participatory consultative process with all the stakeholders the results of which informed the SP and Results Framework.

August to November, 2018: **Contracted by Organization of Women with Disabilities Zanzibar** facilitated a participatory 2018-2020 Strategic Plan development by applying the Appreciative Inquiry (AI) and Strength, Opportunities, Aspirations, and Results (SOAR) approach to strategic planning.

February-March, 2017: **Contracted by UN Women Tanzania as Organizational Development and Gender Expert in a team of consultants** supported the Tanzania-Women Cross Party Platform (T-WCP) Stakeholders Consultation and Strategic Plan Development, which involved facilitation of T-WCP's reflections on its constitution, institutional bodies (the board, the Secretariat, and membership), and consultations with Key Stakeholders including Civil Society, Government Departments, Political Parties and Development Partners. Supported the drafting the 2017-2021 Strategic Plan together with a Logical Frame with gender specific indicators, and provided recommendations for organizational restructuring and amendments to the current Constitution.

August to October 2016: **As Organizational Development and Gender expert, Contracted by Hivos Foundation,** supported setting up of Hivo's Voice program in Tanzania, which involved context analysis for purposes of informing the programme interventions. Identification and coordination of the constitution of communities of stakeholders in the country and also supporting in developing a linking and learning agenda in the country / regional team. Designing a strategy for pro-active and innovative outreach to the target groups for the Voice programme, supporting the recruitment process of the Voice Tanzania Program Officer and advising in the set of a physical office in Tanzania.

August 2010: **Contracted by Oxfam,** conducted Organizational Assessment of ACORD Uganda's capacity to manage the Joint Oxfam HIV and AIDS mainstreaming program in Uganda, and recommend the key issues

for the Oxfam partnership and the modus operandi between ACORD, Oxfam affiliates, and other stakeholders in Uganda.

March to July 2010: **Contracted by Oxfam** facilitate Capacity Building of Civil Society Organisations in Ngorongoro District through an accompaniment process, which entailed participatory Organizational Assessment of the pastoralists CSOs involved in the program. And recommendations for re-structuring for better and efficient delivery.

Oct- 2009 –March 2010: **Bernard van Leer Foundation (BvLF)** conducted participatory organizational needs assessment of 5 BvLF partner organizations to identify gaps for capacity building in the Early Childhood Development Programs in Tanzania. Through a partners' mapping exercise, identify and recommend partner organizations to host the BvLF funded ECD program in Tanzania.

January to March 2009: **Contracted by Oxfam Novib** Conducted Organisational Assessment of Uganda Land Alliance (ULA) Program for the period 2006 to 2008 in Uganda so as to determine the functional capacity to perform, strengths and weaknesses of ULA as a network organizations, assess the relationship between the members and the Secretariat and provide recommendations for re-structuring and the way forward for the Alliance.

## Program/Project Evaluations

March to May 2019: **As the National Expert and Evaluator for an external team, contracted by Save the Children Sweden (SCS)**, conducted external evaluation of SCS Adolescent Sexual Reproductive Health Rights program for children, adolescents and young people and Eastern and Southern Africa, including Zanzibar for the period August 2016 to October 2019. The main objective and scope of the evaluation was to assess progress towards achieving the program objectives and intended outcomes against OECD DAC evaluation criteria of Relevance, Efficiency, Effectiveness, Impact and Sustainability, with a focus on the short- and medium-term effects.

January 2019: **Contracted by TANA/DANIDA**, reviewed for Recycling for Development, January 2019- Data collection and interview beneficiaries and observations whether local partners have the ability and means to maintain equipment in the receiving communities; whether local partners are able to operate successfully in fragile contexts and whether the reporting mechanisms to Danish Mission Council Development Department was of sufficient quality.

March to May 2015: **Contracted by Indevelop/SIDA, as the HRBA and Gender Expert for external evaluation team**, conducted final evaluation of SIDA supported Restless Development Tanzania Program 2007-2010 on Sexual and Reproductive Health Rights, Livelihood and Employment and Youth Enterprise, and Civic Participation of Youth programs. The assignment departed from a human rights-based approach, including gender equality and a youth perspective. It assessed the achievements of the objectives in relation to young people, partners and policies. It assessed the programme structure, the efficiency and learning and evaluative approach of the programme management as well as the alignment of the work with the agreed results frameworks.

Nov 2014 -Jan 2015: **Contracted by Indevelop/SIDA**, conducted final evaluation of SIDA supported Restless Development Tanzania Program 2007-2010 on Sexual and Reproductive Health Rights, Livelihood and Employment and Youth Enterprise, and Civic Participation of Youth programs. The assignment departed from a human rights-based approach, including gender equality and a youth perspective. It assessed the achievements of the objectives in relation to young people, partners and policies. It assessed the programme structure, the efficiency and learning and evaluative approach of the programme management as well as the alignment of the work with the agreed results frameworks.

November, 2014 to January 2015: **Contracted by TANA Copenhagen ApS for a consultancy with the Swedish Embassy/SIDA** for External evaluation of the AMREF Health Africa Project on Sexual Reproductive Health Rights for the Young People, 2010-2015.

April 2014: **Contracted by WELLAPRING Advisors, LLC** for consultancy to conduct a Strategy Review of WELLSRING's Strengthening of Civic Space Program in Tanzania.

July 2009: **Contracted by Volunteer Efforts for Development (VEDCO)** for an external evaluation of its program on "Building Capacity of farmers organisations in Agricultural Entrepreneurship 2007 to 2009" in Uganda, with one of the main tasks being determination of the extent to which gender has been mainstreamed in its programs.

December 2008: **Contracted by Oxfam Novib to conduct an external evaluation of Tanzania Social Watch Program 2006-2008**, Coordinated by Southern Africa Human Rights Non-Governmental Organization Network (SAHRINGON) based in Tanzania.

December 2000: **commissioned by Bernard van Leer Foundation for Appraisal of the HIV and AIDS program intervention in the Southern Africa region and identification of good practices that would inform the HIV and AIDS policy for the Bernard van Leer Programs department.**

#### **D. COUNTRY EXPERIENCE**

Tanzania	Kenya	Uganda
The Netherlands	Pakistan	India

#### **E. ACADEMIC QUALIFICATIONS**

1979-1982: Master of Law (LL. M) University of Dar es salaam Major Subjects: Jurisprudence and Corporate Law.  
Thesis on *State Control of The Coffee Authority in Tanzania*.

1972-1975: Bachelor of Law (LL. B) University of Dar Es salaam.

#### **Additional Courses/Workshops**

June, 2012 Attended the Learning to Lead Training at INSEAD, the Business School for the World, at Fontainebleau in France.

November, 2011: Appreciative Inquiry Training facilitated by Kathy Becker & Ezelle Theunissen from Company of Experts, Centre for Appreciative Inquiry, Las Vegas. USA.

April 20 to 24 2009: Gender Mainstreaming and Leadership Trajectory Second Training of Trainers Meeting organised by Oxfam at The Hague, The Netherlands.

*September to October 1993:* International Project Procurement and Contract Negotiations at the International Law Institute (ILI) Washington D.C.

April to May 1990: Post Graduate on Development Law and Human Rights at the Institute of Social Studies (ISS) at The Hague.

December 1989: Consultancy and Management Contracts at the International Development Law Institute (IDLI) at Rome.

#### **• LANGUAGES**

English- Very Good  
Urdu- Good



Dutch- Average  
Swahili- Mother Tongue