

TPL. EMENOGU Augustus Chinedu (ACIEH, CDRP, CKM, MNITP)

Queens View Apartment, 2 Omanyere Avenue, First Street, Off West land Boulevard, West Legon, Accra, Ghana

**Monitoring, Evaluation, Research, Learning and Adaptation (MERLA) Executive | Development Intrapreneur | Research Outsourcing
Evaluation Nomad | Environmental Manager | PCVE/DDR and Stabilization Practitioner | Program Design and Business Development
Certified Knowledge Manager | Accredited Town Planner | Humanitarian Assistance Specialist**

Email: augustus.316@gmail.com **Alternative Email:** aemenogu@yahoo.co.uk

Linkedin Profile: <http://uk.linkedin.com/in/augustusemenogu/>

Personal Statement

Augustus is a versatile Monitoring, Evaluation, Research, Learning, and Adaptation (MERLA) expert with over 15 plus years of international development sector experience working leading Monitoring, Evaluation, and Learning (MEL) functions across forty-eight (48) countries e.g., the United States of America, West Bank and Gaza, Zambia, Tanzania, Nigeria, Ethiopia, Haiti, Iran, Nepal, Peru, Uganda, Central African Republic, Colombia, Bolivia, Brazil, Kosovo, Syria, Albania, Armenia, Cambodia, Bangladesh, Sri Lanka, Myanmar, Thailand, Indonesia, and the United Kingdom. As an Evaluation Nomad, Augustus has extensive experience successfully leading multi-sector donor-funded evaluation studies in different countries (over 35 evaluation and assessment studies) focused on a diverse range of donor-funded programs e.g., Food security, nutrition and livelihoods, DRR, DDR, humanitarian assistance, social protection, sexual and reproductive health, cash-based interventions, emergency and earthquake response, post-conflict stabilization and countering violent extremism (CVE), internet freedom and media literacy, digital rights and safety, misinformation and disinformation, governance and democracy, protection and GBV, human rights and policy engagement, education, and Third Party Monitoring (TPM), Information Management (IM), WASH, and disability inclusion, etc.

Augustus has established effective results-based M&E systems and developed consolidated databases for field surveys and research studies, as well as led evaluation studies on multiple donor-funded projects e.g. World Bank, USAID, USG State Department, IABP, GIZ, German Cooperation, USAID/LAB/OI, USAID DRL, USDOL, ILAB, USAID BHA (OFDA/FFP), USDOL, USAID OTI, UKAID, FCDO, EU, DFID, ECHO, The Office of Trade and Labor Affairs (OTLA) and the Office of Child Labor, Forced Labor, and Human Trafficking (OCFT), US Department of Education and Cultural Affairs (ECA), US Department of Conflict and Stabilization Operations (CSO), Bill and Melinda Gates Foundation, Government of Indonesia, Government of Japan, and Government of Nigeria, Commonwealth Secretariat, UNDP, UNMC, UNICEF, AWDF, Kotex, BMZ, Global Fund, Qatar Foundation, SIDA, NORAD, Swiss Development Cooperation, Swiss Agency for Development and Cooperation (SDC), and the Ford Foundation.

Leveraging his educational background and professional experience (as an Accredited Town Planner and Environmental Manager), Augustus has harnessed his creative ability as a Development Intrapreneur to generate innovative solutions to emergent development needs. Augustus has a proven track record of developing successful proposals in response to requests for applications from different donors. Augustus continues to offer critical Technical Assistance (TA) and surge support to different international trade and development clients to support program design, research assessment, data validation, and quality assurance, bid writing, proposal development, and project start-up functions. As a Certified Knowledge Manager (CKM), Augustus continues to offer an extensive range of organizational learning and adaptation options to inform strategic realignment of MERLA practice area for thought leadership in the development sector. Augustus specializes in the conduct of Knowledge Management (KM) audits to review existing organizational knowledge through the mapping of critical knowledge threads to develop an organizational KM profile that promotes the internal transfer of knowledge, evidence uptake, and utilization to meet business development needs and manage transformation change.

Education

(MSc) Environmental Management (GIS and Climate Change)

(B. TECH) Urban and Regional Planning

Coventry University, United Kingdom (2012)

Federal University of Technology, Minna, Nigeria (2008)

Consultant and Work Experience

Monitoring, Evaluation, Research and Learning (MERL) Consultant

International Research and Exchange Board (IREX)

January 2023 – Present

Remote (United States of America)

Engaged as a **MERL Consultant (Technical Advisor)** with IREX's Center for Applied Learning and Impact (CALI) to provide a range of related technical assistance (TA) support to the organization portfolio (e.g., project startup, proposal development, capacity development, and MEL staff mentoring, brainstorming organizational learning mandates, support review of IREX's strategic, research, evaluation, and learning vision and promote thought leadership for innovative thinking for agile management). In this Technical Assistance (TA) role, I support the review and development of IREX CALI's Monitoring, Evaluation and Learning (MEL) Standard Operating Procedures (SOPs) for proposal development, technical startup, and surge support guidance.

Key Responsibilities and Achievements

- Through collaborative brainstorming sessions, review draft IREX CALI MEL proposal development guidelines; and supported the finalization of Startup MEL guidance protocols by reflecting on the Technical Assistance (TA) experience with Kosovo Workforce startup (e.g., After Action Review format). I also supported the review of the MEL co-creation process/procedure; and identified implications for ideal state and process guidance.

- Reviewed MEL standards for reporting and responsible data use; and supported the drafting of the ideal state and process guidance for MEL plan writer, program director/CoP, and other roles.

Evaluation Team Leader (ETL)
Plan International

April 2023 – June 2023
Remote, Bauchi, Nigeria

Leading a 7-member evaluation team to conduct the end line assessment Knowledge Attitudes and Perception (KAP) survey for the KCC funded program Menstrual Health Management (MHM) program in Bauchi, Nigeria. The KCC Project on Menstrual Hygiene Management was a 2-year Project (2021 – 2023) funded by Kimberly-Clark Corporation (Kotex) and implemented by Plan International in Bauchi State with an overall objective “to increase the individual and collective agency of women and adolescent girls to exercise their rights to gender-responsive, adolescent-friendly and inclusive menstrual hygiene management”.

Key Responsibilities and Achievements

- Leading a team of technical evaluators (a deputy team leader, two investigative evaluators, a research evaluator, and an M&E support evaluator) to finalize the endline assessment KAP survey design covering sampled across three (3) local government areas (LGAs) in Bauchi State, Nigeria. As the Evaluation Lead, I led the development of the inception report, which outlined the proposed analysis plan, sampling approach, assessment matrix, and risk mitigation plan for field deployment of the enumeration team.
- Finalized the design of KAP evaluation questionnaires for identified respondent groups, e.g., Key Informant Interviews (KII) tools for School Management, government stakeholders, out-of-school adolescent girls, and in-school adolescent girls. Also designed Focus Group Discussion (FGD) guides for In school boys, men, and young women. Working alongside the research evaluator, we completed a comprehensive desk study (content analysis and systematic review) of the MHM program documents (secondary data sources, proposal document data, public health records, etc.).
- Served as the evaluation manager, handling all aspect of survey planning (e.g. recruitment, training and final selection of field enumerators) and field mobilization (development of field deployment schedules, sampling framework, assignment of field supervision roles among the evaluation team); including supporting advocacy visits to state government officials after securing ethical clearance approval.
- Completed descriptive data analysis on collated evaluation data to ascertain responses for each baseline assessment question working along with the technical team to carry out qualitative analysis of completed FGD sessions and quantitative KIIs to formulate an overall evaluation, conclusions, and recommendations for onward reporting to Plan International.
- Developed and finalized the end line KAP survey evaluation report, which showcased credible examples where the project successfully delivered on its core objectives provide “to increase the individual and collective agency of women and adolescent girls to exercise their rights to gender-responsive, adolescent-friendly and inclusive menstrual hygiene management”.

Evaluation Lead
International Labor Organization (ILO)

March 2023 - June 2023
Remote, Nigeria

Engaged as the Evaluation Lead by the Evaluation Office of the International Labour Organization (ILO/ ILO-EVAL) to conduct an independent final evaluation of the Employment and Reintegration Project, Nigeria”. The project “Employment and Reintegration in Nigeria” is a development cooperation initiative of The Federal Republic of Nigeria in collaboration with ILO, financed by the German Federal Ministry of Development Cooperation (BMZ) through GIZ. The project aims to strengthen the capacity of relevant stakeholders in Nigeria to provide advisory and support services to returnees and the local population in the areas of employment promotion, income generation and return and reintegration.

Key Responsibilities and Achievements

- Reviewed all relevant documents, including (but not limited to) the documents, as well as conduct interviews with the project staff and implementing partner. This extended to the development of an inception report which outlined preliminary evaluation findings as per evaluation questions; including designed evaluation tools derived from the evaluation protocol (matrix) and put forward a credible evaluation sample size for data collection.
- Lead the data collection phase (conducts interviews, focus groups, field observations, etc.) and analyses of the findings. This involved directly leading key informant interviews with different stakeholder groups (sampled respondents).
- Organize a stakeholder workshop which provides an opportunity to present the preliminary results, invite the participants to give feedback, and fill in any data gaps.
- Upon successful development and submission of the final evaluation report, the EL will also organize a webinar with relevant and interested stakeholders will be held, to present the results and findings of the final evaluation.

Monitoring and Evaluation (M&E) Consultant
Institute for War and Peace Reporting (IWPR)

March 2023 - May 2023
Remote, Central Asia, Ukraine, Moldova, and the South Caucasus

Engaged as the MEL Consultant with IWPR's Amplify, Verify, Engage (AVE) project, which supports civil society and independent media across Central Asia, Ukraine, Moldova, and the South Caucasus. AVE runs from 1 May 2021 to 31 December 2023 and is funded by the Norwegian Ministry of Foreign Affairs (MFA). The AVE project works to achieve three (3) core objectives i.e. amplify journalists and independent media voices producing

verified, evidence-based reporting; verify reliable information by strengthening the capacity of civil society and independent media to counter misinformation and disinformation; and engage civil society, independent media, public officials and the general public to foster increased dialogue and cooperation.

Key Responsibilities and Achievements

- Contributed to the development of an annual impact report for AVE, demonstrating IWPR's progress by summarizing progress from previous and ongoing reporting on the programme and assisting with capturing further data where necessary.
- Summarized progress from previous and ongoing reporting on the AVE program, as well as assisted with capturing further data where necessary; which included identifying additional case studies or stories of change.
- Designed and updated a robust qualitative outcome harvesting (OH) matrix (excel database) which harvested narrative evidence from reviewed AVE program and assessment reports for each intervention region (Central Asia, South Caucasus and Ukraine/Moldova). This robust database aligned key performance indicator data to showcase/highlight achieved program outcomes for each intervention pillar e.g. expected results, notable contextual changes, ongoing activities, lessons learned, mitigation steps taken, cross-regional opportunities, emergent needs, and evidence gaps.
- Developed new outcomes statements or capturing and analyzing beneficiary feedback. The annual impact report captured challenges faced/mitigated over time and good practices from ongoing programming that may be replicated to different contexts/regions or within the same program, as well as a report on practical plans for the final calendar year of the AVE program.

Monitoring, Evaluation and Learning (MEL) Expert

December 2022 - March 2023

Integrity Global

Remote, Nigeria

The MEL expert (senior evaluator) role supports the delivery of TBI's Office of the Vice President's Project (OVP) for Agriculture and Coordination Execution (OVP-PACE) program evaluation contract. The TBI-Integrity contract is built on over four years of partnership, with our offer evolving as TBI's MEL capacity has improved and their priorities have changed. Starting in 2018, our services mainly focused on building an over-arching and country-level MEL strategies (including Theories of Change (ToC), results frameworks and data collection tools). Working alongside the Team Lead and Data Analyst, the MEL Expert supports client communications with the TBI and OVP to provide guidance, and ensure quality assurance on design, data collection, analysis and drafting, sometimes leading on some activities (leading some interviews, analysis and drafting the final evaluation report).

Key Responsibilities and Achievements

- Participated in kick-off meetings with the TBI MEL and project teams; reviewed and suggested any changes to the evaluation approach drafted by the Team Lead. Led an evidence mapping exercise for content analysis (desk review) of OVP-PACE program documents to inform the development of an inception evaluation report. The inception report presented preliminary findings harvested through a desk review process. Narrative evidence was derived from reviewed OVP-PACE program documents and resources and delivered according to the appropriate evaluation criteria.
- Developed an evaluation toolkit outlining a robust evaluation analysis plan (matrix) and corresponding evaluation questionnaires (KIIs) questionnaires for external donors, government, TBI staff, and OVP/PACE Secretariat) developed to guide the collection of information for the OVP-PACE evaluation study. The evaluation toolkit also put forward a mixed-methods approach for data collection through conducting key informant interviews (KIIs), supplemented by documentation and a Capacity Improvement Survey (CIS).
- Conducted a series of semi-structured interviews and focus group discussions with the project (NTLP and GIP), government (DMO, FMARD), state partners from Plateau, Adamawa, and Nassarawa, and external stakeholders with support from the Team Lead and Analyst. This involved taking notes from each facilitated interview and during reflection meetings with TBI staff. Also worked to harmonize evaluation evidence narratives from assigned interview scripts.
- Developed a draft summary of the proposed data analysis and synthesis approach to analyzing harvested qualitative and quantitative evaluation datasets from completed semi-structured interviews (KIIs and FGD sessions); as well as outlining the process for conducting quantitative data collection via the Capacity Improvement Surveys (CIS) of state government partners in selected pilot and non-pilot NLTP and GIP intervention States. This extended to the completion of coded formal interviews, and informal interaction sessions with selected beneficiaries (TBI staff, federal government officials, state project and donor partners) This involved reviewing transcripts of a sample of completed interviews and inserted relevant comments (evidence narratives) into corresponding data tabs on the qualitative excel coding database.

Monitoring, Evaluation and Learning (MEL) Expert

December 2022 - February 2023

Banyan Global

Remote, Malawi

Engaged as the MEL Expert with Banyan Global to lead the review of the Performance Monitoring Plan (PMP) and Development Objective (DO) MEL plans will use a hybrid approach working alongside the senior management team of the USAID Learning to Perform (L2P). The MEL Expert leads a group of four members (i.e., Chief of Party, Sr. M&E Advisor, and M&E Specialist); while working closely with the task order Contracting Officer Representative (TOCOR) and DO Strategic Integration Advisors throughout the engagement process.

Key Responsibilities and Achievements

- In consultation with the task team members (L2P staff), develop and submit a brief inception report detailing the proposed approach and timelines for the various tasks to complete the assignment. The inception report provides preliminary outline of the proposed methodology and planned implementation timeline for the review of the Malawi/Learn to Perform (L2P) Performance Monitoring Plan (PMP) and Development Objective (DO) Monitoring, Evaluation and Learning (MEL) Plans. .
- Developed a PMP and MELP review checklist. The checklist template provides guidance to ensure the DO MELP includes all required components to support the Mission, as these are in line with relevant ADS policy requirements and USAID/Malawi expectations. The review checklists template also outlines a rubric scoring metric to guide the assignment of scores during the review process; with additional guidance inserted (i.e. based on the appropriate gs.ADS standards). The first section of the review checklist assesses the respective MELP contents; while the second section assesses the MELP structure. The third section outlined recommendations based on the completed MEL review process and findings.
- Participated in the inception meeting with the TOCOR and DO Strategic Integration Advisors and completed an inception report which presented a hybrid approach which will include the MEL Expert and L2P team. The MEL Expert worked collaboratively with a team of four members that will include three L2P staff (Chief of Party, Sr. M&E Advisor and M&E Specialist). Through a collaboratively process, virtual engagements shall be facilitated with the Task Order Contracting Officer Representative (TOCOR) and DO Strategic Integration Advisors (SIAs) throughout the MEL review process.

MERL Consultant (Technical Advisor)

May 2022 - December 2022

International Research and Exchange Board (IREX)

Remote (Ukraine)

Engaged as a **MERL Consultant (Technical Advisor)** with IREX's Center for Applied Learning and Impact (CALI) to provide a range of related technical assistance (TA) support to organization portfolio (e.g., project startup, proposal development, capacity development, and MEL staff mentoring, brainstorming organizational learning mandates, support review of IREX's strategic, research, evaluation, and learning vision and promote thought leadership for innovative thinking for agile management). In this Technical Assistance (TA) role, I provide MERL support to the US State Department portfolio of Conflict Stabilization Operations (CSO) programs in Ukraine - Veterans Reintegration Program (VRP), Cohesion through Youth-Led Action (CYLA), Voices in Action (VIA), and Ukraine Rapid Response Fund (URRF) interventions.

Key Responsibilities and Achievements

- Completed review of the Ukraine Veterans Reintegration (VR) program which includes the revision of the project's Theory of Change (ToC), updating activity monitoring protocols and proposing alternative contextual reporting mechanisms to facilitate the monitoring of relevant context factors, the program will routinely collect data on conditions and external factors. This extended to revising guidelines for the systematic collection of information about local conditions, operating environments, and external factors relevant to the implementation and performance of the Veteran Reintegration program.
- Set out a detailed plan outlining relevant information on ongoing planned output monitoring activities to describe what to be monitored, types of evidence or criteria to be utilized, persons responsible for data collections, and analysis plan. This extended to the review of outcome monitoring systems to provide information on the most important outcomes to monitor (justification and person responsible) to guide decision making and evidence utilization.
- Reviewed information on indicator reference sheets (outlining information on targets, baseline values, data collection methods, data sources, sampling alternatives, data storage and analysis options); including identifying potential information on monitoring data points for unintentional results, conflict sensitivity, and negative results.
- Additional technical assistance surge support was focused on supporting the following tasks: development of Monitoring and Reporting (M&R) Manual for grantees; Rapid Needs Assessment (RNA) data collection – administering/data analysis; finalization of Ukraine Rapid Response Fund (URRF) MEL Plan; revision of Veteran Reintegration Program (VRP) and CYLA (Cohesion through Youth-Led Action program, MEL plan, based on approved cost extension SoW; development of targets for URRF program; and Revision of Voices in Action (VIA) MEL Plan, based on program redesign.

