

## Amer Ejaz

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### Profile

I hold a degree in Civil Engineering, International Relations and an advance degree in Political Science. I have 27 years of experience working in Government and Development sectors. My areas of interest include institution building, governance, budget analysis, Transparency, Elections and legislative development.

I am a civil society activist working on the theme of Right to Information, fiscal transparency & open institutions and elections for more than 15 years. I have played active role in legislating and implementing some very good RTI laws in Pakistan. I am also involved in raising awareness among general public about use of RTI to solve their service delivery problems. On supply side, I provide support to information commissions and build capacity of public information officers through training programs. Over the years, I have remained a very vehement supporter of open budgeting in Pakistan. I have worked diligently to transfer information to the common citizens that how their budgets are administered. Some pioneer works in the regard are Citizens Budget at district level and mobile Budget Tracking app. I also work for open parliaments. I use right to information as a tool to open up parliaments and state institutions to public. I also sit on the Multi-stakeholder forum established by Government of Pakistan to finalize the first National Action Plan.

I have been involved in election observations, voter education and Long-term election monitoring since general elections 2008. At CPDI, I also took an initiative of conducting exit poll in Pakistan during by-elections in 2017-18 and the experience has been very satisfying. I sit on the chairs of two relatively new initiatives in Pakistan, Coalition for Elections and Democracy (CED) and Pakistan Alliance for Inclusive Elections (PAIE). I also conceived and supervised a civic and election education web portal named PakVoter.

#### Pioneer Work

- Developed Pakistan first [Election and Civic Education Web portal](#) that has the potential of being One-Stop Resource for all Election related News, Information and Education
- [Pioneer work in Accessibility Audit of Polling Stations](#)
- [First Exit Poll Survey in Pakistan](#)
- Conceived and coordinated first of its kind [Budget Tracking mobile App](#) to track Development Budget in Pakistan at district, provincial and federal levels

## Experience

- Developed district based [Citizens Budget](#) first time in Pakistan
- Budget analysis from a child rights perspective

### **MAHER Consulting (SMC-Pvt) Ltd**

**May 2020 to date**

#### **CEO/Director**

Providing consultancy services in

1. Strategic planning
2. Grant proposal development
3. Program evaluation
4. Research on governance related issues including transparency, Right to Information, Budget analysis, Local government

### **Centre for Peace and Development Initiatives, Pakistan (CPDI)**

**May 2011 to Apr 2020**

#### **Executive Director**

Responsibilities include fund-raising and management of projects in a range of areas including Peace and Tolerance, Governance, Police Reforms, Transparency and Right to Information, Fiscal Transparency and Legislative Development, Elections and Democracy. As Executive Director, I supervised range of projects including:

1. Civil Society for Independent Media and Expression (CIME), 2020, (EU Funded)
2. Democratic Local Government for Development in Pakistan, (2017-20), (EU Funded)
3. Promoting Stable, Inclusive, and Tolerant Democracy in Pakistan through Enhanced and Informed Youth Participation (March 2015 – February 2016)
4. Promoting a more inclusive, and Democratic Culture through the use of Right to Information in District Hangu, 2016 (UNDP funded)
5. Implementation Status of Right to Information in Pakistan, 2015, (FNF Funded)
6. Youth for Democracy and Right to Information, 2015 (IFES Funded)
7. Building Capacity of Journalists for Physical Safety, 2015 (Danish Embassy)
8. Citizens' Information and Accountability Forum, 2014 (UNDP Funded)
9. Developing Employability Skills for Educated Youth in Pakistan, 2014 (USAID)
10. Deepening Democracy and Election Support in Pakistan
11. Right to Information Reforms in Pakistan, 2011-2017 (FNF Funded)
12. Right to Information Diagnostic Study, 2013 (Funded by The Asia Foundation)
13. Pakistan Election Web Portal, 2013-14 (IFES Funded)
14. Our Money, Our Responsibility, 2013, (ILM Idia-UKAid, DAI)
15. Elections Observation 2013
16. Voter Registration Drive 2012-13
17. Voter List Audit March-April 2012
18. Voter Education Project August 2012 to March 2013
19. Supporting Transparency, Accountability and Electoral Process in Pakistan (STAEP) (February 2011 to June 2014)
20. Budget Research and Advocacy for Democratic Accountability

- (2011-2020) (Funded by National Endowment for Democracy)
21. Promoting Public Accountability through Right to Information in Pakistan (2011-2019) (Open Society Foundation)

**December 2009 to April 2011**

**Senior Program Manager-CPDI**

Overseeing and monitoring of project activities and ensuring that all the activities are accomplished according to timeframe and committed goals are achieved through execution of activities.

