



TARA SHAH

Monitoring & Evaluation Specialist

theory of change, indicator design, data quality

Pune, India | tara.shah@example.com | ROLE 29-04

FICTIONAL SAMPLE - all employers, qualifications and outcomes are illustrative and unverified.

EXECUTIVE SUMMARY

Monitoring & Evaluation Specialist with an illustrative 13-year career in community programmes, social services and development operations. Combines theory of change, indicator design, data quality with disciplined documentation, practical coordination and clear communication. The sample career progresses from focused execution to independent workstream ownership, with responsibilities and boundaries described for each appointment.

Selected work includes programme measurement framework, data quality review and evaluation synthesis. These examples explain the original problem, individual contribution, deliverables, review approach and remaining limitations rather than relying on unsupported headline claims.

Prepared for experienced monitoring & evaluation specialist opportunities requiring dependable delivery, thoughtful professional judgement and collaboration. The qualification narrative includes Master's in Development Evaluation. Every named organisation and outcome in this record is fictional; professional eligibility is not independently established.

AT A GLANCE

13 years ILLUSTRATIVE CAREER	4 CAREER APPOINTMENTS	3 WORK EXAMPLES	2 EDUCATION RECORDS
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CORE COMPETENCIES

- theory of change / indicator design
- data quality / surveys
- qualitative research / analysis
- learning facilitation / reporting

PROFESSIONAL MISSION

Turn a clear brief into dependable community programmes, social services and development operations work: understand the context, apply theory of change and indicator design, record the evidence and explain the limitations before handover.

Career family: NGOs & Social Development | Snapshot: 2026-09-22

PROFESSIONAL EXPERIENCE / RECENT

Monitoring & Evaluation Specialist

Meridian Community Programmes (fictional)

Jul 2022 - Present | Pune, India

Independent ownership of scoped monitoring & evaluation specialist work, coordinating contributors and making review requirements explicit. Includes the first two selected work examples.

- Mapped logic and feasible evidence sources.
- Built validation rules and enumerator feedback.
- Led brief clarification and prioritised work using theory of change, indicator design and data quality. Raised unresolved constraints before committing to the next stage.
- Coordinated peer reviews and handover preparation; used a programme and stakeholder plan to distinguish completed work, assumptions and follow-up needs.
- Supported colleagues with practical examples of surveys and maintained a concise learning record after important assignments.

Illustrative career responsibilities. Employer confirmation and underlying work records are not supplied.

Senior Monitoring & Evaluation Specialist

Northline Community Programmes (fictional)

Jul 2018 - Jun 2022 | Pune, India

Owned defined assignments and supported cross-functional coordination. Developed deeper practice in data quality and surveys.

- Reported findings with counterfactual and design limitations.
- Translated incoming requirements into a sequenced plan and aligned responsibilities with the project or service owner.
- Applied qualitative research and analysis to resolve delivery questions while maintaining source and decision notes.
- Introduced reusable working documents and reviewed exceptions with the responsible specialist rather than silently changing scope.
- Prepared a learning and accountability report so the next team could understand the work and remaining questions.

Illustrative career responsibilities. Employer confirmation and underlying work records are not supplied.

PROFESSIONAL WORKING PRINCIPLES

- Define programme objectives with stakeholders and document participation and consent.
- Separate activity counts, observed outcomes and unsupported impact claims.
- Use transparent resource records and safe handling of beneficiary information.

PROFESSIONAL EXPERIENCE / EARLIER

Monitoring & Evaluation Specialist

Cedarbridge Community Programmes (fictional)

Jul 2015 - Jun 2018 | Pune, India

Progressed from supported tasks to independently managed assignments, with review available for unfamiliar or higher-risk decisions.

- Handled recurring work involving theory of change and indicator design using a documented preparation and review process.
- Supported data quality review by organising inputs, maintaining issue notes and incorporating reviewer feedback.
- Coordinated colleagues and internal stakeholders using concise status updates, clear questions and agreed next steps.
- Improved record consistency through learning facilitation and documented handover expectations.