MERL Consultant (Technical Advisor)

August 2022 - December 2022

International Research and Exchange Board (IREX)

Remote (Georgia)

Engaged as a **MERL Consultant (Technical Advisor)** with IREX's Center for Applied Learning and Impact (CALI) to provide a range of related TA related project start-up support to the recently awarded USAID Strengthening Media and Information Actors in Georgia (SMIAG) program. The USAID SMIAG program envisions a vibrant, resilient, networked media sector that provides Georgia's citizens and diverse communities with the civically relevant, fact-based independent information they need to build a more just, prosperous, and inclusive society. As journalists face increased stress, uncertainty, and fear around Russian aggression and potential restrictions on media and internet freedom following Russia's February 24 invasion of Ukraine, now more than ever Georgian media must be ready to adapt to changing realities on the ground—including preparing to shift operations outside the country if necessary.

Key Responsibilities and Achievements

- Led the development and submission of the Monitoring, Evaluation, and Learning (MEL) plan for the SMAIG program outlining how IREX will monitor, evaluate, and learn from data collected by the program to track progress toward its intended results across project components. This extended to finalizing the Performance Monitoring Plan (PMP) to monitor the SMAIG activity's performance and progress, the MEL Plan includes a set of proposed indicators against each of the expected results and describes the processes that SMAIG program will use to collect, analyze, and share information. This activity MEL plan includes standard and custom indicators.
- Map out the program logic in collaboration with the program team, while contributing to the finalization of Year 1 Work plan by providing technical feedback and guidance.
- Develop the program's CLA (learning and adaptation) plan. The SMAIG learning agenda, shall serve as the strategic document that provides a common vision, with harmonized processes, enabling the project to minimize duplication of effort, generate adaptive management options, and facilitate action learning among local partners to garner evidence-based insights. The SMAIG learning agenda also generated and analyzed knowledge to effectively inform learning and improve quality programming.
- Onboard program MEL Officer (Georgian hire) and provide handover notes during a virtual facilitated on-boarding session focused on reviewing SMAIG reporting tiers, results framework, Performance Indicator Tracking Tables (PITTs), Performance Indicator Reference Sheets (PIRS), Performance Monitoring Plan (PMP), Collaboration, Learning and Adapting (CLA) approaches, Learning Agenda, Activity Progress Reporting (template), and MEL implementation plan.
- Finalize a responsible data use policy that set out a process for data quality assurance for the SMAIG team to establish data management and data quality assessment protocols during the start-up phase to ensure that all project data collected are routinely entered and stored in a secure data management system, including MEL data and participant and activity tracking.
- Put forward a MEL staffing and management plan to manage budgeted resources for the implementation of proposed MEL/KM/CLA activities for the SMAIG program. The MEL budget specified the budget allocated to monitoring, evaluation, and learning by listing the tasks, estimated costs, and proportion of the budget.

Training Completed

Common Threats (IREX 2022) and Social Engineering Red Flags (IREX 2022)

Understanding and Countering Disinformation (YALI 2022) and Introduction to Evaluation 101/Introduction to Focus Group (AEA 2022)

Lead Evaluator (LE)

Dexis Consulting

October 2020 - January 2023

Haiti and Ethiopia

Engaged as the Evaluation Team Leader (ETL) by Dexis consulting to lead two separate interim performance evaluations for the Better Work Ethiopia (BWE) and Better Work Haiti (BWH). The ET will design the a robust Terms of Reference (TOR) in collaboration with OTLA staff and others in ILAB and will gather inputs from the Better Work Grantee, ILO, staff to inform the feasibility and details of the proposed approach. The interim evaluation study draw from document review, performance data analysis, and key qualitative methods to triangulate data to inform evidence-based findings. Dexis will provide the ETL and Senior Labor Advisor for the BWE Evaluation. For the BWH Evaluation, Dexis consulting will provide the ETL, Senior Labor Advisor and Local Evaluator.

Key Responsibilities and Achievements

- Conducted a comprehensive review of the definitions in the PMP and BWH/BWE reports in the latest TPR for the critical outcome and output indicators, to be determined in coordination with the grantee and ILAB during the TOR development process.
- Assessed whether the project has been implemented as planned and identify promising practices and lessons learned. The evaluation analysis shall incorporate the quantitative data collected by the project on performance indicators included in the project's Performance Monitoring Plan (PMP) or Comprehensive Monitoring and Evaluation Plan (CMEP).
- Assessed the extent to which the projects are achieving stated goals and objectives, assess effectiveness of project implementation and management, and make targeted, action-oriented recommendations to enhance learning and inform adaptation and decision-making in order to improve project performance, sustainability and relevance.
- Ensured the performance evaluation study incorporates quantitative and qualitative methods used to analyze project monitoring data to assess the performance of activities relative to expected results and synthesize and communicate learning across the projects.

Evaluation Lead (EL)

Oxfam Consult

November 2022 - January 2023

Remote, Iran

Engaged by Oxfam Consult as the Evaluation Lead to evaluate the Norwegian Refugee Council's (NRC) approach to partnership modality over the last three years, how it has evolved and provide recommendations on the future direction, taking into account the limitation given by the context in Iran. The primary objectives of this evaluation is to: Review the quality, relevance and efficiency of the activities implemented with local partners under the project IRFM1808; provide recommendation so NRC on how to improve its approach to local partners, considering the operational limitation in Iran, evaluate the achievements and the overall effectiveness of NRC approach to local CSOs; in light of the NRC Global Strategy 2022-2025, specifically under SO4 "Collaboration and exchange of expertise with local actors", contribute to the strategic reflection on NRC approach to local partners, by gathering lessons learned, successful approaches to collaboration with local CSOs that can be disseminated and replicated in other operations.

Key Responsibilities and Achievements

- Lead a three member evaluation team (comprising of a evaluation specialist and quality assurance evaluator), to facilitate the conduct of a desk review of NRC source documents, as well as primary data from NRC and local partners including outcome monitoring.
- Coordinate engagements with NRC staff, local partners and (if possible) local authorities interviews: NRC and SRS and other CSOs including programme and liaison teams, and senior management.
- Supervise the collection of additional primary data with beneficiaries interviews. This will also extend to the collection and analysis of secondary data alone in the event that primary data collection is not approved by the local authorities.
- Lead the facilitation of a one-day AAR style review workshop with local partners. The review workshop will offer the evaluation team and opportunity to engage with relevant members to reflect on and the preliminary findings emerging from data sources.
- Lead the development of a preliminary final report accompanied by a debrief with the Evaluation Committee for feedback, before preparation and submission of the final report.

Global MEAL Specialist (Bid Writer)

Oxfam Consult

May 2022 – December 2022

Remote (Asia, Eastern Europe, MENA)

Engaged as a MEAL Specialist (Bid Writer) to lead the development of technical proposals and work plans for global MEAL consultancy opportunities with Oxfam Consults. In this role, I contributed to developing effective winning strategies; helped build potential multi-stakeholder consortium and partnerships; as well as prepared all necessary groundwork for proposal development and implementation, as required by the opportunity. Also, proof and edit documents related to individual assignments as required by individual clients and by Oxfam consultants.

Key Responsibilities and Achievements

- Led the development of a technical assistance bid for the DFAT and SDC sponsored strengthening climate change resilience in the lower Mekong region project (Mekong Regional Water Governance Program - MRWGP). The MRWGP focused on enhancing the governance of water resources is of critical importance to the future of the Greater Mekong region, which covers Cambodia, Thailand, Lao PDR, Vietnam, Myanmar, and China (Yunnan Province). Also developed the technical assistance bid for a final joint evaluation study for the building a pathway for durable solutions for Syrian refugees and Internally Displaced Persons (IDPs) in Iraq. Through the adopting of a proposed outcome harvesting technical approach, the proposal sets out an evaluation plan to help Oxfam and its partners to conduct an end-of-the-project evaluation to assess progress of the project against its goal and objectives and to learn from what works well and less well.
- Led the development of technical assistance bid for the final joint evaluation of the European Union (EU) sponsored Gender Equality “Together Against Gender Stereotypes and Gender-Based Violence” project implemented in Armenia (three targeted regions that are the focus of the EU in Armenia are covered – Tavush, Shirak and Lori), Azerbaijan (across the country), Belarus (across the country), Georgia (three targeted regions that are the focus regions of the EU in Georgia: Guria and Imereti (and the capital Tbilisi), Moldova (in the two selected districts (Straseni and Falesti) and Ukraine (specific selected locations Kyiv and Odessa (municipalities); Vinnytsia municipality and region; Kherson and Zaporizhzhia regions) and at the regional level.
- Led the development of technical assistance bid for a War Child United Kingdom (WCUK) implementing Humanitarian Response Multi-sector Needs Assessment in Herat, Badghis and Ghor, Afghanistan. The proposal put forward a robust technical plan to conduct a multi-sector humanitarian needs assessment study in Afghanistan. The overall objective of this assessment is to generate data to build a greater understanding of the humanitarian needs relevant to child protection - integrating Education in Emergencies (EiE) and Food Security and Livelihoods (FSL) in nine districts of selected provinces, Western Afghanistan.
- Additional technical functions focused on collating indicator totals and analyzing the MEAL data to facilitate reporting and disseminating results at the project level. Additional Technical Assistance (TA) support extended to the development of effective winning strategies; helps build potential multi-stakeholder consortium/partnerships; and prepares all necessary groundwork for proposal development/implementation, as required by the opportunity.

Evaluation Consultant (EC)

International Federation of Red Cross and Red Crescent Societies (IFRC)

November 2020 - December 2022

Remote, Switzerland

Engaged by IFRC as an Evaluation Consultant (EC) to carry out a final evaluation study with the support of the Swiss Agency for Development and Cooperation (SDC), the International Federation of Red Cross and Red Crescent Societies (IFRC) has implemented a “Climate-Smart Risk Analysis and Forecasting” programme from August 2020 to December 2022. The overall objective of the programme was to increase the resilience of at-risk communities as a result of the improvement of IFRC’s current climate-smart risk analysis and forecasting. The evaluation findings will be used for learning by IFRC, SDC, Swiss Red Cross (SRC) and other Partner National Societies (PNSs) and stakeholders working with IFRC in the above area to inform management decision-making on future programme directions. The primary audience for this consultancy is IFRC (Geneva Secretariat and Regional, Cluster and Country Offices), SDC (management and DRR and climate change unit) and SRC.

Key Responsibilities and Achievements

- Conducted a desk study review of the four components of the “Climate-Smart Risk Analysis and Forecasting” programme since its inception: 1) Enabling digital transformation of IFRC’s risk-informed approaches, including through digitization of the Enhanced Vulnerability and Capacity Assessment (EVCA) process and facilitation of the EVCA roll out. 2) Development, maintenance, testing and roll-out of the Resilience Measurement Dashboard. 3) Linking IFRC community early warning systems (CEWS) to Forecast based Financing (FbF) and to the Climate Risk and Early Warning Initiative (CREWS). 4) Development and maintenance of academic partnerships, in particular with EPFL’s Digital Humanities Programme. The content analysis process used a balanced use qualitative methods to better understand the program performance in addressing community needs to determine its relevance and effectiveness in enhancing the climate-smart risk analysis and forecasting in Red Cross and Red Crescent activities.
- Developed an evaluation inception report outlining methodological approach, evaluation sampling frame, data mitigation measures, evaluation questionnaires and analysis plan to facilitate a robust mixed-methods assessment of the IFRC program outcomes. This included the design and development of multiple evaluation questionnaires.
- Conducted qualitative and descriptive analysis from completed field survey responses with target program beneficiaries to provide a contextual analysis of collated respondent feedback, draw lessons learned, identify challenges, and proffer recommendations. By triangulating different feedback sources from respondents, the evaluation team was able to pinpoint relevant responses per respondent group to answer each mid-term evaluation objective/questions (lines of enquiry).
- Developed and submitted as a final deliverable of this consultancy is a final evaluation report with the assessment results in the aforementioned areas and recommendations for the way forward. Ensured that the final evaluation study confirmed whether the initiatives supported by the programme fill the “gaps” identified in the proposal and provide recommendations for the future directions of the programme initiatives in terms of how to sustain relevant activities and enhance their impact.

**IAUD Evaluation Consultant
World Blind Union (WBU)**

**September 2022 – December 2022
Remote (Global)**

Engaged as the Evaluation Consultant by the World Blind Union (WBU) to provide a comprehensive review of the impact and opportunities generated through the global program for Inclusive and Accessible Urban Development (IAUD) program since 2020. The evaluation study focus on results achieved and key lessons learned (for accountability and learning purposes). Findings and recommendations from the evaluation will be used to inform advocacy and capacity development strategies moving forward and to guide the implementation of the next phases of the program. The primary intended users of the evaluation are WBU, CBM Global and Swiss Development Cooperation. The evaluation is intended to inform Organizations of Persons with Disabilities (OPD) partners and allies that have been working in close partnership with WBU for the implementation of the program.

Key Responsibilities and Achievements

- Reviewed the achievements and assess the challenges, opportunities, and impact generated by the program in light of the results and objectives outlined in the SDC Grant and IAUD Program’s log frames/effects framework. I also conducted Key Informant Interviews (KIIs) with identified stakeholders to inform the harmonization of findings in a final evaluation report submission.
- Finalized an evaluation inception report outlining the proposed evaluation analysis matrix, designed evaluation tools, revised implementation timeline, and presented preliminary findings from the completed desk study review. Using the outcome harvesting methodology; I led the collection and comprehensively describe best practices and the key lessons learned on what works best and what shall be continued, adapted, or stopped.

**MERL Consultant (Technical Advisor)
International Research and Exchange Board (IREX)**

**September 2022 -December 2022
Remote (West Bank/Gaza)**

Engaged as a **MERL Consultant (Technical Advisor)** with IREX’s Center for Applied Learning and Impact (CALI) to provide a range of related TA-related project start-up support to the recently awarded USAID Technical and Vocational Education and Training (TVET) activity being implemented in the West Bank/Gaza. Led the development and finalization of the AMEL plan for the USAID TVET activity e.g. development of logic model and PIRS, developed PITT and PMP, as well as instituted data quality and protection protocols. Other tasks extended to the development of narrative content for the AMEL plan e.g. Data analysis plan, GIS plan, MEL reporting deliverable(s), and learning agenda summary table etc.

Key Responsibilities and Achievements

- Contributed to finalizing the Year 1 Work plan by providing technical feedback and guidance, including incorporating the results and the performance measures tied to the indicators agreed upon within the AMELP.
- Developed and finalized the initial draft of the Activity, Monitoring, Evaluation, and Learning Plan (AMELP), including the Performance Monitoring Plan (PMP) and Performance Indicator Reference Sheet (PIRS), which is due to AOR within the first 60 days of the award.
- Provided handover notes and consolidated MEL desk resources; Onboard program Senior MEL Specialist.

MERL Consultant (Bid Writer)**October 2022****International Research and Exchange Board (IREX)****Remote (Tunisia)**

Engaged as the MERL Consultant (Bid Writer) with IREX's Center for Applied Learning and Impact (CALI) to provide a range of related Technical Assistance (TA) as part of the proposal development team to develop a technical application for the anticipated five-year USAID Civil Society Activity in Tunisia. Worked with a proposal team to conceptualize and draft the Monitoring, Evaluation, and Learning (MEL), Collaborate, Learn, and Adapt (CLA) section or sections of a USAID proposal. Contributed to IREX technical and attend check-in meetings; while conducting document review of related USAID RFA Nofo documentation and USAID CDCS documents.

Key Responsibilities and Achievements

- Worked with a proposal team to conceptualize and draft the Monitoring, Evaluation, and Learning (MEL), Collaborate, Learn and Adapt (CLA), section or sections of a USAID proposal. Contributed to IREX technical and attend check-in meetings; while conducting document review of related USAID RFA Nofo documentation and USAID CDCS documents.

Monitoring, Evaluation, and Learning (MEL) Consultant**April 2022 – October 2022****Global March against Child Labor****Remote (Uganda, Peru and Nepal)**

As the Monitoring, Evaluation and Learning (MEL) Consultant engaged by the Global March against Child Labor (GMACL) to provide MEL technical Assistance (TA) support on the US Department of Labor (USDOL) sponsored global child trafficking project in Uganda, Peru and Nepal. Under the proposed four-year Catalyst project, GMACL, as the world's leading anti-child labor advocacy network, will deliver an integrated package of support services to members in the select Pathfinder countries of Alliance 8.7 and collaborate on accelerating regional and global initiatives in support to eradicate child labor. These services will benefit civil society organizations (CSOs); CSO coalitions and policy makers; CSOs participating in the regional and global networks; and regional organizations.

Key Responsibilities and Achievements

- Led the design, development and finalized the revision of the result framework, including the identification/selection of appropriate performance indicators to report on established Catalyst program outcomes in each Catalyst intervention country (Nepal, Uganda, and Peru). This extended to the development of corresponding Performance Indicator Reference Sheets (PIRS).
- Lead the development of the Comprehensive Monitoring and Evaluation Plan (CMEP) for the Catalyst Project. The CMEP systemically integrates monitoring and evaluation throughout the life of the Catalyst project and provides an important resource for information-based decision-making and implementation adjustments. The CMEP includes information about the results of project interventions ("what happened") as well as "how" (Catalyst project implementation process and time-frame) and tries to provide an indication of "why" (causal logic) such changes occurred.
- Developed a robust data analysis plan (DAP) to indicate how the catalyst project assesses generated data through project monitoring activities through identified data sources. The Catalyst DAP essentially aids the project in assessing progress achieved towards anticipated results (outcomes and outputs), unveil unexpected outcomes, propose adaptive measures for course corrections, and promote a refined understanding of contextual factors in each intervention country. The DAP outlines a system level standardized approach to data monitoring for all planned project activities, and informs data visualization options for evidence interpretation of results.
- Working alongside the MEL Coordinator and respective country teams (Nepal, Uganda and Peru), I supported the review of Catalyst activity mapping process. The activity mapping process is focused on aligning Catalyst performance indicators to planned project activities over the course of the implementation period. Each planned activity is defined according to a corresponding results level for each project objective, and consequently the implementation scope is defined (local, country or regional).
- Worked with the Global March team to develop the Performance Monitoring Plan (PMP) as well as orient/guide the project team on using the PMP, setting up reporting protocols for systematic reporting of progress updates for each intervention country. This involved identifying and mapping appropriate performance indicators for each result level (output and outcome), define each performance indicator, classify and assign units of measurement for each indicator, propose corresponding dis-aggregation and data collection tool, recommend frequency of data collection, reporting and verification, and assigned MEL personnel responsibility for collection and data quality assessment.