**December 2008 to November 2009**

**Program Manager/ Strengthening local governance and civil society for need based health budget in public sector- CPDI**

1. To build the capacity of stakeholders including relevant officials, councilors, local civil society organizations and media, about the use of various laws to protect citizens and consumer rights vis-à-vis health services.
2. To develop needs-based annual budgets of selected health facilities through a participatory process and then advocate reform in the way health budget is made;
3. To work with health authorities to achieve improved sharing of information and promote informed dialogue around various policies, priorities, resource allocations and management practices related to health services;
4. To inform citizens about their rights, especially their right to information, and entitlements in relation to health services under various laws and governmental policies;
5. To establish information camps regarding rights of people as consumer of health service
6. To conduct seminars, public forums and stakeholder meetings

**July 2008 November 2008**

**Program Manager/ Constituency Relation Project- CPDI**

1. The objective of the pilot Constituency Relations Program (CRP) was to support the formation of a Constituency Relations Group (CRG) in 12 targeted National Assembly constituencies in order to hold elected leaders accountable. Major responsibilities under this project were:
2. To supervise a team of 12 constituency coordinators
3. To raise a group of concerned citizen in each target constituency and train them in different management and advocacy techniques
4. To make a Rapid Assessment, to identify the needs and priorities of the constituency according to surveyed constituents, and then prioritize these issues for advocacy to elected leaders.
5. To Lobbying and advocacy efforts for the prioritized issues affecting the constituency
6. To conduct constituency forums and seminars to provide information to residents and facilitate interaction with their elected representatives.

**October 2007 to April June 2008**

**Program Manager**

**Election Observation and Voter Education Project- CPDI**

Major responsibilities under the project were:

1. Supervise different voter education activities in target districts that include door to door outreach, community meetings, women compound meetings, meetings with religious leaders and media and policy dialogues
2. Observation of election campaign of different political parties and candidates

### **Program Manager-CPDI**

#### **Voters' List Audit (2007)**

Major responsibilities under the project were:

The project aimed to observe the voter list display process and hold a list to people and people to list audit of the draft electoral roles displayed for public review. The scope of the project was nationwide whereas the sample was drawn through stratified random sampling technique.

#### **October 2006 to September 2007**

#### **Project Manager/ Strengthening Civil Society Watch and Advocacy for Effective Police Reforms- CPDI**

Major responsibilities under the project were:

The purpose of the project was to strengthen public watch and advocacy to ensure that the police reform process effectively responds to the problems and concerns, as perceived and prioritized by people of the Balochistan Province, especially in district Pishin. Major responsibilities under the project include:

1. To create awareness about the importance of various institutions and mechanisms to be established under the LGO 2001 and Police Order 2002;
2. To sensitize and brief police officials, local government representatives and members of relevant parliamentary committees for efficient implementation of reform process and appropriate adjustments, where required, in accordance with the needs and priorities of relevant communities;
3. To build capacity of civil society groups in monitoring police performance and implementing appropriate advocacy initiatives to strengthen the reform process;
4. To establish mechanisms and platforms whereby civil society groups could engage in a dialogue, and inform and influence the reform process in accordance with needs and priorities of relevant communities.