Illustrative career responsibilities. Employer confirmation and underlying work records are not supplied.

Assistant Monitoring & Evaluation Specialist

Cedarbridge Community Programmes (fictional)

Jul 2013 - Jun 2015 | Pune, India

Built practical foundations through supervised assignments, routine documentation and feedback from experienced colleagues.

- Assisted with theory of change and data quality within an agreed scope and escalated unfamiliar work.
- Prepared inputs and checked completeness before passing work to the responsible reviewer.
- Maintained task records and learned to communicate assumptions, constraints and observed problems clearly.
- Applied review feedback to subsequent assignments and developed a dependable working routine.

Illustrative career responsibilities. Employer confirmation and underlying work records are not supplied.

SELECTED CONTRIBUTIONS

Programme measurement framework. Mapped logic and feasible evidence sources. The achievement is the described workstream contribution; independent outcome evidence is not supplied.

Data quality review. Built validation rules and enumerator feedback. The achievement is the described workstream contribution; independent outcome evidence is not supplied.

Evaluation synthesis. Reported findings with counterfactual and design limitations. The achievement is the described workstream contribution; independent outcome evidence is not supplied.

SELECTED WORK / 01

Programme measurement framework

P1 | Jan 2023 - Jun 2023 | FICTIONAL WORK EXAMPLE

Context. Fictional internal work programme in community programmes, social services and development operations; not a real client case study.

Problem. Indicators were not connected to intended change.

Objective. Create a workable response to this issue through theory of change, explicit review criteria and practical documentation. Agree the boundaries before execution and retain unresolved points for follow-up.

Contribution and ownership. Monitoring & Evaluation Specialist; owned the stated workstream, not the full organisation or every collaborator contribution.

- Mapped logic and feasible evidence sources.
- Prepared the scope with the commissioning team, identified unresolved inputs and used theory of change to turn the brief into a sequenced work package.
- Applied indicator design and data quality while coordinating reviews with the designated owner. Kept decision notes so collaborators could separate facts, assumptions and changes.
- Assembled the handover material, explained open limitations and agreed which items needed further review rather than presenting them as completed.

Methods. theory of change / indicator design / data quality / surveys

Deliverables. Programme measurement framework - scoped brief; Programme measurement framework - reviewed working package; Programme measurement framework - handover and learning summary

Review. Reviewed the scoped output against the agreed brief, recorded exceptions and checked that key conclusions could be traced to observations. The review package calls for a programme and stakeholder plan and a named human reviewer.

Illustrative outcome: the team adopted a repeatable approach for programme measurement framework, with clearer ownership and reviewable records. This is a fictional qualitative result; no real performance measurement or external acceptance evidence is supplied.

Suggested evidence (not supplied): programme and stakeholder plan; monitoring or casework framework; learning and accountability report.

SPECIALIST PRACTICE

Community evidence

The sample focuses on theory of change, indicator design, data quality. Approvals, supervision and specialist input are identified in each work package; work outside this scope is referred to the designated responsible person.

Peer learning and practical guidance. Created short examples on theory of change and surveys for colleagues. Separated personal preferences from agreed team procedures and recorded useful questions.

Review and handover discipline. Facilitated practical reviews of data quality review, ensuring that unresolved issues retained a named owner rather than disappearing from final presentations.

Beneficiaries, donors and programme results are fictional; no community impact or donor endorsement is verified.

SELECTED WORK / 02 AND 03

Data quality review

P2 | Jan 2024 - Jun 2024 | Meridian Community Programmes (fictional)

Problem. Field datasets contained inconsistent definitions.

Objective. Create a workable response to this issue through indicator design, explicit review criteria and practical documentation. Agree the boundaries before execution and retain unresolved points for follow-up.

Ownership. Monitoring & Evaluation Specialist; owned the stated workstream, not the full organisation or every collaborator contribution.

- Built validation rules and enumerator feedback.
- Prepared the scope with the commissioning team, identified unresolved inputs and used data quality to turn the brief into a sequenced work package.
- Applied surveys and qualitative research while coordinating reviews with the designated owner. Kept decision notes so collaborators could separate facts, assumptions and changes.
- Assembled the handover material, explained open limitations and agreed which items needed further review rather than presenting them as completed.