National Evaluation Consultant (NEC)**March 2022 – August 2022****UN Women****Remote, Borno, Nigeria**

As the National Evaluation Consultant (NEC) engaged by UN Women (Government of Japan sponsored), where I led the final evaluation of the Strengthening Women Resilience in Lake Chad Basin Program in Nigeria. The evaluation assessed improvements in project participating countries by reviewing the program design, implementation arrangements and achieved results and outcomes. It also assessed progress of the program against stated outputs and outcomes, as well as identify valuable lessons and recommendations to further expand on and scale-up the work on gender-responsive humanitarian action and disaster risk reduction. In this consultancy role, led a 9-member field evaluation team to analyze program outcomes and assess effectiveness of the approach and strategies used by the program to increase women's resilience to crises; as well as examine program results in relation to the intended outcomes and outputs and identify the strengths and weaknesses in program design and implementation.

Key Responsibilities and Achievements

- Led the recruitment of a nine-member team of field evaluators to in-country assessment activities for the Strengthening Women Resilience in Lake Chad Basin Program in Nigeria. Proceeded to conduct a detailed desk study (content analysis and systematic review) of the UN Women program documents (Baseline data, midline, research assessment data, monitoring data, program records, and quarterly reports).
- Contributed to the design of the evaluation matrix and development of selected evaluation instruments e.g., Government Stakeholders Questionnaires, Women Groups Questionnaires, Community Questionnaires, Cluster and Coordination Agencies Questionnaires, Focus Group Discussion (FGD) Guide, Organization Self-Assessment Tool, Women Resilience Index Questionnaire.
- Conducted a detailed desk study review of UN Women related project documents to guide the finalization of evaluation methodological approach, adjust evaluation sampling frame, recommend data mitigation measures, to inform the formation of a robust analysis plan to facilitate a robust mixed-methods assessment of the Strengthening Women Resilience in Lake Chad Basin program outcomes.
- Led a field mission to deploy approved evaluation tools in Bade, Damaturu, Gashua and Jakusko LGAs in Yobe State across intervention project sites, interviewing different respondent groups. This involved training local enumerators for key informant interviews, focus group discussions, in-depth interviews with government officials, and household surveys targeting beneficiaries.
- Working with the technical team, I conducted quality assurance control on analyzed collated evaluation responses from different respondents were coded and used to identify contributory categories/factors for each documented project result. This inductive process resulted in the classification of evaluation themes to put forward a plausible examination for developing narrative content to showcase evaluation findings in the final evaluation report.
- Authored the final evaluation report for the Strengthening Women Resilience in Lake Chad Basin Program in Nigeria. The final evaluation report outlined key findings related to project objectives, highlighted notable achievements, explored contextual issues which informed the emergence of unintended outcomes, as well as identified credible solutions for improved delivery of services to beneficiaries to guide future iterations of interventions by UN Women and the Government of Japan.

Evaluation Team Leader (ETL)
Caritas Germany

March 2022 – July 2022
Remote, Borno, Nigeria

Led a 3-member evaluation team to conduct an ex-post evaluation of the the European Union Civil Protection and Humanitarian Aid Operations (ECHO) sponsored “Scaling-Up Assistance in Hard-to-Reach Areas” (SAHaRA) project in Borno. The SAHaRA project provided direct access to integrated multi-sector, context-adapted assistance, which will cover the most urgent humanitarian needs of the most vulnerable people and communities in the locations in question. The project was implemented by the Caritas Consortium (Caritas Germany, Catholic Caritas Foundation of Nigeria, the Justice Development and Peace Commission, and the Catholic Agency for Overseas Development) and reached over 1,300 households through unconditional cash transfers focusing on food security outcomes, as well as WASH activities, including freshwater provision and hygiene promotion. Also, a protection component focused on awareness-raising of sexual and gender-based violence (SGBV) and referral pathways for its victims complements the action.

Key Responsibilities and Achievements

- Led a team of technical evaluators (senior evaluator, and a research evaluator) to conduct a literature review and desk study (content analysis and systematic review) of the SAHaRA program documents (Baseline data and research assessment data, monitoring data, program records, monthly and quarterly reports). Additional field-based support was provided by a team of 17 research assistants
- Developed an evaluation inception report outlining methodological approach, evaluation sampling frame, data mitigation measures, evaluation questionnaires and analysis plan to facilitate a robust mixed-methods assessment of the SAHaRA program outcomes. This included the design and development of multiple evaluation questionnaires e.g., Consortium Partner Questionnaire, Government Stakeholders Questionnaire, Community Leaders Questionnaire, Project Beneficiary Questionnaires, Focus Guide Discussion (WASHCOM). This extended to the conduct of a detailed desk review study of SAHaRA program documents to put forward preliminary ex-post evaluation findings.
- Analyzed collated evaluation responses from different respondents were coded and used to identify contributory categories/factors for each documented project result. This inductive process resulted in the classification of evaluation themes to put forward a plausible examination for developing narrative content to showcase evaluation findings.
- Finalized the development of the final evaluation report, which showcased credible examples where the project successfully delivered on its core objectives of the sponsored “Scaling-Up Assistance in Hard-to-Reach Areas” (SAHaRA) program across the Northeastern region (Borno) in Nigeria; as well as highlighted key lessons learned to guide recommended improvements and identify alternative options for program design.

Evaluation Team Leader (ETL)
Christoffel Blinden Mission (CBM) International

March 2022 – July 2022
Remote, Northeast Nigeria

Led a 6-member evaluation team to conduct a final project evaluation of the the German Federal Ministry of Economic Cooperation and Development (BMZ) sponsored Inclusive Transitional Aid in Northeast Nigeria (ITANEN) program across the Northeastern region (Borno, Adamawa and Yobe) in Nigeria. The ITANEN project was implemented by a consortium led by CBM International, COCIN, CCMHP, JPRM, GreenCode andTamaiko. Being financed under the title BMZ Transitional Development Assistance, the project responds to the main areas of reconstruction and (re-)integration of

refugees and Internally Displaced Persons in the target LGAs. A comprehensive baseline study was conducted in the first project year and the targeted number of direct beneficiaries was 401,149 persons, that of indirect beneficiaries 1.8 million persons across the three States.

Key Responsibilities and Achievements

- Led a team of technical evaluators (senior evaluator, social scientist evaluator and a research evaluator) to conduct a literature review and desk study (content analysis and systematic review) of the ITANEN program documents (Baseline data and research assessment data, monitoring data, program records, health facility records, monthly and quarterly reports).
- Developed an evaluation inception report outlining methodological approach, evaluation sampling frame, data mitigation measures, evaluation questionnaires and analysis plan to facilitate a robust mixed-methods assessment of the ITANEN program outcomes. This included the design and development of multiple evaluation questionnaires e.g., Consortium Partner Questionnaire, Government Stakeholders Questionnaire, Community Leaders Questionnaire, Health Facility Questionnaire, Focus Group Discussion (FGD) Guide, Sector Working Group Questionnaire, Project Beneficiary Questionnaires – Eye Health Beneficiaries, and Community Mental Health beneficiary groups.
- Working alongside the senior evaluator, developed field deployment plans for trained field enumerators; as well as established daily data review routines with the research evaluator to ensure effective technical oversight of the evaluation process. Also, directly liaised with ITANEN consortium team members to ensure that the client remains abreast of all progress made and challenges encountered during field work.
- Conducted qualitative and descriptive analysis from completed field survey responses with target program beneficiaries to provide a contextual analysis of collated respondent feedback, draw lessons learned, identify challenges, and proffer recommendations. By triangulating different feedback sources from respondents, the evaluation team was able to pinpoint relevant responses per respondent group to answer each mid-term evaluation objective/questions (lines of enquiry).
- Finalized the development of the final evaluation report, which showcased credible examples where the project successfully delivered on its core objectives of the sponsored Inclusive Transitional Aid in Northeast Nigeria (ITANEN) program across the Northeastern region (Borno, Adamawa and Yobe) in Nigeria; as well as highlighted key lessons learned to guide recommended improvements and identify alternative options for program design.

Evaluation Team Leader (ETL) International Rescue Committee

**March 2022 – July 2022
Remote, Maiduguri, Nigeria**

Led a 4-member evaluation team to conduct an external end line evaluation of the Foreign, Commonwealth and Development Office (FCDO) and United States Agency for International Development (USAID) sponsored Lafiya-Health Resilience of the Northeast (HERoN) program, which was led by the International Rescue Committee (IRC) implemented by a consortium of intervention partners (Society for Family Health, and Action against Hunger). The consortium aims to ensure that crisis-affected communities in Borno and Yobe states have meaningful access to quality primary healthcare and nutrition services in the immediate term, while also contributing to the sustained capacity of health systems strengthening at the Local Government Area (LGA) level. The overall outcome of the HeRoN project is that people, with a particular focus on women, girls, and other marginalized groups are protected from and treated for the main causes of morbidity and mortality.

Key Responsibilities and Achievements

- Led a team of technical evaluators (senior evaluator, social scientist evaluator and a research evaluator) to conduct a literature review and desk study (content analysis and systematic review) of the HERoN program documents (Baseline data and research assessment data, monitoring data, program records, health facility records, monthly and quarterly reports).
- Developed an evaluation inception report outlining methodological approach, evaluation sampling frame, data mitigation measures, evaluation questionnaires and analysis plan to facilitate a robust mixed-methods assessment of the HERoN program outcomes. This included the design and development of multiple evaluation questionnaires e.g., Household Survey Questionnaire, Health Facility Questionnaire, Health Observation Checklist, Government Stakeholders Questionnaire, Focus Group Discussion (FGD) Guide, Consortium Partners Questionnaire.
- Working alongside the senior evaluator, developed field deployment plans for trained field enumerators; as well as established daily data review routines with the research evaluator to ensure effective technical oversight of the evaluation process. Also, directly liaised with HERoN consortium team members to ensure that the client remains abreast of all progress made and challenges encountered during field work.
- Conducted qualitative and descriptive analysis from completed field survey responses with target program beneficiaries to provide a contextual analysis of collated respondent feedback, draw lessons learned, identify challenges, and proffer recommendations. By triangulating different feedback sources from respondents, the evaluation team was able to pinpoint relevant responses per respondent group to answer each mid-term evaluation objective/questions (lines of enquiry). Collated evaluation responses from different respondents were coded and used to identify contributory categories/factors for each documented project result. This inductive process resulted in the classification of evaluation themes to put forward a plausible examination for developing narrative content to showcase evaluation findings.

- Finalized the development of the final evaluation report, which showcased credible examples where the project successfully delivered on its core objectives of the Lafiya-Health Resilience of the Northeast (HERoN) program; as well as highlighted key lessons learned to guide recommended improvements and identify alternative options for program design.

MERL Consultant (Data Validation Expert)

July 2022

International Research and Exchange Board (IREX)

Remote (Syria)

Engaged as a Data Validation Expert (DVE) with IREX's Center for Applied Learning and Impact (CALI) to provide a range of related TA support for data validation assessment for the Supporting Independent Media in Syria – II (SIMS-II) Audience Research Support. Reviewed two (2) raw datasets in excel (first datasets of approximately 2,000 survey responses, the second datasets of roughly 200 booster sample survey responses). Conducted spot-checking analysis of datasets to uncover anomalies or confirm the validity of the data (including data type check, code check, range check, format check, consistency check, and uniqueness check), and data triangulation to identify any “red flags” in the datasets. Developed a final report outlining data quality issues, steps taken to clean datasets, and processes employed in harmonizing both datasets. The data validation report also documented any patterns, anomalies, or other issues that need further investigation or resolution; as well as provided additional technical assistance to data quality assurance as necessary.

Key Responsibilities and Achievements

- Reviewed two (2) raw datasets in excel (first datasets of approximately 2,000 survey responses, the second dataset of roughly 200 booster sample survey responses)
- Conducted spot-checking analysis of datasets to uncover anomalies or confirm the validity of the data (including data type check, code check, range check, format check, consistency check, and uniqueness check), and data triangulation to identify any “red flags” in the datasets.
- Developed a final report outlining data quality issues, steps taken to clean dataset, and processes employed in harmonizing both datasets. The data validation report also documented any patterns, anomalies, or other issues that need further investigation or resolution; as well as provided additional technical assistance to data quality assurance as necessary.

MERL Consultant (Technical Advisor)

July 2022

International Research and Exchange Board (IREX)

Remote (Kosovo)

Engaged as a MERL Consultant (Technical Advisor) with IREX's Center for Applied Learning and Impact (CALI) to provide a range of related technical assistance (TA) support to the USAID Kosovo Private Sector Led Development Activity. Led the development and submission of the Monitoring, Evaluation, and Learning (MEL) plan for the CONNECT – Private Sector-led Workforce Development in Kosovo Activity (PSWD) outlines how IREX will monitor, evaluate, and learn from data collected by the program to track progress toward its intended results at three levels – for people, skill-building institutions, and diverse workforce ecosystems. It also sets out how IREX will answer key learning and implementation questions and adapt to maximize impact. Finalized the Performance Monitoring Plan (PMP) to monitor the PSWD activity's performance and progress, the MEL Plan includes a set of proposed indicators against each of the expected results and describes the processes that PSWD will use to collect, analyze, and share information. This activity MEL plan includes standard and custom indicators. Set out a process for data quality assurance for the PSWD team to establish data management and data quality assessment protocols during the start-up phase to ensure that all project data collected are routinely entered and stored in a secure data management system, including MEL data and participant and activity tracking.

Key Responsibilities and Achievements

- Led the development and submission of the Monitoring, Evaluation, and Learning (MEL) plan for the CONNECT – Private Sector-led Workforce Development in Kosovo Activity (PSWD) outlines how IREX will monitor, evaluate, and learn from data collected by the program to track progress toward its intended results at three levels – for people, skill-building institutions, and diverse workforce ecosystems. It also sets out how IREX will answer key learning and implementation questions and adapt to maximize impact.
- Finalized the Performance Monitoring Plan (PMP) to monitor the PSWD activity's performance and progress, the MEL Plan includes a set of proposed indicators against each of the expected results and describes the processes that PSWD program will use to collect, analyze, and share information. This activity MEL plan includes standard and custom indicators.
- Also set out a process for data quality assurance for the PSWD team to establish data management and data quality assessment protocols during the start-up phase to ensure that all project data collected are routinely entered and stored in a secure data management system, including MEL data and participant and activity tracking.
- Developed illustrative learning questions to guide the implementation of a proposed learning agenda. Also outlined a robust Collaboration, Learning and Adaptation (CLA) strategy. The learning agenda will provide guidelines to identify and address gaps in understanding, and use the data collected from routine monitoring to adapt PSWD program activities. Such case scenarios will be documented in learning briefs to be developed on an as-needed basis by the activity.
- Put forward a MEL staffing and management plan to manage budgeted resources for the implementation of proposed MEL/KM/CLA activities for the PSWD program. The MEL budget specified the budget allocated to monitoring, evaluation, and learning by listing the tasks, estimated costs, and proportion of the budget.

MERL Consultant (Bid Writer)**June 2022****International Research and Exchange Board (IREX)****Remote (South Sudan)**

Engaged as a MERL Consultant (Bid Writer) with IREX's Center for Applied Learning and Impact (CALI) to provide a range of related technical assistance (TA) support to support the development of a technical application for the anticipated USAID funded Sustainable Independent Media Activity (SIMA)- South Sudan. Completed the technical review of the draft Monitoring, Evaluation, and Learning (MEL) plan, which set forward a strategic approach and intentional learning plan for planned project activities in South Sudan. MERL TA engagement focused on refining the planned approach to MEL support services to improve access to credible, accurate, and reliable information for South Sudanese citizens. Ensured that the proposed MEL system was robust enough to effectively respond to mandatory donor reporting requirements and agile sufficient to incorporate evidence on emergent contextual issues to promote the sustainability of high-quality, independent radio operations.

Key Responsibilities and Achievements

- Completed for the technical review of the draft Monitoring, Evaluation, and Learning (MEL) plan, which set forward a strategic approach and intentional learning plan for planned project activities in South Sudan. MERL TA engagement focused on refining the planned approach to MEL support services to improve access to credible, accurate, and reliable information for South Sudanese citizens.
- Ensured that the proposed MEL system was robust enough to effectively respond to mandatory donor reporting requirements and agile sufficient to incorporate evidence on emergent contextual issues to promote the sustainability of high-quality, independent radio operations.

MERL Consultant (Bid Writer)**May 2022 - June 2022****International Research and Exchange Board (IREX)****Remote (West Bank/Gaza)**

Led the MEL proposal development process for a related TVET opportunity i.e. designed MEL/CLA sections and attachments. This process commenced with the desk review of donor-related RFI/RFP documents, and associated TVET resource documents, leading to routine meetings with the technical design team to map corresponding proposed activities with identified Intermediate Results (IRs) to ensure target outcomes are met. Conceptualized and developed a robust MEL approach for the design of the draft AMEL plan including the development of a Performance Monitoring Plan (PMP). This involved setting up a strategic approach to CLA and learning processes, including the proposal of appropriate performance indicators to match TVET IRs, which were tagged to corresponding activities to speak to the articulated Theory of Change (ToC) and results hierarchy.