### **Consumer Rights Commission of Pakistan (CRCP)**

#### **January 2006 to September 2006**

#### **Project Manager/ Improving Women Access to Justice at Local Level (Funded by European Commission)**

Major responsibilities under the project were:

The project was implemented in District Rawalpindi with the support of European Commission. The aim of the project is "to enhance women access to justice, through their legal empowerment and strengthening of legal institutions, so that women are able to seek justice against grievances, which they have as consumers of various goods and services,

in relation to both government agencies and market. Major responsibilities include:

1. Capacity Building Training Workshops of Women Lead Groups
2. Preparation of awareness materials (training Manual and Brochures)
3. Preparation of Policy Briefs for Policy Community
4. Facilitating community's interaction with line department and market committees

**June 2005-December 2005**

**Project Manager/ Improving the Well-being of Women through Gender Sensitive Consumer Protection Strategy (Funded by DFID/ British Council)**

Major responsibilities under the project were:

The goal of the project was “to improve the well-being of women through their economic, legal and political empowerment in relation to market and governance processes”. Major duties under the project include

1. To develop a Gender-sensitive Consumer Protection Strategy (GCPS), which is capable to empower women, particularly the poor and disadvantaged, in the Punjab province in relation to market and line departments;
2. To empower women at local level through implementation on pilot-basis of the GCPS so that they are able to assert and protect their rights as consumers of essential items and services; and
3. To build the capacities of existing civil society groups working on gender and consumer issues to mainstream the GCPS in their work.

**May 2004-June 2005**

**Provincial Coordinator/ Pakistan Legislative Strengthening Consortium (Funded by USAID)**

Major responsibilities under the project were:

The consortium was formed under the project ‘Strengthening National & Provincial Governance in Pakistan.’ The project was funded by USAID. The goal of the proposed project was to “achieve a situation in which civil society groups from diverse sectors play an effective legislative oversight role and are able to influence the legislative processes for greater transparency, accountability, responsiveness to public demands and efficiency in governance in Pakistan.

1. Monitoring the sessions of the Punjab Assembly
2. Preparing reports of the Punjab Assembly Sessions
3. Preparation of Awareness Material for Civil Society Groups
4. Interactive sessions with Legislators and Civil Society Organizations
5. Capacity building of Civil Society Organizations

**Centre for Research & Equitable Development (CRED)  
June 2003- April 2004**

**Project Manager/ Enhancing the Capability of District Government for better Education Planning (Funded by USAID)**

Major responsibilities under the project were:

The main objective of the project was to evolve a decision-making mechanism for proper planning and monitoring so that stakeholders acting in unison with planners and monitors can experience a productive and radical shift in quality of education in general and education planning in particular.

The project also aimed at devolving a procedural working tools to ensure work efficiency, performance, accountability, and development of professionalism in the Education service for improving the quality of education and outcomes at the educational institutions by involving parents and Community in service delivery

### **Pakistan Railways [Experience in Public Sector]**

**March 2003 to June 2003**

**Deputy Manager/ Corporate Plan Headquarters Office, Lahore**

1. Responsible for the preparation of Pakistan Railways Corporate Plan.
2. A review of the performance of Pakistan Railways in preceding year and future prospects.
3. In-depth analysis of prevailing market forces and reasons for low share of Railways in passenger and freight traffic.

**Oct.2001 to March 2003**

**Senior Marketing Manager Headquarter Office, Lahore**

1. Prepared ten-day financial reports of Pakistan Railways
2. Planning for the new routes to cater the passenger and freight traffic.
3. Prepared Pakistan Railways budget for year 2000-2001.
4. Monitored & compiled the earning of Pakistan Railways and suggested ways and means for improvement.
5. In charge of Policy section of marketing branch and send advice to divisions on policy issues.
6. Prepared Business Plan for the year 2000-2001.

**Oct. 2000 to Oct. 2001**

**Divisional Commercial Officer Lahore Division**

1. Effectively monitored the passenger and parcel traffic of the division.
2. Launched special campaigns to arrest the tendency of ticket-less traveling and black marketing.
3. Surpassed the earning targets of the division.
4. Prepared periodical earning report for headquarter and Ministry of Railways

**May 1999 to March 2000**

**Area Operating and Sales Manager Multan**

1. Prepared daily, weekly and monthly work plans for effective train operation
2. Effectively monitored the transportation of Petroleum and Oil Products.
3. Captured the traffic of oilseed, cement and livestock.
4. Supervised the freight train operation of the Division for punctual running of the trains.