Methods. indicator design / data quality / surveys / qualitative research

Delivered. Data quality review - scoped brief; Data quality review - reviewed working package; Data quality review - handover and learning summary

Illustrative outcome: the team adopted a repeatable approach for data quality review, with clearer ownership and reviewable records. This is a fictional qualitative result; no real performance measurement or external acceptance evidence is supplied.

Suggested evidence (not supplied): programme and stakeholder plan; monitoring or casework framework; learning and accountability report.

Evaluation synthesis

P3 | Jan 2019 - Jun 2019 | Northline Community Programmes (fictional)

Problem. Stakeholders confused observed change with attribution.

Objective. Create a workable response to this issue through data quality, explicit review criteria and practical documentation. Agree the boundaries before execution and retain unresolved points for follow-up.

Ownership. Monitoring & Evaluation Specialist; owned the stated workstream, not the full organisation or every collaborator contribution.

- Reported findings with counterfactual and design limitations.
- Prepared the scope with the commissioning team, identified unresolved inputs and used qualitative research to turn the brief into a sequenced work package.
- Applied analysis and learning facilitation while coordinating reviews with the designated owner. Kept decision notes so collaborators could separate facts, assumptions and changes.
- Assembled the handover material, explained open limitations and agreed which items needed further review rather than presenting them as completed.

Methods. data quality / surveys / qualitative research / analysis

Delivered. Evaluation synthesis - scoped brief; Evaluation synthesis - reviewed working package; Evaluation synthesis - handover and learning summary

Illustrative outcome: the team adopted a repeatable approach for evaluation synthesis, with clearer ownership and reviewable records. This is a fictional qualitative result; no real performance measurement or external acceptance evidence is supplied.

Suggested evidence (not supplied): programme and stakeholder plan; monitoring or casework framework; learning and accountability report.

EDUCATION AND SPECIALIST LEARNING

Master's in Development Evaluation

Asterbridge Institute of Professional Studies (fictional institution)
Jul 2011 - May 2013 | completed - fictional record
Focus: theory of change, indicator design, surveys. Specialist study on programme measurement framework; an illustrative learning project, not a published result.

B.Sc in Statistics

Cedarhaven College of Applied Studies (fictional institution)
Jul 2008 - May 2011 | completed - fictional record
Focus: data quality, qualitative research, analysis. Applied coursework in theory of change, documentation and reviewed practical assignments.

CONTINUING PROFESSIONAL DEVELOPMENT

Participatory programme design workshop (2023). Theory of change and surveys in the context of monitoring & evaluation specialist work. Used reflective exercises and a bounded practice example related to programme measurement framework.
Safeguarding and data stewardship lab (2024). Indicator design and qualitative research in the context of monitoring & evaluation specialist work. Used reflective exercises and a bounded practice example related to data quality review.
Monitoring and evaluation practicum (2025). Data quality and analysis in the context of monitoring & evaluation specialist work. Used reflective exercises and a bounded practice example related to evaluation synthesis.

Provider for these illustrative learning records: Meridian Professional Learning Studio (fictional). Not a licence or certification.

LANGUAGES AND WORKING PREFERENCES

English and Hindi - professional working proficiency in this fictional record.
Work arrangement: onsite or hybrid by role requirements. Relocation: open to discussion - sample preference.
Availability: not confirmed; discuss before an interview.

CREDENTIAL AND EVIDENCE STATUS

Beneficiaries, donors and programme results are fictional; no community impact or donor endorsement is verified.
Synthetic qualification and institution names illustrate profile fields only; they are not a validated qualification route or recognised accreditation claim.
No real referee, endorsement, award, publication, membership or licence is supplied.

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Contact placeholder: tara.shah@example.com. No phone, live profile URL or verified reference is supplied.
Complete machine-readable data: profile.json. Interactive companion: portfolio.html. Reference CV used for structure only; this is not Ajay Prajapat's biography.