Key Responsibilities and Achievements

- Working with the key contact at the Centre for Applied Learning and Impact (CALI), I completed a series of onboarding sessions to familiarize myself with the organizational strategic mapping process for IREX's innovative Strategic Research, Evaluation, and Learning (SREL) approach.
- Led the MEL proposal development process for a related TVET opportunity i.e., designed MEL/CLA sections and attachments. This process commenced with the desk review of donor related RFI/RFP documents, and associated TVET resource documents, leading to routine meetings with the technical design team to map corresponding proposed activities with identified Intermediate Results (IRs) to ensure target outcomes are met.
- Following multiple consultative meetings and design review sessions, I proceeded to conceptualize and develop a robust MEL approach for the design of the draft AMEL plan including the development of a Performance Monitoring Plan (PMP). This involved setting up a strategic approach to CLA and learning processes, including the proposal of appropriate performance indicators to match TVET IRs, which were tagged to corresponding activities to speak to the articulated Theory of Change (ToC) and results hierarchy.

Monitoring, Evaluation, and Learning (MEL) Director**December 2020 – May 2022****University of Notre Dame****Pulte Institute for Global Development****USAID Greater Internet Freedom (GIF) Project****South Bend, Indiana, USA**

The Global Internet Freedom (GIF) project is a three year, USAID sponsored coalition based global program that will centre regional and local organizations at the forefront of the fight to preserve an open, interoperable, reliable and secure internet- and by extension, protect the citizens, civic actors, journalists, and human rights defenders who rely on it to realize fundamental freedoms. Internews leads the GIF consortium, which consists of USAID approved sub- recipients including the University of Notre Dame's (UND), Pulte Institute for International Development.

Key Responsibilities and Achievements

- Working alongside the GIF Principal Investigator, I conceptualized, developed, and secured an endowment of \$100 million from the University of Notre Dame, USA via the Moment of Clarity, Courage to Act (MSCA) Symposium for the establishment of Initiative for Internet Freedom (IIF) center, to tackle issues related to digital rights, freedom of speech, artificial Intelligence (AI), social media and misinformation, technology policy, and ethics in an interconnected world. The IIF will catalyze faculty hiring, a digital public forum, and related undergraduate and graduate coursework throughout the academy.
- Led the development and secured approval of the GIF Monitoring, Evaluation and Learning (MEL) Plan by USAID. This Monitoring, Evaluation and Learning (MEL) plan described the strategic approach and intentional learning plan for the Greater Internet Freedom (GIF) project activities being implemented across forty (40) intervention countries. The MEL plan strategy provides MEL information to inform

feedback to the program in an adaptive scheme, and share the progress and learning generated with GIF sub-awardees, USAID operating units, governmental and other partners, and the affected communities in general.

- Working alongside the UND Principal Investigator, we designed an interactive database platform (using Airtable + tableau) to facilitate effective monitoring by tagging Activity Progress Reports (APRs) to planned activities across regional clusters. In this way, the GIF activity was able to effectively ascertain the performance of implemented activities on an ongoing basis. The GIF HoMe platform showcases activity progress updates, providing information on encountered challenges, and identifying red flags for the program team to follow up (i.e., propose corrective actions).
- Finalized annual revision of GIF MEL systems to ascertain the suitability of selected performance indicators, reporting tools, measurement processes, opportunities for learning, and review of program design. This was completed over a two (2) day technical MEL workshop organized in Washington DC, USA. This extended to the redesign of the GIF results framework, updated PIRS documents, and created additional addendum resources to guide consortium partner reporting and understanding of revised performance indicators. A direct outcome of the MEL technical workshop was the need to conduct a M&E audit of the GIF program. The M&E audit process was completed in a two-stage phase: review of M&E performance indicators values for Year 1 (across all reporting quarters); as well as the review and update of M&E performance indicators for Year 2 (Q1 and Q2). This process involved the review of all collated country and regional reported data on program activity implementation and performance indicator data reporting on the GIF program.
- Finalized a robust GIF Performance Monitoring Plan (PMP) serves as a road map for Monitoring, Evaluation and Learning (MEL) to inform performance assessment over the entire implementation period. Performance management represents the GIF commitment to managing for results to achieve the best possible program outcomes. Upon completion of the activity indicator mapping exercise, I developed a corresponding Data Collection Matrix (DCM) to make possible the integration of GIF technical component (digital safety/rights) data from implemented activity sources. By highlighting the corresponding linkage between GIF performance indicators and data collection methods, the MEL specialist was able to link developed M&E tools to streamline the collection and presentation of the information in a unified composite reporting format.
- The increasing scale and complexity of Internet Freedom (IF) programs in recent years have intensified the need for data to inform decision-making and to demonstrate progress toward IF goals and targets. UND developed a standardized tools for regional partners to improve the harmonization of M&E approaches and provides suggested reference materials, resources, and data collection tools for the operate of M&E systems. I developed a robust GIF focused M&E toolkit outlining designed assessment and measurement tools for technical reporting of digital rights/safety program activities. Examples of M&E tools included in the toolkit include incidence response log, CLA tracker, participation satisfaction survey, pre-and-post test questionnaires, quarterly risk reduction checklist, Organization capacity assessment tool (OCAT). Other M&E tools designed include organization support log, attendance sheet, evidence dissemination tracker, Advocacy Influence Mapping tool, research translation questionnaire, google sheet tracker, and organizational engagement log.
- In response, to the growing data protection concerns of regional partners, I developed a responsible data use toolkit for the GIF program. The GIF responsible data use policy puts forward established protocols as well as outlines robust processes for GIF team and partners to guide the responsible handling of program data. This is aimed at maximizing the benefits of data use by mitigating emerging risks based on identified data concerns. This informed the development of the following technical guidance documents for regional partners – conducting data impact assessments, operate a responsible data use policy, assessing potential risks, data risk mitigation measures, assessing and responding to data breaches, securing informed consent etc.
- Following the revision of GIF performance indicators, and PIRS update, I proceeded to develop complementary PIRS addendum documents to serve regional partners in the collection of program data. Each PIRS addendum document provides the following information: **Who**: designated GIF consortium partners., **What**: defines performance indicator focus, **How**: specific measurement calculation for each performance indicator, **When**: outlines the sequence of data collection. The PIRS addendum document also provides regional partner with accompanying M&E tools, responsible data use toolkit, updated PIRS, and information on supporting Means of Verification (MoV).
- Supervised multiple GIF assessments and studies e.g., the GIF baseline assessment (desk study), learning review study (mapping evidence of internet freedom on Ccivil Society Organizations (CSOs) and the media; case study review of legislation on cyber-security and information crimes in Cambodia, Zambia, Zimbabwe and Iraq; Addressing Digital authoritarianism: Examining Social Media Regulations and Censorship; and Promoting Literacy on Digital Regulation in Serbia. Updated performance indicator values informed the development of GIF performance indicator annual targets for all 38 countries for Q3 and Q4 respectively, through a round of technical sessions with regional partners.
- Due to the sensitive nature of GIF program activities working with vulnerable individuals, organizations, and groups, it is imperative that consortium partners establish effective data breach response plan in place to address such cases. Therefore, I developed a robust GIF focused responsively data use toolkit with multiple resources and guidance notes on the following: addressing and responding to data breaches, addressing potential risk analysis, conducting data impact assessments, data risk mitigation measures, informed consent template, risk mitigation checklist, data sharing worksheet template, and operating a responsible data use policy.
- Completed GIF MEL on-boarding sessions for program staff and regional partners (CCHub, PIN, BIRN, DSLU, Engage Media, Derechos Digitales, CIPESA, Defend Defenders, GNI, ICNL, and RDR) to socialize GIF MEL strategy. Technical sessions focused on reviewing GIF MEL reporting tiers, results framework, Performance Indicator Tracking Tables (PITTs), Performance Indicator Reference Sheets (PIRS), Collaboration, Learning and Adapting (CLA) approaches, Learning Agenda, Activity Progress Reporting (template), and MEL implementation plan.

- Developed GIF Context Aware Monitoring (CAM) Matrix which identified priority digital security and digital rights themes to priority information gathering processes that document changes to the prevailing context of Internet Freedom across all 38 countries and 7 regions. In turn, these CAM questions necessitated updates to GIF Activity Progress Reporting (APR) form via GIF HoMe platform (Airtable). Through routine activity progress reporting by GIF regional partners and country grantees, the CAM Matrix also harmonized data inputs across identified themes to inform quarterly updates to GIF fact sheets. These GIF CAM Evidence Briefs serve as a useful tool for data storytelling by highlighting emerging changes to internet freedom context in each country/region through the lenses of partner activity implementation.
- Working alongside the GIF team (program manager, digital security specialist and digital rights specialist), I developed the MEL component narrative, reviewed all GIF regional partner submissions, and supported the development of the final GIF quarterly report submissions to USAID DRL highlighting activity implementation progress across 38 intervention countries in Year 1.
- Developed and finalized GIF Responsible data use policy. The data use policy document puts forward protocols and outlines established processes for GIF team and partners to guide the responsible handling of program data. This is aimed at maximizing the benefits of data use by mitigating emerging risks based on identified data concerns. GIF responsible data use policy shall support sub-grantees and country partners to take ownership of their data and remain accountable for its safety. GIF recognizes that data subjects have rights with regards to the information related to them and that the program has a responsibility to uphold those rights.
- Working alongside with the UND researchers, I reviewed and finalized GIF country and regional summary fact sheets for all 38 intervention countries outlining the prevailing internet freedom context across all seven (7) regions. The summary country and regional fact sheets also provide information on digital security and digital rights concerns that emerge on an ongoing basis or establish an intervention pattern for consideration for GIF intervention (implementation approach and adaptive management options). The GIF country and regional fact sheets are updated on a quarterly basis for submission to USAID country and regional missions.
- Facilitated GIF MEL Target Setting Workshops with 8 regional partners to review and finalize country activity targets for 38 intervention countries and 7 regions. Findings from conducted GIF baseline assessment study (outlined in respective country fact sheets) guided discussions with partners regarding the best implementation option to meet annual program implementation targets in each country for Year 1 activities. These technical sessions involved brainstorming sessions with MEL and technical specialists for each GIF consortium partner to review the prevailing priorities for digital rights and digital safety concerns in all 38 countries; to inform the allocation of activity targets in each country. Revised country activity targets informed updates to country annual work plans sent to each USAID country mission. This process also informed the development of country Scope of Work (SOW) for individual country partners and consultants to be engaged by each GIF regional partners.
- Developed and finalized GIF learning agenda, which is a strategic document that provides a common vision, with harmonized processes, enabling the project to minimize duplication of effort, generate adaptive management options, and facilitate action learning among Regional Partners (RPs) to garner evidence-based insights. The GIF learning agenda also generated and analysed knowledge to effectively inform learning and improve quality programming.
- Designed multiple MEL forms to guide the development of GIF data management platform (GIF HoMe) e.g., Data Quality Assessment (DQA) forms, Activity Progress Reporting forms, Learning Agenda Work Sheet, Performance Indicator Tracking Tables (PITT), Evidence Learning and Monitoring (ELM) forms, Pivot logs, Evidence and Learning Tracker, MEL Implementation Plan etc.
- Developed GIF MEL knowledge products (How to develop a Learning brief, Conducting an After Action Review, How to develop a Learning Agenda, Research and Evidence Question Prioritization, Developing Learning Questions Tip Sheet, Selecting Evaluation Approach, Conducting a Knowledge Café, COVID-19 M&E Tip Sheet, Conducting Focus Group Discussions, Learning Agenda Work Sheet, Learning Questions Checklist, Evaluation Process Stages, Mainstreaming Gender in Programs and How to Conduct a Political Economy Analysis) for dissemination to GIF consortium partners and sub-grantees.
- Supported the development and finalization of GIF Annual Work Plan for Year one (1) i.e., updated multiple regional cluster AWP documents with GIF Performance indicators, developed GIF AWP Gantt Chart outlining country-level planned activities and activity tallies. Also, developed GIF Quarterly Report (template) for Regional Partners and GIF program.
- Developed a robust MEL annual work plan (for each implementation year) to identify MEL specific-activities and reporting timelines. The MEL document puts forward a structured approach to supporting GIF project management functions with the aim of guiding the operations of the MEL strategy through the course of project implementation. Therefore, MEL activities have been categorized across five (5) broad activity pillars i.e., Monitoring and reporting activities, MEL workshops, Learning activities, and Evaluation activities.
- Ensured MEL processes are aligned to research plans to support revisions to the GIF Theory of Change and Results Framework when required by Collaboration Learning and Adapting (CLA) processes e.g. worked with UND researchers, to conduct a comprehensive review of the GIF program, processes and methods to determine what has contributed to program outcomes generated, where a different approach would have improved outcomes, and the potential for incorporating the adopted IF methodology as part of wider CLA approaches across regional clusters.

Training Completed

Legal Aspects of Interviewing and Hiring (Internews 2022)

Sensitive Countries Workflow Training (Internews 2021)

Risk Management Systems (University of Notre Dame, USA 2021)

Sexual and Discriminatory Harassment Training (University of Notre Dame, USA 2021)
Certificate Course in Conflict of Interest (UND 2021)
Certificate Course in Foreign Corrupt Practices Act (UND 2021)

Assessment Team Leader (ATL)

February 2022 – March 2022

Plan International

Remote, Bauchi, Nigeria

Led a 3-member evaluation team to conduct the baseline assessment Knowledge Attitudes and Perception (KAP) survey for the KCC funded program Menstrual Health Management (MHM) program in Bauchi, Nigeria. The KCC Project on Menstrual Hygiene Management is a 2-year Project (2021 – 2023) funded by Kimberly-Clark Corporation (Kotex) and implemented by Plan International in Bauchi State with an overall objective “to increase the individual and collective agency of women and adolescent girls to exercise their rights to gender-responsive, adolescent-friendly and inclusive menstrual hygiene management”.

Key Responsibilities and Achievements

- Led a team of technical evaluators (senior evaluator, and a research evaluator) to finalize the baseline assessment KAP survey design covering sampled across three (3) local government areas (LGAs) in Bauchi State, Nigeria. As the Assessment Team Leader, I led the development of the inception report which outlined the proposed analysis plan, sampling approach, assessment matrix, and risk mitigation plan for field deployment of the enumeration team.
- Liaising with the senior evaluator, I finalized the design and development of the multiple KAP assessment data collection tools for identified respondent groups e.g., Key Informant Interviews (KII) tools for School Management, government stakeholders, out of school adolescent girls, and in school adolescent girls. Also designed Focus Group Discussion (FGD) guides for In school boys, men, and young women. Working alongside the research evaluator, I completed a literature review and desk study (content analysis and systematic review) of the MHM program documents (secondary data sources, proposal document data, public health records etc.).
- To address known study limitations, the assessment team explored the option of conducting phone surveys in the event of another wave of COVID-19 pandemic which restricted the deployment of enumeration teams to deep field locations. For example, therefore, although the baseline assessment study was conducted nearly a year after the project officially began. The assessment team embedded data quality assurance protocols through the consent process for conducting KIIs and FGD session, by the inclusion of a clarifying question tagged to the participation of target respondents in program activities. This ensured that only respondents that had not benefitted or participated in MHM project activities were sampled during field data collection, and therefore guided against respondent bias.
- Following the successful completion of field data collection by respective enumeration teams, I conducted Qualitative and descriptive data analysis on collated evaluation data to ascertain responses for each baseline assessment question working along with the senior evaluator. I finalized qualitative analysis of completed FGD sessions and quantitative KIIs for each intervention sector – to formulate an overall assessment, conclusions, and recommendations for onward reporting to Plan International.
- Finalized the baseline KAP survey assessment report, which showcased credible examples where the project successfully delivered on its core objectives provide “to increase the individual and collective agency of women and adolescent girls to exercise their rights to gender-responsive, adolescent-friendly and inclusive menstrual hygiene management”.

Evaluation Team Leader

December 2021 – January 2022

International Rescue Committee

Maiduguri, Nigeria

Led a 5-member evaluation team to conduct an external end line evaluation of the Foreign, Commonwealth and Development Office (FCDO) sponsored Promoting Rights and Supporting Protection Needs in Northeast (ProSPINE+) program, which was led by the International Rescue Committee (IRC) implemented by a consortium of intervention partners (Plan International, Danish Refugee Council, Translators without Border, and Norwegian Refugee Council). ProSPINE+ builds on previous and ongoing protection programming in Adamawa, Borno and Yobe states. The intervention targeted both Internally Displaced Persons (IDPs) and returnees through both joint, integrated as well as targeted specialized services to prevent and respond to violence against displaced communities. Specifically, the program aims to achieve the following Impact and outcomes.

Key Responsibilities and Achievements

- Led a team of technical evaluators (deputy evaluation team leader, senior evaluator, and a data management evaluator) to conduct a literature review and desk study (content analysis and systematic review) of the ProSPINE+ program documents (Baseline data and end-line data, monitoring data, program records, monthly and quarterly reports).
- Developed an evaluation inception report outlining methodological approach, evaluation sampling frame, data mitigation measures, evaluation questionnaires and analysis plan to facilitate a robust mixed-methods assessment of the ProSPINE+ program outcomes. This included the design and development of multiple evaluation questionnaires e.g., consortium partner questionnaires, program beneficiary questionnaire, communicating with communities' questionnaires, community leaders' questionnaires, government stakeholder questionnaires, and Focus Group Discussion (FGD) guide.
- Following the successful completion of field data collection by respective enumeration teams, I conducted Qualitative and descriptive data analysis on collated evaluation data to ascertain responses for each evaluation question. The Qualitative Comparative Analysis (QCA) was adopted to reflect on harvested program results, with a viewpoint of examining changes from the baseline phase unto project completion.

Collated evaluation responses from different respondent groups were coded and used to identify contributory categories/factors for each documented project result. This inductive process resulted in the classification of evaluation themes to put forward a plausible examination for evaluation findings.

- Following the completion of data analysis, and development of draft evaluation report. I facilitated a virtual validation workshop to outline the findings from the evaluation process with IRC team, and ProSPINE+ partners. This virtual validation workshop provided an opportunity for close examination of emerging trends and spotlighting of key intervention opportunities for future design iterations and adaptive programming options.
- Finalized the development of the final evaluation report, which showcased credible examples where the project successfully delivered on its core objectives of the FCDO sponsored ProsPINE+ program in Northeast Nigeria.