5. Provided field training to four under-training officers

**Sep.1998 to May 1999**

**Senior Personnel Officer Headquarter Office, Lahore**

1. Supervised Prime Minister Implementation Cell for recruitment.
2. Dealt with personnel /promotion and welfare matters of staff.
3. Acted as branch officer of personnel branch and negotiated with unions including CBA on routine issues and policy matters.
4. In charge of Policy section of Pakistan Railways and send advises to divisions on policy issues.
5. Responsible for the amendments made to the personnel manual of Pakistan Railways.

**May 1994 to May 1998**

**Assistant Transportation Officer**

**Sargodha**

1. Supervised the administrative & commercial matters of the section.
2. Monitored the punctual and safe running of the trains.
3. Effectively managed the situation during flood.
4. Supervised a staff of more than 2000
5. Prepared regular reports for headquarter

**Education**

**•B.Sc. Civil Engineering - 1986-91**

University of Engineering & Technology, Lahore

**•M.Sc. International Relations - 1991-93**

Quaid-e-Azam University, Islamabad

**•M. Phil Political Science - 2002-2004**

University of the Punjab, Lahore

**Skills**

Certificate in Office automation, 2002

Certificate in Social Marketing, 2018

**Special Feature/Achievements**

Qualified Central Superior Services (CSS) Examination in Pakistan in 1994 (22<sup>nd</sup> CTP) and served Pakistan Railways for 9 years.

**Trainings & Workshops conducted**

- Training workshop for parliamentarians on Countering Violent Extremism and Peace Building in Context of Sustainable Development Goals, DAI, March 2021
- Online training course on Budget literacy, Feb 2021
- 3 days training on Physical Safety of Journalists under European Union funded project, Oct 2020
- 4 one-day Trainings conducted for Election Observers during by-Election 2017-18 in NA 120, NA 154, NA 4, PP 20, PP 30
- 1 day training conducted for Public Information Officers of Health Department at Rawalpindi, Jan 22, 2018
- RTI Champions Summer Camp: Training on Right to Information and its Uses, August 2-4, 2017
- 1 day training conducted for Public Information Officers of Food Department at Lahore, Oct 26, 2017
- 2 days Training program for Punjab Legislators in Rules of Procedures at Bhurban, December 2015

- 6 Training Workshop on Local Government Budget Literacy and Advocacy for DAI (Awaz Program), Sept-Nov. 2015 (each training for 3 days)
- 2 Days training on Local Government Budget Analysis for Oxfam GB at Multan and Hyderabad (Feb-March 2015)
- 1-Day Training for MPAs of Punjab Assembly on Right to Information organized by Transparency International
- 2 Days training on Local Government Budget Advocacy for College of Youth Activism and Development Pakistan (CYAAD-PK), Swat, October, 2013
- 2 days training on Local Government Budget Making Process for Citizens Network for Budget Accountability, Lahore (April 2013)
- 2 days training on Local Government Budget Analysis and Advocacy for C-GPA, Peshawar (January 2013)
- 3 days Training workshop on Right to Information under Local Government Law in Abbottabad for Sungi, Awaz project (Mar. 2012)
- Training workshop on Local Government Budget Analysis for AWAZ Foundation Multan (June 2012)
- 4 Day training on Budget Analysis and Advocacy for Pakistani CSOs at Kathmandu in Collaboration with Centre for Budget and Governance Advocacy (CBGA), India, April 2010
- Training workshop on Local Government Budget Analysis for CSO in Jhang under project Strengthening Civil Society for Improved Democratic Accountability-2010
- Training workshop on Local Government Budget Analysis for CSO in Khushab under project Strengthening Civil Society for Improved Democratic Accountability-2010
- 2 days Training workshop on Local Government, rules, procedures and Budget formation for Idar-e- Taleem o Agahi, Lahore, supported by OXFAM GB-April 2010
- 5 days training workshop for Action Aid on Budget Analysis and Advocacy –July 2010
- 3-days training workshop for Pakistan Coalition for Education on Budget Analysis
- 8 pre-budget training sessions nationwide for PCE in Jan 2011
- Training workshop on Right to Information for Constituency Relations Group (Pattan), Lahore, 2010
- Training workshops for capacity building of local leaders in Freedom of Information and Consumer Rights in Health Sector (District Jhelum)-Jan 2009
- Training workshops in Karachi and Kairpur for Local Government Evaluation Project (FAFEN)-June 2009
- 4 training workshops for Police Officers of Quetta and Mastung on Police Order 2002 under project Strengthening Civil Society Watch and Advocacy for Effective Police Reforms”, supported by CIDA-2007-08
- Capacity Building Training of Education Monitoring Committees of District Sargodha (36 Training Sessions)-(2006 under ESRA project)
- 4 Capacity Building Training of Women Lead Groups under the project Improving Women Access to Justice at Local Level (DFID funded project in 2005)
- Managerial Training for Women Lead Groups under the project Improving Women Access to Justice at Local Level (EU funded project in 2005)