Evaluation Expert (EE)
Cowater International

July 2021 – November 2021
Remote, Maiduguri, Nigeria

Working in a two-member evaluation team, engaged to conduct a mid-term strategy evaluation of the European Union (EU) Support to Response, Recovery and Resilience in Borno (3RBS) for the Humanitarian package in Northeast Nigeria. The EU 3RBS is focused on building the resilience of conflict affected people and public sector institutions in an environment-friendly way across multiple thematic sectors (health, education, nutrition, WASH, solar energy, economic empowerment for vulnerable households, resettlement schemes, and financial management).

Key Responsibilities and Achievements

- As the Evaluation Expert, I was responsible for overall delivery of the evaluation, including refining the Evaluation Questions (EQs), document review, oversight of the evaluation process – including directing the field phase, conducting some of the stakeholder interviews, report production and presenting findings at Reference Group (RG). This included the conduct of an initial stakeholder mapping exercise to identify corresponding influence and power dynamics among/between key actors in the humanitarian sector across the Northeastern region of Nigeria (Borno, Adamawa, and Yobe States).
- Completed an initial desk study review of multi-sector program reports (solar energy and renewables, health, education, resilience and livelihoods, health systems strengthening, waste management, governance, and early recovery). This systematic review process employed the application of the evaluation criteria (efficiency, efficiency, impact, EU value addition, sustainability, coherence, and relevance) of implemented interventions across 21 Local Government Areas (LGAs) in Borno, Nigeria.
- Developed an EU thematic mapping matrix, outlining the coverage of implemented projects across nine different intervention sectors. The thematic mapping matrix also identified beneficiary groups targeted by each implementing partner across 21 local government areas in Borno, Nigeria. This enabled the evaluation team to identify priority LGAs for data collection. Conducted an initial rapid risk mapping of all 21 LGAs. This was the foundation step in the development of a Risk Mitigation Plan (i.e., risk rating scale and risk mitigation strategy) to ensure effective data quality assurance and adherence to ethical considerations.
- Finalized field deployment planning for data collection via conduct of Focus Group Discussions (FGDs) across six (6) local government areas in Borno state (e.g., Mafa, Gwoza, Konduga, Jere, Maiduguri, and Bama). I also managed the recruitment and training of evaluation enumerators and supervisor for field data collection. A total of 50 FGD sessions were conducted across selected locations targeting a total of 300 beneficiaries from 20 intervention projects across six humanitarian sectors (e.g., health, solar energy, education, livelihoods, resilience and strengthening health systems).
- Co-facilitated training sessions for enumerators (10 persons) and supervisors (2 persons) on conducting focus group discussions, this included a review of developed FGD guide tools. Led remote supervision and monitoring of field data collection activities across six (6) LGAs covering six (6) humanitarian sectors e.g., verified attendance records of FGD sessions, compiled captioned photos from fieldwork and beneficiary quotes, consolidated FGD session reports to finalize field survey report.
- Working along with the Team leader, I finalized qualitative analysis of completed FGD sessions for each intervention sector – to formulate an overall assessment, conclusions, and recommendations for onward reporting to EU. Finalized the development of the final evaluation report, which showcased credible examples where the EU sponsored Borno Package Multisectoral Intervention project successfully delivered on its core objectives to build the resilience of conflict affected people and public sector institutions in an environment-friendly way across multiple thematic sectors (health, education, nutrition, WASH, solar energy, economic empowerment for vulnerable households, resettlement schemes, and financial management).

Evaluation Team Leader (ETL)
Premiere Urgence Internationale (PUI)

July 2021 – September 2021
Remote, Maiduguri, Nigeria

Leading an external evaluation team to conduct a final evaluation study of the Food Security and Nutrition program being implemented by Premiere Urgence Internationale (PUI) mission in Nigeria. The current Food Security and Livelihoods (FSL) program is a 15-months intervention that started in September 2019 and will end in November 2020. The overall objective of the project is to provide emergency food assistance and stabilization of conflict-affected population through an integrated response.

Key Responsibilities and Achievements

- Developed and secured approval for both technical and financial proposals (i.e., through a competitive bidding process) to conduct an end line survey evaluation of the USAID BHA sponsored food security and nutrition program in Borno, Nigeria. Upon the completion of a detailed desk study and content analysis of PUI program documents, I finalized and submitted an Evaluation Inception Report i.e., designed a robust evaluation methodology and analysis plan to facilitate a robust mixed-methods assessment of program outcomes. This informed the development of an online surveys, key informant interviews and focus group discussions across nine (9) wards in Maiduguri Metropolitan Council (MMC) local government area in Borno State.
- Developed and finalized revisions to the evaluation inception report outlining proposed sampling frame, evaluation matrix (developed sub-evaluation questions, additional probing questions, data collection methods and target respondent groups). This included the design of several evaluation instruments (program staff questionnaires, project vendor questionnaire, Focus Group Discussion (FGD) guide, community leader's questionnaire, project beneficiary questionnaire – livelihoods, food assistance, protection, nutrition and IYCF) The inception report also put forward an updated timeline for field deployment for training of data enumerators, pilot testing of evaluation instruments and completion of household surveys and focus group discussion sessions.
- Working along a team of three (3) technical evaluators, finalized field deployment plans to guide training and instrument pilot-testing sessions, as well as translation of questionnaires in local dialects across sample sub-wards in Bolori, Maiduguri Metropolitan Council (MMC) in Borno State, Nigeria. Also, finalized a Risk Mitigation Plan (RMP) which identified associated evaluation risks and corresponding mitigation strategies to ensure smooth field data collection exercise. This extended to conducting daily data quality assurance to review updated instruments (data uploads) by field enumerators via the ODK platform.
- Following the successful completion of field data collection by respective enumeration teams, I conducted Qualitative and descriptive data analysis on collated evaluation data to ascertain responses for each evaluation question. The Qualitative Comparative Analysis (QCA) was adopted to reflect on harvested program results, with a viewpoint of examining changes from the baseline phase unto project completion. Collated evaluation responses from different respondents (beneficiaries, non-beneficiaries, cash vendors, cash working group members, PUI staff and other INGO partners) were coded and used to identify contributory categories/factors for each documented project result. This inductive process resulted in the classification of evaluation themes to put forward a plausible examination for evaluation findings.
- Finalized the development of the final evaluation report, which showcased credible examples where the project successfully delivered on its core objectives provide emergency food assistance and stabilization of conflict-affected population through an integrated response.

**Qualitative Research Evaluator (QRE)
Women Refugee Commission (WRC), USA**

**June 2021 - July 2021
Remote, Borno, Nigeria**

Engaged as the Qualitative Research Evaluator (QRE) with WRC, USA to conduct a qualitative research study to examine outcomes of the Integrated Package of Community and Primary Health Interventions to Increase RMNCAHN services program in Borno State: How did RMNCAHN consortium members experience and perceive the partnership model and approach of the RMNCAHN project.

Key Responsibilities and Achievements

- Led the organization of follow-on evaluation findings validation meetings with the WRC program team, by facilitating a PowerPoint presentation for dissemination of findings among VHW partners, as well as to conduct an evaluation findings validation session to discuss arising questions and facilitate learning activities (e.g., small group discussions, Mural board, etc.) to encourage partners to engage with and give feedback on the findings.
- Co-authored an evaluation advocacy brief based on evaluation findings by reviewing and providing needed constructive/critical inputs on narrative sections based on feedback from the program team and partners. Read and sign-off on final draft of Advocacy Brief, prior to its publication.

**Lead External Evaluator (LEE)
Catholic Relief Services (CRS)**

**May 2021 – June 2021
Borno, Nigeria**

Engaged as the Lead External Evaluator (LEE) by Catholic Relief Services (CRS) to conduct a final evaluation study of the USAID Bureau of Humanitarian Assistance (BHA) sponsored Emergency Access to Food for Conflict-Affected Households in Nigeria Phase V program. CRS supported 14,164 Households (86,905 individuals) and 4,222 children under-5 enrolled for treatment of Moderate Acute Malnutrition in its Community-based Supplementary Feeding Program is known as "Tom Brown" in the four LGAs – Kaga, Jere, Gubio, Magumeri. 2,402 households received support with agricultural inputs in Kaga and Magumeri LGAs. The final evaluation study was commissioned to understand if the project achieved its desired results and determine if a market-based approach is the most appropriate modality for CRS in delivering assistance in NE Nigeria.

Key Responsibilities and Achievements

- Developed technical and financial proposals and secured evaluation award through a competitive Technical Evaluation Committee (TEC) process to conduct a final evaluation of the USAID BHA sponsored Emergency Access to Food for Conflict-Affected Households in Nigeria Phase V project implemented across four (4) local government areas (Jere, Magumeri, Gubio and Kaga) in Borno State, Nigeria.
- Led a four-member team of technical evaluators (2 investigative evaluators and a data management evaluator) to conduct a literature review and desk study (content analysis and systematic review) of the Emergency Access to Food for Conflict-Affected Households V

program documents (Baseline data and end-line data, monitoring data such as on-site monitoring, post-distribution monitoring, and nutrition follow-up visits; indicator performance tracking table (IPTT), program records, monthly and quarterly reports.

- Developed an evaluation inception report outlining methodological approach, evaluation sampling frame, data mitigation measures, evaluation questionnaires and analysis plan to facilitate a robust mixed-methods assessment of the emergency access to food for conflict-affected households in Nigeria phase V program outcomes. This included the design and development of multiple evaluation questionnaires e.g., beneficiary and non-project beneficiary questionnaires, project vendor questionnaires, project staff questionnaire, cash working group questionnaire and INGO questionnaires.
- Working along a team of three (3) technical evaluators, I co-facilitated training sessions for a total of twenty (20) enumerators. This involved intensive coaching and practical sessions designed to equip enumerators with the skills to handle field-based interviews with target beneficiaries and non-project beneficiaries across four (4) Local Government Areas (LGAs) in Borno State (Jere, Gubio, Magumeri and Kaga).
- Developed evaluation questionnaires (Project Beneficiary Questionnaires and Non-Project Beneficiaries Questionnaires) were socialized among enumerators, and demo online accounts created using the ODK platform to facilitate remote based data collection by the respective enumeration teams.
- Following the successful completion of field data collection by respective enumeration teams, I conducted Qualitative and descriptive data analysis on collated evaluation data to ascertain responses for each evaluation question. The Qualitative Comparative Analysis (QCA) was adopted to reflect on harvested program results, with a viewpoint of examining changes from the baseline phase unto project completion. Collated evaluation responses from different respondents (beneficiaries, non-beneficiaries, cash vendors, cash working group members, CRS staff and other INGO partners) were coded and used to identify contributory categories/factors for each documented project result. This inductive process resulted in the classification of evaluation themes to put forward a plausible examination for evaluation findings.
- Finalized the development of the final evaluation report, which showcased credible examples where the project successfully delivered on its core objectives provide emergency food access to food for conflict-affected households in Nigeria.

Team Leader (Evaluation)

Oxfam Indonesia

March 2021 – June 2021

Remote, Jakarta, Indonesia

Engaged as the Team Leader (Evaluation) by Oxfam Indonesia to conduct a final evaluation synthesis study for Palu Humanitarian Program. The final evaluation synthesis study adopted the systematic review method combining and analyzing the results of the prior studies and evaluation answering the hypothesis in the original Theory of Change (TOC). Seven (7) evaluation/studies were synthesized to generate information and assessed the extend the program's TOC with Local Humanitarian Livelihoods (LHL) approach was efficient, effective, as well as relevant with the context, and sustainable to build community resiliency in PASIGALA, Central Sulawesi, Indonesia.

Key Responsibilities and Achievements

- Developed technical and financial proposals and secured evaluation award through a competitive Technical Evaluation Committee (TEC) process to conduct a final evaluation synthesis study of the Palu Humanitarian program in Central Sulawesi, Indonesia.
- Led a five-member team of international evaluators from Nigeria and Indonesia to conduct different evaluation review and analysis tasks as part of the final evaluation synthesis study e.g., desk studies of Palu humanitarian program documents from seven (7) completed evaluation studies.
- Developed an inception report for the synthesis evaluation study (content analysis of Oxfam Palu Humanitarian program) outlining the adopted evaluation methodology, sampling approach, evaluation matrix and questionnaire types, data management protocols, field deployment plan for recruitment and training of field enumerators, risk mitigation plan, evaluation staffing and management plan, and data analysis plan, including associated timelines for each proposed evaluation task.
- Developed the final evaluation synthesis evaluation report for the Palu Humanitarian program, which highlighted the systematic process that examined the utility and sustainability of the adopted Local Humanitarian Local Livelihoods (LHL) approach in building community resiliency in PASIGALA, Central Sulawesi region of Indonesia.

Lead Evaluator (LE)

Women Refugee Commission (WRC), USA

March 2021 – May 2021

Borno, Nigeria

Engaged as the Lead Evaluator (LE) with WRC, USA to lead the end line evaluation of the Integrated package of community and primary health interventions to increase access to reproductive, maternal, newborn, child, and adolescent health and nutrition (RMNCAHN) services program in Borno State, Nigeria. The project was anchored by the Village Health Worker (VHW) program, in which a cadre of VHWs are trained to conduct guided home visits in their communities to provide health and nutrition information to families, and to encourage health-seeking behaviour. The project emphasized government leadership and capacity building at every level and was designed for long-term sustainability beyond the 4year funding (from the Bill and Melinda Gates Foundation) supported by the consortium including eventually transitioning to the National CHIPS model as it rolls out in Borno State.

Key Responsibilities and Achievements

- Led a team of technical evaluators i.e., an Investigative Evaluator (IE), and Data Management Evaluator (DME) to conduct a preliminary desk study and finalize the design of multiple end line evaluation assessment questionnaires for online survey and Individual in-depth interviews (IDIs) for target respondents. (i.e., development of evaluation matrix, pilot testing of evaluation instruments, and finalized field deployment plans for data collection exercise in Borno, Nigeria).
- Developed a Risk Mitigation Strategy (RMS) itemizing potential challenges and risks associated with data quality for proposed evaluation field activities. This will ensure timely reporting and effective assessment of field data collection by the evaluation team. The RMP also highlighted respective mitigation strategies and probability ratings for each identified risk. For this reason, the RMP consists of two sections: i.e., Risk Rating Scale (RRS) which assigns corresponding risk ratings outlined in the RMP; and Risk Mitigation Strategy (RMS).
- Leading a team of three (3) technical evaluators, I supervised field Individual In-depth Interviews (IDIs) with selected group of respondents (i.e., WRC, SPHCDA, +ISolutions, and Mwada Gana Foundation) over a two weeks' period. This involved facilitating face-to-face interviews as well as telephone surveys with different respondents. Each technical evaluator was assigned a list of target respondents for the duration of field data collection and highlighted on the WRC interview schedule matrix.
- Conducted qualitative contribution analysis for examining collated field data across target LGAs. This was used to identify causal linkages and successful outcomes of the adopted partnership model employed by the consortium. Qualitative and descriptive analysis was also carried out from completed IDIs interviews with multiple program stakeholders to provide a contextual analysis of collated respondent feedback, draw lessons learnt, identify challenges, and proffer recommendations. By triangulating different feedback sources from respondents, the evaluation team was able to pinpoint relevant responses per respondent group to answer each learning question.
- Finalized the development of the partnership evaluation report, which showcased credible examples where the consortium successfully delivered on its core objectives as per the Integrated package of community and primary health interventions to increase access to reproductive, maternal, newborn, child, and adolescent health and nutrition (RMNCAHN) services program in Borno State, Nigeria.

Principal Evaluator (PE)
ECWA Evangel VVF Centre

February 2021 – April 2021
Taraba and Gombe, Nigeria

Engaged as the Principal Evaluator (PE) to lead the conduct of a baseline assessment study for the Comprehensive Women's Health Project is a three-year project that is being funded by CBM International and implemented by the ECWA Evangel VVF Centre, Jos, Plateau State. This project is a scale-up of the pilot that was conducted in 2019. The Comprehensive Women's Health Project commenced in January 2020 and is expected to end in December 2022. The overall objective of the project is to ensure that women and girls, including women and girls with disabilities, are making reproductive health choices, have access and use Maternal and Child Health (MCH) services leading to fistula-free generation in Nigeria.

Key Responsibilities and Achievements

- Working alongside a team of technical evaluators i.e., the Principal Investigator (PI), and Data Management Evaluator (DME); I finalized the design of multiple baseline assessment questionnaires (i.e., Women and Girls with Fistula Questionnaire, Healthcare Providers Questionnaire, Community Members Questionnaire, Family Members Questionnaires, and Traditional Birth Attendants Questionnaire. These questionnaires were included in the submission of an inception report which outlined the associated field deployment timelines and deliverable schedule for data collection in Taraba and Gombe States.
- Led the recruitment, training, and coordinated the field deployment of twenty (20) research assistants to conduct the state-wide baseline data collection across different Local Government Areas (LGAs) and target communities Taraba and Gombe State.
- Conducted qualitative and descriptive analysis from completed field survey responses with target program beneficiaries to provide a contextual analysis of collated respondent feedback, draw lessons learned, identify challenges, and proffer recommendations. By triangulating different feedback sources from respondents, the assessment team was able to pinpoint relevant responses per respondent group to answer each baseline assessment objective.
- Developed the final baseline assessment report; which identified the prevalent of VVF cases across target intervention communities in Taraba and Gombe; and assessed the availability of MCH services among Health Care Providers (HCPs) providing reproductive health care to vulnerable populations.

Assessment Team Leader (ATL)
University of Western Ontario, Canada

December 2020 – March 2021
Kano and Lagos, Nigeria

As the Assessment Team Leader (ATL), I was engaged by the University of Western Ontario, Canada to conduct an assessment study focused on Improving Developing Countries' Health Information Systems Capacity for Infectious Disease Pandemic Responses: A Case Study of the Corona virus Pandemic in Kano and Lagos, Nigeria. The COVID-19 case study assessment focused on three (3) types of respondents working in the Primary Health Clinics (PHCs) will be the primary respondents for the quantitative component of the study. Target respondents include the head of the selected clinic, their deputy as well as the key staff responsible for data management activities in the clinic irrespective of their designation. This involved directing and coordinating deployment of state-based field enumeration teams to conduct data collection across forty-seven (47) PHCs in Kano; and Fifty-Three (53) PHCs in Lagos.

Key Responsibilities and Achievements

- Led a three-member technical team (and 10-person field enumeration team) to finalize a COVID-19 case study assessment of PHCs in Lagos and Kano States in Nigeria. Working alongside the Principal Investigator (PI), I completed the revision of the COVID-19 assessment protocols i.e., reviewed individual assessment sections, sequencing of assessment questions, developed data analysis matrix and supervised the Data Management Evaluator (DME) to finalize upload of revised instruments on the Kobo toolbox platform for remote monitoring and data collection assessment. This involved leading a robust assessment team of technical evaluators and research assistants to conduct data collection across forty-seven (47) Primary Health Centres (PHCs) in Kano; and Fifty-three (53) PHCs in Lagos.
- Conducted a virtual training session for engaged field enumerators to socialize the finalized COVID-19 Health Management Information Systems (HMIS) assessment questionnaires to highlight embedded quality assurance measures, skip patterns, verification measures for onward pilot-testing and field deployment in Kano and Lagos States. This training session was supported by members of the technical team i.e., the Senior Evaluator (SE) and Data Management Evaluator (DME).
- Managed field data collection activities in Lagos and Kano through the adoption of remote monitoring platforms to ease effective communication among state-based field teams; and liaise with members of the technical team to ensure adherence to verification protocols for daily validation updates to the University of Western Ontario, Canada.
- Managed the harmonization of field enumeration team reports; daily tallies, collated reviews of uploaded assessment data and adherence to COVID-19 safety protocols; completion of participant consent forms, as well as addressing data quality queries while engaging with the Data Management Evaluator (DME).

Lead Humanitarian Evaluator (LHE)

January 2021 - March 2021

Christian Rural and Urban Development Association of Nigeria (CRUDAN)

Borno, Nigeria

The Christian Rural and Urban Development Association of Nigeria (CRUDAN) commenced implementation of the Nigeria Joint Response (NJR) project in 2015 and have since then supported more than 200,000 direct beneficiaries of the humanitarian intervention in both worst-hit states of Adamawa and Borno, Northeast Nigeria. As the Lead Humanitarian Evaluator (LHE), I led a four-member team to conduct a staff audit evaluation of the Nigerian Joint Response (NJR) initiative implemented by CRUDAN Nigeria across the Northeast region, Nigeria. The purpose of the humanitarian staff audit is focused on guiding CRUDAN proposing staff retention and placement processes, revising existing humanitarian management structure, and finalizing budgetary adjustment guides in relation to each staff placement.

Key Responsibilities and Achievements

- As the LHE, I led a three-member audit team to conduct a preliminary content analysis of CRUDAN's NJR project documents to assess the status of existing organizational policies and standard operating procedures being adopted. Upon field deployment and introductory meetings with NJR project staff, the audit team then proceeded by the development of a staff audit humanitarian evaluation (inception report) outlining the proposed audit methodology and corresponding timelines for each planned task.
- Developed a robust audit evaluation process to facilitate the rapid appraisal of the NJR intervention by adopting a multi-tier approach i.e., Individual Based Assessment (IBA), Supervisor Based Assessment (SBA) and Group Based Assessment (GBA). This involved designing a staff audit evaluation questionnaire administered to NJR staff members via the deployment of an online survey platform.
- Administered the SBA index questionnaires to NJR supervisors, which was used to generate results from completed Key Informant Interviews (KIIs). Findings from the SBA index questionnaire was used to develop a Manager Development Chart (MDC). This will provide NJR with actionable insights based on each supervisor's skill matrix as measured by the SBA Index. Therefore, the Manager Development Chart (MDC) included a description of the supervisory team's natural strengths and respective caution areas. In return, these findings were used to identify individual self-coaching tips and aid supervisors to balance their most naturally occurring behavioural and supervisory style in a variety of situations.
- Evaluation findings from the staff audit assessment process were used to finalize the CRUDAN Staff audit report and presented audit findings to CRUDAN Senior Management Team (SMT) by highlighted key audit findings, discussed the revised NJR staff salary scale, as well as showcased updated organizational policies and organogram.

Lead Evaluator (LE)

December 2020 – January 2021

Mercy Corps

Borno, Nigeria

Engaged on an STTA contract as the Lead Evaluator (Team Leader) by Mercy Corps Nigeria to conduct an end line evaluation survey of the United State Department Using Airwaves for Stability for the Lake Chad Basin (UAS-LCB) program in Borno State, Nigeria. This involved managing a team of three (3) technical evaluators and seventy (70) field enumerators to conduct data collection across seven (7) Local Government Area (LGAs) i.e., Maiduguri, Bama, Ngala, Dikwa, Damboa, Gwoza and Monguno.

Key Responsibilities and Achievements

- Developed and secured approval for both technical and financial proposals (i.e., through a competitive bidding process) to conduct an end line survey evaluation of the USG sponsored Using Airwaves for Stability in the Lake Chad Basin (UAS-LCB) program in Borno, Nigeria. Also, submitted an Evaluation Inception Report i.e., designed a robust evaluation methodology and analysis plan to facilitate a robust mixed-methods assessment of program outcomes. This informed the development of an online surveys, key informant interviews and focus group discussions across seven (7) target local government areas in Borno State.
- Finalized the design of multiple evaluation questionnaires e.g. formulated sub-research questions and put forward additional probing questions per evaluation criteria (relevance, impact, effectiveness, and sustainability) e.g. program staff questionnaire, stakeholder questionnaire, non-listener group questionnaire, listener group questionnaire and focus guide discussion guide) and finalized the development of a Risk Mitigation Plan (i.e. risk rating scale and risk mitigation strategy) to ensure effective data quality assurance and adherence to ethical considerations.
- Supervised field data collection exercise across seven (7) target Local Government Areas (LGAs); managing a team of three (3) technical evaluators and seventy (70) field enumerators to conduct field-based data collection activities. This included conducted a two-day evaluation training exercise for field enumerators to pilot-test developed questionnaires. Approved evaluation questionnaires were uploaded via the Commcare platform for collation and harmonization of response files for the deployment of multiple evaluation questionnaires i.e., LGQ, SQ, and NLGQ. While the deployment of Program Staff Questionnaires (PSQs) was conducted via online surveys (Microsoft forms).
- Adopted the Difference in Differences (DiD) evaluation methodology to estimate the causal effects of a program when treatment group (i.e., listener group beneficiaries) assignment were not random; and hence, there is no obvious control group (non-listener group beneficiaries). In the simplest form, the DiD evaluation methodology was used to outline a double difference in program outcomes identified via comparison of treatment and control group data of the target intervention communities/local government areas in Borno state i.e., exist before and after the program implementation. Therefore, the DiD methodology combined insights from cross-sectional treatment-control comparisons and before-after studies for a more robust identification of UAS-LCB program attributed outcomes.
- Developed the final UAS-LCB evaluation report, which showcased credible examples where Mercy Corps Nigeria implemented UAS-LCB program successfully delivered on its core objectives and changed the perception of target. communities in the NE to facilitate the reintegration of ex-combatants into return communities in Borno State.

National Validation Expert (NVE)

November 2020 – January 2021

Development Gateway

Abuja, Nigeria

As a National Validation Expert (NVE) engaged on a part-time consultancy contract by Development Gateway (DG) on an STTA consultancy contract to support the AidData Centre for Development, in partnership with USAID/LAB/OI, to inform the development of a model that can predict the likelihood of non-permissive environments (NPEs) using satellite imagery in Nigeria. These NPEs are characterized by conflict, political instability, and/or cataclysmic natural events which limit the ability of USAID and its partners to operate.

Key Responsibilities and Achievements

- As the National Validation Expert (NVE) engaged by DG, I validated the accuracy of proposed NPE models, and surface insights and recommendations for how to improve this and future satellite imagery and machine learning models. As part of the final stage of the current project, I worked alongside team members to explore improvement nodes of the underlying model, as well as validated all associated products generated to display results. The model predicted the NPE risk at sub-national and sub-annual scales using satellite imagery and machine learning techniques. These methods offered a real-world potential after rigorous testing and in-country expert validation.
- Provided guidance and recommendations on data inputs to the model and other expert advice on considerations related to security, sub-national fragility, natural disasters, and other factors relevant to NPEs. This extended to the provisioning of feedback on the correlation between the model outputs and on-the-ground indicators of Non-Permissive Environments (NPEs).

Evaluation Team Leader (ETL)

October 2020 – December 2020

Search for Common Ground (SFCG) International

Niger Delta, Nigeria

As a pre-qualified Evaluation Team Leader (ETL) with the Institutional Learning Team (ILT), SFCG International; I led a team of four (4) technical evaluators and fifteen (15) research assistants to conduct the final evaluation of the GIZ sponsored Deepening Peace in the Niger Delta program; which was implemented by SFCG Nigeria in Delta, Bayelsa and Rivers States. The project supported a locally led peace architecture that is inclusive, at all levels of society aimed at scaling up impact and building on the positive results yielded from successful implementation of the project's pilot phase (Nov 2018 – Sep 2019).

Key Responsibilities and Achievements

- As the Evaluation Team Leader (ETL), I also serve as the Research, Monitoring and Evaluation (RM&E) on a global roster of pre-qualified Institutional Learning Team (ILT) consultants supporting multiple evaluation and assessment studies across all locations of SFCG International program portfolio. For example, I developed and secured approval for both technical and financial proposals (i.e., through a competitive bidding process) to conduct a final evaluation assessment of the GIZ sponsored Deepening Peace in Delta and River State.

The overall goal of the project was to support an inclusive, multi-level dialogue process to peacefully address governance and resource issues driving conflict in the Niger Delta.

- Developed Inception Report i.e., designed a robust evaluation methodology and analysis plan to facilitate a robust qualitative assessment of program outcomes. This involved the development of a multi-tier evaluation framework/matrix which incorporated multiple evaluation methods i.e., outcome harvesting, outcome mapping and most significant change e.g., formulated sub-research questions and put forward additional probing questions per evaluation criteria (relevance, impact, effectiveness, and sustainability).
- Finalized the design of multiple evaluation questionnaires (i.e., program staff questionnaire, community beneficiary questionnaire, and government stakeholder questionnaire) and finalized the development of a Risk Mitigation Plan (i.e., risk rating scale and risk mitigation strategy) to ensure effective data quality assurance and adherence to ethical considerations.
- Supervised field data collection exercise across both target Local Government Areas (LGAs); managing a ten-member field enumeration team as well as field-based technical oversight of an investigative evaluator and data management evaluator. While respondent interviews were conducted via phone survey and uploaded to the ODK platform for collation and harmonization of response files for the deployment of Government Stakeholder Questionnaires (GSQ) and Community Beneficiary Questionnaires (CBQ). While the deployment of Program Staff Questionnaires (PSQs) was conducted via online surveys (Microsoft forms).
- Conducted Qualitative Comparative Analysis (QCA) as part of the data analysis process for examining collated field data across target LGAs. This was used to identify causal linkages across different assessment periods (i.e., Rapid Conflict Assessment Study conducted in 2019). Qualitative and descriptive analysis was also carried out using updated remotely deployed questionnaires from field enumerators for target LGA to provide a contextual analysis of collated respondent feedback, draw lessons learned, identify challenges, and proffer recommendations. By triangulating different feedback sources from respondents, the evaluation team was able to pinpoint relevant responses per respondent group to answer each study question.
- Finalized the development of the German Cooperation (GC) peace building program final evaluation report, which showcased credible examples where SFCG Nigeria Deepening Peace in the Niger Delta program successfully delivered on its core objectives.

Lead Political Economy Analysis (PEA) Evaluator Water Aid

**October 2020 – November 2020
Northeastern, Nigeria**

Engaged by Water Aid to conduct a baseline Political Economy Analysis (PEA) study for the USAID-sponsored Small Towns Water, Sanitation, and Hygiene (ST-WASH) program being implemented across three (3) intervention states (i.e., Borno, Adamawa, and Yobe). The USAID STWASH program is a five-year consortium intervention focused on supporting the sustainable improvements in access to essential water and sanitation necessary to facilitate ongoing recovery, peace-building, and economic development across Northeastern Nigeria.

Key Responsibilities and Achievements

- Designed and deployed PEA online surveys among the USAID STWASH team (stakeholder analysis, influence mapping, PEA elements, and questions). Findings from these online surveys were incorporated to inform the design finalization of multiple PEA questionnaires for the identified respondent and stakeholder groups. This included the development of a Risk Mitigation Plan (i.e., risk rating scale and risk mitigation strategy) to ensure adequate data quality assurance and adherence to ethical considerations.
- Led a team of PEA Assessors to conduct Respondent Referral Surveys (RRS) in Borno, Adamawa, and Yobe States. This involved deploying a field based questionnaires among identified WASH sector stakeholders across different respondent categories, e.g., government officials, civil society organizations, ministry of water resources, state water board, non-profit organizations, etc.). This process involved the referral of new respondents for Individual In-depth Interview (IDIs) from each completed interview form across each respondent category.
- Finalized the tactical PEA report through data analysis through collating and triangulation of field data from interviews with various stakeholders on selected topics. The PEA team identified emerging PEA themes (as well as sub-themes where necessary) and put forward recommended actions based on reviewed findings. All this information was captured in the PEA Synthesis Data Sheet.

Principal Evaluation Lead (PEL) CARE International

**September 2020 – October 2020
Maiduguri, Nigeria**

As the Principal Evaluation Lead (PEL) engaged by CARE International Nigeria, I led the final evaluation of the European Commission Civil Protection Humanitarian Aid (ECHO) sponsored integrated Gender Based Violence (GBV) prevention and response to the emergency needs of newly displaced women, men, girls, and boys in Borno State, North-East Nigeria. The purpose of the evaluation was to generate learning and evidence on the extent to which the project targeted internally displaced persons (IDPs) and other vulnerable categories of people pertinent to the project rationale and supported timely, relevant and effective delivery of GBV services (prevention and response) to target populations in Bama and Ngala local government areas of Borno state.

Key Responsibilities and Achievements

- Developed and secured approval for both technical and financial proposals (i.e., through a competitive bidding process) to ascertain contribution of the ECHO sponsored GBV support project in protecting the lives of vulnerable women, men, girls, and boys most affected by the crisis in Borno, Nigeria in Nigeria (i.e., Bama and Ngala Local government areas) as part of the end line evaluation study. Worked in a three-member evaluation team (i.e., investigative evaluator and data management evaluator); while liaising with CARE Nigeria staff, I ensured the quality and timely delivery of evaluation task(s) e.g., recruitment and training of field enumerators, and provided final approval of field visit plans, and draft deliverable.
- Finalized the design of multiple evaluation questionnaires (i.e., program staff questionnaire, beneficiary questionnaire, and stakeholder questionnaire) and successfully supervised field data collection including ensuring compliance to data quality standards and adherence to developed Risk Mitigation Plan (i.e., risk rating scale and risk mitigation strategy).
- Developed Inception Report i.e., designed a robust evaluation methodology and analysis plan to facilitate a robust qualitative assessment of program outcomes. This involved the development of a multi-tier evaluation framework which incorporated multiple evaluation methods i.e., outcome harvesting, outcome mapping and most significant change e.g., Formulated sub-research questions and put forward additional probing questions per evaluation component for the end line survey. This informed the final design revision of the final evaluation survey instruments.
- Supervised field data collection exercise across both target Local Government Areas (LGAs); managing a ten-member field enumeration team as well as field-based technical oversight of an investigative evaluator and data management evaluator. While online survey tools (Microsoft forms) were adopted for the deployment of Program Staff Questionnaires (PSQs), I provided daily second tier-data quality assessment and remote coordination of field activities over a seven (7) day period.
- Conducted Qualitative Comparative Analysis (QCA) as part of the data analysis process for examining collated field data across target LGAs. This was used to identify causal linkages across different assessment periods (i.e., Baseline, Midline, and End line). Qualitative and descriptive analysis was also carried out using updated field questionnaires from field enumerators for each LGA to provide a contextual analysis of collated respondent feedback, draw lessons learned, identify challenges, and proffer recommendations. By triangulating different feedback sources from respondents, the evaluation team was able to pinpoint relevant responses per respondent group to answer each study question.
- Finalized the development of the ECHO GBV program final evaluation report, which showcased credible examples where CARE Nigeria GBV program successfully delivered on its core objectives. Also developed, suitable Knowledge Management (KM) products to highlight findings via before and after info graphic fact sheets and learning brief.

Monitoring and Evaluation (M&E) Support Evaluator IMMAP

**September 2020 – October 2020
Abuja, Nigeria**

As the Monitoring and Evaluation (M&E) Support Evaluator, I worked in a 2-member evaluation team to evaluate the 4year USAID OFDA Information Management Support for Humanitarian Assistance Program in Nigeria. iMMAP has been providing information management (IM) support, since 2016, to nine (9) humanitarian sectors responding to the crisis in northeast Nigeria, with a grant from the United States Agency for International Development, Humanitarian Bureau of Assistance (USAID/BHA).