## Trainings & Workshops attended

- 4 Capacity building Training of Women under the project 'Improving the Well-being of Women through Gender Sensitive Consumer Protection Strategy (2006)
- Capacity building training of Civil Society Organizations on Consumer Rights and Local Government Ordinance in four Districts of the Punjab involving more than 100 CSOs (4 sessions)-2005-6
- Training session for journalists of District Chakwal on Consumer Reporting-2005
- 2 Training workshop for CSOs of district Mastung on National, Provincial and District budgeting held under the project 'Strengthening National & Provincial Governance in Pakistan'-2003
- Training workshops for CSOs of District Pishin on Police Order 2002 under the project 'Strengthening Civil Society Watch and Advocacy for Effective Police Reforms'
- Training Sessions for Staff of Foundation for Democracy-Pakistan on Democratic Development of Pakistan
- Training Sessions for the Staff of Pakistan Institute of Policy Studies on writing research proposal and data analysis and report writing
- Election reporting workshop for Intermedia in Islamabad-2007
- Training workshop on Freedom of Information and Investigative Journalism at Peshawar-2007
- Paris Peace Forum, November 2019
- Open Government Partnership Global Summit, held in Ottawa, Canada; May 38-31, 2019
- Seminar on Political Leadership, International Academy of Leadership, Gummersbach, Germany; July 22-29, 2018
- Open Government Partnership Global Summit, Tbilisi, Georgia; July 17-19, 2018
- Asia Pacific Leadership Forum, Jakarta, December 14, 2017
- 1 week Training on Media and Communication organized by FNF, Gummersbach, Germany, 2015
- Seven-Day NPO management Course (June 16-22, 2014) at Institute of Business Management (IoBM), Karachi
- 2 week seminar (7-19 Oct 2012) on Politics and Civil Society: Role of NGOs and Civil Society; organized by Liberal Party of Germany in Gummersbach, Germany
- 2 Day Meeting on CITIZENS' ACCESS TO INFORMATION IN SOUTH ASIA: Review of Top-Line Findings from Country Study, Organized by The Asia Foundation, India, May 2012
- 2 days planning meeting for Regional Police Reform Project organized by Commonwealth Human Rights Initiatives (CHRI), India at Katmandu in April 2013
- 2 Day Planning Meeting for Regional Right to Information Diagnostic Study at Kathmandu, September 2012
- 4- Days international trainings on Budget Analysis and Advocacy conducted by Centre for Budget and Governance Accountability (CBGA), India held in Kathmandu, Nepal in 2009,
- 4-Day advanced international trainings on Budget Analysis and Advocacy Jointly organized by CPDI and Centre for Budget and Governance Accountability (CBGA), India held in Kathmandu, Nepal in 2010

## Study tours/visit

- 3-day advanced international trainings on Budget Analysis and Advocacy conducted by Centre for Budget and Governance Accountability (CBGA), India held in Kathmandu, Nepal 2011

1. Participated as Speaker in Open Government Partnership Global Summit at Tbilisi, Georgia; 17-19 July, 2018
2. Participated as Speaker in Asia Pacific Leaders Forum of Open Government Partnership in Jakarta, Dec 14, 2017
3. Visited Delhi, Agra and Jaipur (India) for study visit to consumer organizations in India. Visit was organized by Consumer Watch Pakistan (CWP) with the support of Commonwealth Foundation