Key Responsibilities and Achievements

- As part of the annual technical review workshop by iMMAP, I co-facilitated multiple technical sessions on SWOT and TOWS analysis to ascertain the inherent strengths, weaknesses, opportunities and threats of the implemented USAID OFDA IM Support for Humanitarian Support Program in the Northeast Nigeria.
- Finalized a business development report as a foundation to inform the creation of a Business Case for IMMAP in Nigeria, derived from the findings from the TOWS analysis. Also supported the development of the evaluation matrix and protocols, field deployment plans for data collection, and submitted an evaluation inception report to present planned methodology, technical approach, data quality assurance measures, and corresponding timelines for the completion of the final evaluation study.
- Developed online survey forms using Microsoft form to facilitate the remote deployment of designed evaluation questionnaires to different respondent groups e.g. (e.g., Capacity Building Assessment Questionnaire, Program Staff Questionnaire -1, Program Staff Questionnaire – 2, Beneficiary Questionnaires, and Stakeholder Questionnaire). This enabled ongoing data quality controls for rapid analysis of collated feedback from completed survey forms i.e., generation of word clouds, chart depictions, graph illustrations etc.
- Conducted multiple Individual in-depth Interviews (IDIs) with Humanitarian partners (e.g. UNOCHA, University of Maiduguri, Ministry of Reintegration, Rehabilitation and Resettlement (MRRR), State Emergency Management Agency (SEMA), National Emergency Management Agency (NEMA), Nigerian Humanitarian Fund (NHF), Borno state agency for sustainable development and humanitarian response) in the NE to ascertain the difference which the IM humanitarian support program made to beneficiaries in partner organizations in terms of increased ability to undertake information management and analyses.
Harmonized all transcribed interviews to conduct descriptive and qualitative analysis of collated responses against the Evaluation ToC to review supporting evidence as part of the contribution analysis evaluation methodology.
- Developed the final evaluation report for the USAID BHA Information Management Humanitarian Support Program implemented by IMMAP, which put forward key findings across each evaluation criteria (relevance, effectiveness, efficiency and impact). Also developed multiple

Knowledge Management (KM) products (Learning brief, diary of quotes and info graphics) for presentation during the dissemination meeting with USAID BHA officials.

Head of Evidence and Learning (MST)

March 2020 – August 2020

Save the Children International

Yangon, Myanmar

As the Head of Evidence and Learning with SCI Myanmar, I ensured consistency and quality in research as well as the use of evidence in MST Cluster (Myanmar, Sri Lanka, and Thailand); by providing oversight of MEAL in the MST Cluster. Institutionalized evidence uptake and learning practices to inform adaptive management processes to lead the development of systems, processes and country capability for quality research and MEAL for MST Cluster.

Key Responsibilities and Achievements

- Developed a robust MST Evidence Catalog through the creation of a data repository of Knowledge Management (KM) products for the establishment of MST Community of Practice (CoP) e.g., MST Learning Briefs, MST Technical Notes, and MST Learning Notes.
- While working across MST countries to ensure the robust use of evidence and strong learning culture (built systemically into the design, approval, implementation and review of programs) I created country-specific Evidence and Learning Trackers (ELTs) for MST Cluster countries (Myanmar, Sri Lanka and Thailand) to monitor the process of evidence uptake and utilization for program adaptation, as well as meeting business development needs.
- Conducted technical review of MMR Country Office (CO) Monitoring and Evaluation (M&E) System protocols i.e., MEAL CO framework, Accountability framework Standard Operating Procedures (SOPs). This also informed the revision and adaptation of MMR CO Learning Agenda – finalized sector theme learning questions, COVID 19 learning questions, corresponding learning activities, associated learning products and action trackers as well as a defined dissemination plan.
- Provided routine TA support to MST country offices i.e., completed the technical review of SCI THA CO COVID 19 Response Strategy – MEAL log frame, supported multiple proposal development and program design for MMR and THA Cos, review of evaluation and assessment reports; and conducted bi-weekly technical sessions with CO MEAL Leads. This extended to supporting business development needs in Thailand, Myanmar, Laos and Bangladesh i.e. proposal development for MEAL frameworks and learning agenda for multiple donors e.g., EU, SDC and FCDO.
- Harmonized MST Research, Evaluation and Learning (MEL) systems through the consolidation of the respective country learning agenda which informed the development of MST cluster learning agenda by addressing the results of SCI self-learning assessment study conducted for respective country offices, which necessitated the creation of country- level learning agendas for Myanmar, Thailand and Sri Lanka.

Training Completed

Certificate Course in Personal Safety and Security (SCI 2020)

Principal Evaluator (PE)

January 2020 – February 2020

CBM International

Abuja, Nigeria

As the Evaluation team leader, I led the End Line Research Study to Explore Perceptions of Persons with Disability towards the Inclusiveness of Health Services (in Two Areas of Nigeria) for the Seeing is Believing (SiB) program. The three-year Comprehensive Child Eye Health in Nigeria (CCEHiN) sought to make comprehensive child eye health services available and accessible through promotion, prevention, medical care and rehabilitation / inclusive education targeted at vulnerable children. (December 2017 to December 2019).

Key Responsibilities and Achievements

- Developed and secured approval for both technical and financial proposals (i.e., through a competitive bidding process) to ascertain the perception of disability inclusiveness of health services in Nigeria (i.e., Nassarawa and the Federal Capital Territory) as part of the end line evaluation survey. While liaising with CBM Nigeria staff I ensured the quality and timely delivery of all evaluation task(s) and provided final approval of field visit plans, draft deliverable, and reports prior to submission.
- Designed a robust evaluation research methodology and analysis plan to facilitate a robust qualitative assessment of program outcomes. This involved the development of a harmonized QE3 framework which incorporated multiple evaluation methods i.e., outcome harvesting, outcome mapping and most significant change e.g., Formulated sub-research questions and put forward additional probing questions per research component for the perception survey. This informed the final design revision of end line survey instruments.
- Finalized the design of multiple research questionnaires (i.e., health facility questionnaire, program beneficiary questionnaire, and community stakeholder questionnaire) and successfully supervised field data collection including ensuring compliance to data quality standards and adherence to developed Risk Mitigation Plan (i.e., risk rating scale and risk mitigation strategy).
- Managed the recruitment of STTA personnel (STTA graphic designer and STTA videographer) to support the organization of a knowledge harvesting workshop of SiB program team/stakeholders i.e., the development of KM info graphics and short video clips.

- Supported a final dissemination event to disseminate findings from the end line research study of the SIB program. Presentations explored the validity of the SIB Theory of Change (ToC) across two main sessions i.e., Big Picture Reflection and Way Forward (design considerations).

Deputy Chief of Party/MEL Director

June 2019 – December 2019

Management System International

Abuja, Nigeria

Held a leadership role within a fast-paced environment with a focus on increasing productivity and efficiency levels. Tasked with leading technical functions related to a third-party monitoring system which was used to monitor trends related to programs in Nigeria funded by the USAID's Office of US Foreign Disaster Assistance and Office of Food for Peace. Developed and implemented innovative strategic plans which were adopted by OFDA/FFP to assist in the facilitation of USAID humanitarian assistance in Nigeria's north-eastern region.

Key Responsibilities and Achievements

- Created NMP Monitoring Plan (a key contractual deliverable) to define Third Party Monitoring (TPM) functions, which successfully outlined best practices, planned activities and procedures in addition to assisting internal teams with conducting in-depth field monitoring.
- Acted as Chief of Party (COP) on two separate occasions and liaised with MSI home Office to ensure timely submission of NMP contractual deliverable and reported on weekly program updates i.e., operations, programs, finance, partner engagements, and security risk assessment for field activities in the North-east.
- Finalized NMP Questionnaires and Protocols for target TPM sectors (WASH, Nutrition, Protection, Food Distribution and Health) for field deployment. This provided instrumentation to collect and report upon relevant information to verify the activities of select OFDA and FFP implementing partners implementing target sector activities in northeast Nigeria.
- Developed NMP Monitoring Schedule risk mitigation plan which was used to address potential issues with data quality. This SOP served as the primary guidance for assignment of field deployments, corresponding to IP specific activities for NMP monitoring. Thereby, providing a robust coordination system for weekly activity site visits with Implementation Partners and progress updates to USAID OFDA/FFP.
- Conceptualized and developed the Monitoring for Learning (M4L) – TPM strategy to facilitate monitoring of USAID Humanitarian Assistance in Nigeria. The M4L strategy outlined TPM information needs in the NE i.e., validation and verification protocols, activity monitoring for indicator reporting, context aware monitoring, beneficiary feedback, adaptive management and learning agenda.
- Wrote scope of work documents for team members, supervise internal team members, and led several functions which included project management, field coordination, IT, security, procurement, logistics, and finance.
- Acted as Co-Facilitator of meetings with a group of 15 OFDA/FFP partners in addition to leading a data instrument validation workshop for internal stakeholders.

Training Completed

Certificate Course in Community Preparedness, Recovery and Resilience (Coventry University, UK 2019)
 Certificate Course in Contract Management and Procurement (Coventry University, UK 2019)
 Certificate Course in Understanding Development Management (The Open University, UK 2019)
 Certificate Course in Gender and Development (Deakin University, Australia 2019)
 Certificate Courses in Data Protection and Mobile Device Safety (MSI 2019)
 Certificate Courses in Effective Project Management and Compliance (MSI 2019)
 Certificate Course in Contractor Performance Assessment Report (MSI 2019)
 Certificate Courses in Managing Performance and Evidence Based Management (MSI 2019)
 Certificate Course in Ethical Research Policy (MSI 2019)
 Certificate Course in SoGo Survey Training (MSI 2019)
 Certificate Course in Standard Operating Procedures Training (MSI 2019)
 Certificate Courses in Data Protection and Mobile Device Safety (MSI 2019)
 Certificate Course in Personally Identifiable Information (MSI 2019)
 Certificate Course in the Fundamentals of Leadership (MSI 2019)
 Certificate Course in Contractor Performance Assessment Report (MSI 2019)
 Certificate Course in Social Media from Security Perspective (MSI 2019)
 Certificate Course in Social Networking and Engineering (MSI 2019)

Monitoring, Evaluation and Learning (MEL) Advisor

July 2018 - May 2019

International Development Group (IDG)

USAID E-WASH Program

Research Triangle Institute (RTI) International

Abuja, Nigeria

Strategic leader within the organization tasked with providing technical leadership related to monitoring, evaluation, and learning activities related to the USAID E-Wash program (\$60.4MM program). Maintain oversight of an annual budget of over \$500,000 annually in addition to generating both

internal and external reports. Supervised a team of eight (8) MEL Specialists which required providing coaching and guidance along with handling both disciplinary and performance issues.

Key Responsibilities and Achievements

- Coordinated a bi-annual pause and reflect session which centred on building a collaborative learning environment focused on improving program outcomes in addition to attaining an opportunity to review program progress.
- Co-facilitated the conduct of Conflict Assessment (CA) and Political Economy Analysis (PEA) baseline surveys across 6 States (Abia, Delta, Imo, Taraba, Sokoto and Niger). Led the development, submission and briefing sessions for state-based PEA and CA reports to USAID Nigeria and Washington DC, USA.
- Executed M&E audits of several organizations, oversaw the pre-award assessment process for 38 identified eligible CSOs under the Civil Society Engagement Fund, and streamlined M&E audit reports for state water agencies and ministries of water resources prior to submission.
- Led the conduct of a Monitoring and Evaluation (M&E) Audit for E-WASH partner State Water Boards (SWBs) and respective State Ministry of Water Resources (SMWRs) in six states (Abia, Delta, Imo, Niger, Sokoto, and Taraba). This process assessed the strength and weakness of partner SWB units (i.e., M&E systems), including data collection, performance reporting and highlighting areas of improvement that might require additional focus and technical assistance.
- Developed a Hybrid Technical Evaluation Committee (TEC) process to inform the selection of six (6) intervention states for USAID E-WASH program e.g., led the development of a Hybrid Technical Evaluation Committee (TEC) process to inform the selection of six (6) intervention states for USAID E-WASH program. This involved establishing a robust two-tier rating system that applied an assessment rating index (i.e., state building index, service and operational improvement index, leadership index, opportunity index and security index) to assigned associated rated scores to each sub-component for onward collation and ranking at the committee level. The Hybrid TEC process was conducted in three (3) distinct phases i.e., Request for Expression of Interest (REOI) from USAID pre-selected states for self-evaluation, state validation exercise and finally the conduct of a TEC for final ranking and onward state selection.
- Designed multiple data collection tools (Self-Evaluation Matrix, State Validation Assessment Matrix, and TEC scoring sheets) linked to associated MS Excel database for effective record management of state selection and validation information for the state selection process. As part of my management functions, I developed detailed job description documents for all specialists within the E-WASH MEL team, MEL roster positions and oversaw the recruitment of two (2) key roving MEL specialists (i.e., Media and Communications Specialist as well as MIS Specialist) working alongside the regional HR specialist from RTI Nairobi office, Kenya.
- Successfully recruited data entry clerks to participate in the conduct of preliminary compliance assessment and facilitate effective record management of the E-WASH State Selection Process e.g., Self-Evaluation, State validation and TEC proceeding to update the E-WASH Consolidated State Selection Database.
- Developed E-WASH MEL Plan outlining key deliverable and planned activities for implementation across all intervention states for the reporting period 2018/2019. This included the development of a Results Framework, Theory of Change (ToC) Logic Model, created Performance Indicator Reference Sheets (PIRS) for all indicators, learning agenda, Performance Data Tables (PDTs), Indicator Performance Tracking Tables (IPTT) i.e., incorporated Knowledge Management (KM) and CLA approaches to inform effective documentation of learning outcomes to leverage adaptive management inputs to inform the re-alignment of E-WASH implementation strategy.
- Developed the annual MEL work plan document outlining planned M&E activities for the reporting period 2018/2019 e.g., annual surveys, KM/CLA events, capacity development workshops, development of communications strategy, research and data collection plan, KM strategy and action plan etc. Contributed to the development of the E-WASH Annual Work Plan (2018/2019) document i.e., developed the annual work plan for E-WASH Component Four (4) on Advocacy Coordination and Strategic Communications (ACSC).
- Prepared the E-WASH Quality Assurance Surveillance Plan (QASP) document used for managing contractor performance assessment by ensuring that systematic quality assurance methods validate that contractor quality control efforts are timely, effective, and are delivering the results specified in the contract or task order. This extends to the development of multiple E-WASH program reports and ad-hoc reporting requirements i.e., monthly and quarterly program reports, state selection reports and was also recognized as a Social Media Ambassador and Mentor within the RTI pilot mentoring program.

Training Completed

Certificate Course in Improving Writing Skills: Effective Report Writing (RTI Ux 2019)
Certificate Course in Introduction to General Data Protection Regulation (UCL 2018)
Certificate Course in Change Management (RTI Ux 2018)
Certificate Course in Quality Deliverable (RTI Ux 2018)
Certificate Course in Making Complex Evaluation Decisions (RTI Ux 2018)
Certificate Course in Monitoring, Evaluation and Learning (RTI Ux 2018)
Certificate Course in Records Management Basics (RTI Ux 2018)
Certificate Course in Quality Management Systems (RTI Ux 2018)

Certificate Course in Hostile Environment Awareness Training (Salama Fikira 2018)
 Certificate Course in Monitoring, Evaluation and Learning (RTI Ux 2018)
 Certificate Course in Sensitive Information Policy (RTI Ux 2018)
 Certificate Course in Security Awareness (RTI Ux 2018)
 Certificate Course in Dynamic Development (RTI Ux 2018)
 Certificate Course in Corporate Ethics (RTI Ux 2018)
 Certificate Course in Code of Conduct and Anti-Trafficking (RTI Ux 2018)
 Certificate Course in Records Management Basics (RTI Ux 2018)
 Certificate Course in Quality Management Systems (RTI Ux 2018)

Social Scientist Evaluator (SSE)

April 2018 - June 2018

Devtech Systems Inc. USA

Abuja, Nigeria

Engaged under a Short-Term Technical Assistance (STTA) consultancy contract as a Social Scientist Evaluator (as part of an evaluation team) to conduct a final performance evaluation of USAID Nigeria's Feed the Future (FTF) program (\$17,637,060) implemented Catholic Relief Services (CRS) and other partner organizations (i.e., 2013 to 2018) across six intervention states in Nigeria (i.e., FCT, Sokoto, Kebbi, Yobe, Adamawa and Borno). The aim of the final performance evaluation is to gather information (via desk study reviews, focus group discussions, key informant interviews and household surveys) on FTF program implementation through a mixed research questions approach (i.e., quantitative and qualitative); focused on understanding beneficiary progression along the pathway to prosperity to learn how future programs should be designed to improve quality of life.

Key Responsibilities and Achievements

- Acted as a short-term evaluation consultant within the organization tasked with working with an evaluation team to conduct a final performance evaluation of USAID Nigeria's Feed the Future program. Worked with additional organizations which included Catholic Relief Services and Mercy Corps across a group of six intervention states across Nigeria. Gathered and analyzed complex information from focus group notes, household surveys, and desk study reviews.
- As part of the preliminary desk research review, I developed a research data matrix highlighting reported performance outcomes, challenges encountered during implementation, key lessons learned, reviewed data sources and proposed data collection methods, accompanying Key Performance Indicators (KPIs), associated level of analysis for each indicator. For example, as the SSE I personally handle two research aspects of the final performance evaluation i.e., effectiveness of government investments in poverty reduction programs and overall sustainability of program results.
- Successfully supervised an eight-member enumeration team conducting Household surveys (HHS), Key Informant Interviews (KIIs) and Focus Group Discussion (FGD) of target beneficiaries of the USAID FTF program across the North-eastern States of Yobe, Borno and Adamawa over a two weeks' period. This extended to the development of associated M&E tools for conducting KIIs for Model Households, Government Officials, Village and Ward Development Committee (WVDC) members and community beneficiaries.

Deputy Monitoring and Evaluation (M&E) Manager (Program Development)

January 2017 – April 2018

Communities in Transition (CIT) Division

USAID /OTI Northeast Regional Initiative (NERI)

Creative Associates International

Abuja, Nigeria

Served as primary point of contact for Grants Unit on M&E status and issues related to all funded project activities (i.e., Northeast Regional Initiative) for the premier Countering Violent Extremism (CVE) funded program by USAID OTI in Nigeria. With a focus not limited to the development of periodic project performance reports, including weekly, bi-weekly, quarterly, semi-annual and annual reports.