### Countries Visited

Germany, Italy, Spain, France, India, Nepal, Saudi Arabia, Oman, Thailand, United States of America, Indonesia, Georgia, Canada, Austria, Poland, Iceland, Turkey

## Publications and Research Work

### Manual Development

- Training Manual for Citizens on Provincial Ombudsman, Punjab for Lodhran Pilot Project, May 2021
- Training Manual for parliamentarians on Countering Violent Extremism and Peace Building in Context of Sustainable Development Goals, DAI, March 2021
- Training manual for parliamentarians on CVE under SDG 16
- Training manual for Training of Punjab Legislators in Rules of Business
- Training Manual on Budget Tracking for DAI (Awaz Program), September 2015
- Training Manual on Local Government Budget Analysis and Advocacy for SPO for AWAZ project (2013)
- Training Manual on Right to Information for SPO for AWAZ project (2013)
- Training Manual on Budget Advocacy for AWAZ CD/Multan (2012)
- Training Manual on Budget Analysis for ActionAid (2010)
- Improving Women Access to Justice at local Level-A Manual for Women (2005)
- Gender Sensitive Consumer Protection Strategy (2006)
- The Budget Making Process in Pakistan (2003)
- Training Manual for Education monitoring Committees under local government (2003)
- Training manual on District Public Safety Commission and Police Order (2007)

### Consultancies /Research

- Exit Strategy for Implementing Partners for the Project Democratic Local Governance for Development in Pakistan for CPDI/FNF/EU, June 2021
- Women Participation in Local Government Elections, IFES 2021
- Making Sense of the Budget Data, Deciphering the Information in Budget Documents, January 2021
- Social Sector Budget Allocation in Pakistan, December 2020

- Preparation of Citizens Budget for District Rawalpindi, Abbottabad, Mianwali, Dera Ghazi Khan, Jhang and Lahore
- Measuring the Implementation of Right to Information Legislation in Pakistan, October 2020
- Designing Advocacy Campaign for Right to Information Legislation in Pakistan, August 2020
- Geographic Spread of Development Budget in Punjab (2019-20), October 2020
- State of Budget Transparency in Pakistan, Sept 2020
- Geographic Spread of Development Budget in Sindh (2018-19), June 2020
- Geographic Spread of Development Budget in Punjab (2018-19), May 2020
- Information at No Cost: Budget Allocation Analysis of Information Commissions in Pakistan
- Evaluation of Right to Information Regime in KP; Nov 2019 for GIZ
- Organizational Assessment of Information Commission of the Punjab; May 2017
- Strengthening Legislative Governance in Pakistan: Proposed amendments in Rules of procedure for Punjab Assembly; Nov 2015
- A comparative study of rules of business of Punjab Assembly with modern democracies; Nov 2015
- Strengthening Citizens' Voice to Improve Social Accountability- End of the Project Evaluation, June 2014
- Analysis of Provincial Budget of the Punjab 2014-15 with Child Rights Perspective for evidence-based advocacy that what government is allocating to improve the situation of Children's Rights in the Province. (Oct-Dec 2014)
- Development of Employability skills course for educated youth to promote counter-extremism
- Budget Analysis from a Child Right Perspective for Save the Children-UK (Nov-Dec 2013)
- Studying Budget Making Process at District Level (June 2013)
- Civil Paths to Peace in Pakistan: Civil Society Initiatives Aimed at Promoting Peace, Commonwealth Secretariat, 2012
- District budget analysis of 6 districts with special focus on education and health done under the project Strengthening civil society for improved democratic governance, (2011-12)
- Questioning the Utility of Question Hour: Assessing the Efficiency of Question Hour in the Punjab Assembly (2012)
- Community Policing Project-End of the project Evaluation, The Asia Foundation, 2010
- Education Budget of Selected Districts (UNESCO, 2009)
- Strategy for the functionality of Education Monitoring Committees (EMCs) [Consultancy for Education Sector Reform Assistance Program under USAID]
- The Budget Session of the Punjab Assembly- A Participation Analysis of the members of the Punjab Assembly for the Year 2004 [Consultancy for Centre for research and Equitable Development]
- Police Order 2002-An Introduction

**Basic Information**

- The District Public Safety and Police Complaints Commission (2007)

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