Key Responsibilities and Achievements

- Established a harmonized Activity Reporting System (ARS) to facilitate robust grants monitoring to inform the timely collation and review of program level data for effective learning and knowledge management. Also revised, the weekly grants monitoring format to accommodate Key Performance Indicators (KPIs) to highlight performance milestones and showcase program outcomes on a weekly basis. Thereby, ensuring the States teams and M&E officers are aware of all M&E tasks and data collection, analysis and reporting of performance information of programs activities; to facilitate project evaluation, review and documentation of lessons, best practice, the sharing and dissemination of knowledge and experience that will inform leadership decisions.
- To facilitate a robust grant monitoring process, I designed, developed and established a Grants Monitoring Activity Tracker (GMAT) database for shared learning to inform the identification of evidence-based interventions across different States. By so doing, the M&E team was able to identify priority effectively document challenges related to grants implementation as well as proposed corrective action(s) to improve overall program performance.
- Managed the transition from paper-based data collection tools to mobile-based data collection system via the use of Kobo toolbox enabled tablets. This automation process was successfully deployed by the respective M&E officers across the Northeast while conducting a

program cluster-based survey for several intervention grants. In turn, the tablets were adopted to facilitate easy data collection and analysis during post activity impact assessments for the development of Final Evaluation Reports (FERs).

- As the acting M&E Manager for a period of eight (8) months, I successfully coordinated all program activities for a grant's portfolio of 120 active interventions across the Northeast of Nigeria. This involved directly managing a nine (9) member M&E team to get approvals for 336 Activity Monitoring Reports (AMRs) and 112 Final Evaluation Reports (FERs) across all program portfolios. Afterwards, I led a 5-member evaluation team to conduct a case study assessment of an intervention cluster (repairing social fabric) in Adamawa State, covering Mubi, Madagali and Michika local government areas.
- Managed the recruitment of two (2) new M&E Officers for the Yobe State, finalized annual appraisal assessments for four (4) M&E Officers as well as confirmed appointments for three (3) M&E officers after the successful completion of their probation periods. To ensure effective documentation of M&E reports, I instituted three (3) alternative systems to back-up program data (hard copy filing system, NERI SharePoint remote system, and routinely updates USAID.OTI database with narrative activity reports).
- Conducted routine capacity development sessions for all M&E staffs on the appropriate use and design of data collection tools/techniques and secured documentation to report on program indicators i.e. co-facilitated a Monitoring and Evaluation (M&E) training workshop for NERI M&E team on Knowledge Management, Conducting After Action Reviews, Adaptive Management, CYNEFIN Frameworks, Complexity Aware Monitoring – Principles and Approaches, Incorporating Collaborative Learning and Adaptation (CLA) Frameworks.
- Designed multiple data collection tools for monitoring and evaluation of field activities e.g., Activity Monitoring Report (AMR), Final Monitoring Report (FMR), After Action Review (AAR) template, Daily Evaluation Form (DEF) and Participant Evaluation Forms (PEF). This extended to the development of an Integrated Database Management System (IDMS) to inform the establishment of a robust M&E system for effective grants monitoring and performance evaluation of over 100 activities being implemented by NERI.
- Revised NERI M&E plan to accommodate innovative approaches to knowledge management and performance evaluation of activity level monitoring and evaluation. The M&E Plan outlines information on M&E calendar, the Northeast Intellectual Entrepreneurial Fellowship (NEIEF) program, awardees reporting, activity hotline, NERI M&E staff field monitoring visits, project implementation committees, success stories, newsletters, data collection matrix, social media analytic, weekly, quarterly and annual reports etc.
- Served as primary point of contact for Grants Unit on M&E status and issues related to all project activities, not limited to the development of periodic project performance reports, including quarterly, semi-annual and annual reports. Coordinated all effort towards the conduct of cluster evaluation of project activities; as well as conducted regular visits to represent the program positively and professionally in both internal and external environments.
- On the request of OTI Nigeria, I also served as the pioneer Regional Program Officer (Nigeria) for OTI programming in the Lake Chad Basin (LCB) region; by collaborating with multiple country programs (i.e., Niger, Cameroon and Chad) to facilitate cross-country learning and inform strategic partnership to counter violent extremism.
- Developed different training manuals on Preventing Countering Violent Extremism (PCVE) and Advanced Stabilization and Reintegration (ASR) for NERI program outlining information on the following components i.e., Assessments and Analysis of Stabilization and Reintegration Programs, Stabilization of the Post-Conflict, Environment, Preventing and Countering Violent Extremism (PCVE) and Managing Radicalization in Reintegration, Design and Operating of Reintegration Programs, Economic Reintegration, Social and Psycho-social Reintegration, and Reintegration of Specific Needs Groups.
- Developed a 138-page Disarmament, Demobilization and Reintegration (DDR) Training Manual and co-facilitated a DDR Knowledge Café for Northeast Regional Initiative (NERI) program staffs from Abuja, Yobe and Borno States, to step down training from the two weeks residential training course in DDR organized by the Kofi Annan International Peacekeeping Training Centre (KAIPTC), Accra, Ghana.
- Facilitated knowledge café sessions on Post-Conflict Stabilization, Peace building and Recovery frameworks, Monitoring and Evaluation in DDR, Dealing with Foreign Fighters, Cross-Border and Regional Issues in DDR, Security Sector Reform, Roles and Responsibilities of UN Police and Military in DDR, Designing, Planning and Financing DDR Programs, Conflict Analysis and Mapping, Transitional Justice, Social Reintegration, and Psycho-social Counselling. Other facilitated sessions covered Communications strategies and channels in DDR, Risk Management and IDDRS, Addressing Radicalization, Vulnerability and Building Resilience to Violent Extremism, Countering Violent Extremism (CVE) and DDR etc.

Training Completed

Certificate Course in Understanding the Rights of Women and Girls (YALI 2018)

Certificate Course in HEAT Field Communications (Creative Ux 2018)

Certificate Course in HEAT Planning your Security (Creative Ux 2018).

Certificate Course in Preventing and Countering Violent Extremism (AU/ KAIPTC Ghana 2017)

Certificate Course in Advanced Stabilization and Reintegration (KAIPTC Ghana 2017)

Certificate Course in Disarmament, Demobilization, and Reintegration (KAIPTC Ghana 2017)

Certificate Course in Principles of Intervention and Management in DDR and Peacekeeping Operations (POTI 2017)

Certificate Course in Financial Management Reporting (Last Mile Learning 2017)

Certificate Course in Financial Management (Last Mile Learning 2017)

Certificate Course in Understanding Renewable Energy (YALI 2017)

Certificate Course in Responsible Leadership on Transparency and Good Governance (YALI 2017)
 Certificate Course in Creative Sensitive Information (Creative University 2018)
 Certificate Course in Anti-Trafficking (Creative University 2018)
 Certificate Course in Procurement Solicitation (Creative Ux 2017)
 Certificate Course in Grants Solicitation (Creative University 2017)
 Certificate Course in Procurement Thresholds (Creative University 2017)
 Certificate Course in Grants Close out (Creative University 2017)
 Certificate Course in Grants Monitoring (Creative University 2017)
 Certificate Course in Procurement Preparation and Planning (Creative University 2017)
 Certificate Course in Procurement Process (Creative University 2017)
 Certificate Course in Fundamentals of Grants Management (Creative University 2017)
 Certificate Course in Ethics and Professional Conduct in the Field (Creative University 2017)
 Certificate Course in Procurement Evaluation (Creative University 2017)
 Certificate Course in Harassment: Sex, Religion and Beyond Employees (Creative University 2017)
 Certificate Course in Fraud Awareness (Creative University 2017)

Programs, Monitoring and Evaluation (PM&E) Coordinator

Oando Foundation

Oando PLC

January 2016 – August 2016

Adopt A School Initiative (AASI) Program

Abuja, Nigeria

Engaged on an STTA contract, I held a leadership role providing overall guidance and managed Oando foundation's program as well as M&E related functions to facilitate the implementation of organizational learning goals. Coordinated all activities for the Adopt-A-School initiative, being implemented by Oando Foundation aimed at increasing the access and quality of basic education in Nigeria.

Key Responsibilities and Achievements

- Coordinated the implementation of the Adopt-A-School Initiative (AASI) program across twenty-three (23) intervention states i.e. detailed project planning, implementation, budget management, evaluation and reporting to donors i.e. to ensure that the AASI program is effectively managed to achieve the foundation's strategic goals, corporate social responsibility as well as the parameters of the external funder i.e. conduct research studies, infrastructural development, teacher training, Information Communication and Technology (ICT) centre provision, Early Child Care Development (ECCD) centers, scholarship awards, School Based Management Committee (SBMC) training and state governance support; school feeding program, WASH interventions; conduct detailed needs assessment of target audiences to ensure accountability to beneficiaries.
- Managed overall operations, including input and outputs monitoring, while supporting/supervising all team members to ensure, smooth and effective operations for AASI program implementation. Supervised the production of all reporting requirements i.e., quarterly and activity reports, research studies and presentations. Liaised with team members to review quarterly reports from implementing partners.
- Provided M&E training for staff through the monthly development workshop as appropriate for building capacity on the use of data for decision making, learning and performance improvements i.e., including leading on knowledge management and plan development for the dissemination of learning as well as other resources for enhanced organizational effectiveness.
- Revised and updated the following M&E Tools. e.g., School Baseline Questionnaire (SBQ), Stakeholders Meeting Guide (SMG), School Inspection Report, School Monitoring Form, Scholar Bio-Data Form, Program Initiation Form (PIF) and the Preliminary Data Collection Form (PCD).
- Designed and developed the following M&E tools i.e., Program Documentation Form (PDF), Student Enrolment Form (SEF), Proposal Evaluation Form (PEF), Activity Completion Report (ACR) template, Procurement Planning Inventory Sheet (PPIS). Revised and finalized AASI Program Implementation Manual (PIM) to guide overall operations (i.e., Standard of Procedures) for implementing the AASI program across twenty-three (23) intervention states.
- Designed and developed a consolidated Student Enrolment Database (SED) to ensure proper documentation and storage of all enrolment figures for Out-of-School Children (OOSC) across all 100 intervention schools participating in the AASI program.
- Developed Terms of Reference (TOR) and Scope of Work (SOW) for consultants and reviewed all consultant reports/ assigned deliverable. Supported OF staff and implementation partners to comply with data requirements for internal and external program reviews, to ensure the development of sound M&E plans especially in the selection of appropriate indicators, activity reporting and verification of appropriate data sources for data collection.
- Provided overall guidance and managed all Oando foundation's Monitoring and Evaluation (M&E) related functions including the development and implementation of organizational learning and M&E frameworks; developed and reviewed a Master List of Indicators to ensure effective tracking and reporting of all key milestones for the different project components of the Adopt-A-School Initiative (AASI). This was achieved by incorporating performance indicators to ensure donor reporting requirements related to project M&E mandates were fulfilled in a timely manner.

- Designed and developed a Participatory Community Mapping Baseline Survey Guide as well as a Data Analysis Plan (DAP) for conducting a research study of Out-of-School Children (OOSC) across sixteen (16) states covering thirty (30) schools in Nigeria e.g. designed multiple data collection tools for the exercise e.g. Community Mapping Form, Rapid Appraisal Form, School Enrolment Form, Result Sheets for conducting Focus Group Discussions and a Participant Survey Questionnaire (PSQ) to be administered to identified key stakeholder groups i.e. state and non-state actors in the respective intervention States.
- Designed and developed a consolidated Participatory Community Mapping (PCM) Baseline Survey Excel Database for data entry and collation of over nine hundred (900) coded questionnaires administered across the different intervention states. For example, I established a robust Monitoring and Evaluation (M&E) Plan database system which incorporated the following documents in an excel consolidated database e.g., annual and monthly work plans, logical framework, results framework, M&E Risk Management Plan, M&E conceptual framework, M&E framework, results framework, M&E matrix, Data Collection Matrix (DCM), M&E Matrix, Next Steps Document and Project Implementation Plan (2016 – 2018).
- Designed multiple M&E tools for routine data collection exercises by implementation partners and program staffs e.g., Stakeholder Contact Form (SCF), Monthly Attendance Transition Sheet (MATS), Monthly Attendance Summary Sheet (MASS) and the School Enrolment Form (SEF).

Training Completed

(Pg.Cert) Disaster Management and Humanitarian Aid (Deakin University, Australia, 2016)
 Certificate Course in Disaster Management and Humanitarian Aid (Deakin University, Australia 2016)
 Certificate Course in Dependency to Partnership: Leading and Managing Change (USAID 2016)
 Certificate Course in Knowledge Management in Global Health Programs (USAID 2016)
 Certificate Course in Gender Monitoring and Evaluation (USAID 2016)
 Certificate Course in social media for Health and Development (USAID 2016)
 Certificate Course in Data Visualization (USAID 2016)
 Certificate Course in Climate Justice – Lessons from the Global South (UNESCO 2016)
 Certificate Course in Understanding Elections and Civic Responsibility (YALI 2016)
 Certificate Course in Dependency to Partnership: Leading and Managing Change (USAID 2016)
 Certificate Course in M&E Frameworks for HIV/AIDS Program (USAID 2016)
 Certificate Course in Dependency to Partnership: It is About Change (USAID 2016)
 Certificate Course in Online Communities of Practice for Global Health (USAID 2016)
 Certificate Course in Fundraising Concepts (YALI 2016)
 Certificate Course in Servant Leadership (YALI 2016)
 Certificate Course in Understanding Elections and Civic Responsibility (YALI 2016)
 Certificate Course in Global Systems Science and Policy (UNESCO UNITWIN 2016)
 Certificate Course in Monitoring and Evaluation of Holistic Early Childhood Care Development Programs (USAID 2016)
 Certificate Course in Online Communities of Practice (COPs) for Global Health (USAID 2016)

Program Assessor (West Africa)

June 2015 – January 2016

USAID Young African Leadership Initiative (YALI)

Abuja, Nigeria

The YALI is the signature initiative of President Barack Obama to invest in the next generation of African leaders in the areas of business and entrepreneurship, civic society and public sector management; with the aim to groom strong, results oriented leaders among the youths of Africa.

Key Responsibilities and Achievements

- As an assessor (volunteer), I was part of the team recruiting, reviewing applications and short listing the best candidates from West Africa with exceptional leadership capabilities for the YALI Regional Leadership Centre (RLC) in Accra, Ghana. Devoted 15-20 hours during a period of three to four (3 – 4) weeks (virtually) to review and filter through applications to the top 650 finalists in West Africa for the YALI Accra RLC e.g., using the online platform mElimu to review applications and interview the candidates for the July 2015, November 2015 and the March 2016 cohorts.
- Reviewed and evaluated applications using different assessment models i.e., application reviewing model, resume reviewing model, interviewing reviewing model and applicants' selection process and percentages model.; to provide participants with resources to peer networks, entrepreneurship support services and innovative technology solutions to foster long term sustainable impact in youth development in Sub-Saharan Africa.

Training Completed

Certificate Course in Management Strategies for People and Resources (YALI 2016)
 Certificate in Basics of Public Private Partnerships (YALI 2016)
 Certificate Course in Understanding Climate Change (YALI 2016)

Certificate Course in Fundamentals of Starting and Running a Business (YALI 2016)
 Certificate Course in Strategies for Professional Growth and Development (YALI 2016)
 Certificate Course in Community Organizing for Action (YALI 2016)
 Certificate Course in Business and Entrepreneurship (YALI 2016)
 Certificate Course in Civic Leadership (YALI 2016)
 Certificate Course in Strengthening Public Sector Service (YALI 2016)
 Certificate Course in Leadership (YALI 2016)
 Certificate Course in Workforce Collaboration and Development (YALI 2016)
 Certificate Course in Public Management (YALI 2016)
 Certificate Course in Business Expansion (YALI 2016)
 Certificate Course in Creating and Maintaining Social Enterprises (YALI 2016)

Monitoring and Evaluation (M&E) Advisor
Management Consultancy America (MCA) Division
Mott MacDonald Inc. USA

March 2014 – November 2015
USAID Reading and Access Research Activity (RARA)
Abuja, Nigeria

Technical leader on all MEL related activities on the USAID sponsored Nigeria Reading and Access Research Activity (RARA) to implement a 19-month Randomized Control Trial to develop and test equitable access monitoring framework through the conduct of Household parents' interviews on the perception of school quality to measure the impact of integrating Qur'anic learning centers in selected catchment areas. In this role, I provided guidance, leadership and directly support Abuja and state-based staffs through the coordination and management of all M&E tasks/ deliverable across the project i.e., provided technical oversight and quality assurance supervision extending to the conduct of a capacity mapping study of civil society organizations in Bauchi and Sokoto States.

Key Responsibilities and Achievements

- Designed, piloted and developed CSO capacity survey questionnaire in addition to the development of a consolidated database for collating capacity ratings and assessment grids for selected Civil Society Organizations (CSOs); established an effective M&E system for gathering, reporting and analyzing performance data; monitoring and reporting of research indicators.
- Conducted an M&E audit to ascertain areas for strengthening in the development of the M&E system for RARA, and tracking inputs to overall project performance indicators.
- Harmonized M&E data collection and reporting systems with USAID policies and education indicators to ensure timely accurate reporting. Designed Activity Completion Report (ACR) template, Monthly Attendance Summary Sheet (MASS), Activity Monitoring Tool (AMT), M&E Work Plan Document, M&E Matrix and Reporting Hierarchy and Standard of Procedure (SOP), Data collection Matrix and reporting hierarchy, M&E Calendar and M&E Next Steps Document for access research activities. This includes the development of research and data collection plans for testing key hypothesis i.e., Formulated a Theory of Change (ToC) for research components.
- Routinely monitored and reported on all research activities required to communicate program results and to improve implementation including the establishment of RARA M&E systems for gathering, reporting and analysing performance data for impact and quality control of research surveys; data collection activities i.e. supervising Almajiri mapping study i.e. Respondent Referral Surveys (RRS), Qur'anic Integration Program (i.e. questionnaire design and instrument pilot, Baseline, Mid line and End line).
- Supervised field teams for Household Listing (HHL) and Household Surveys (HHS) (i.e., baseline and End line); Early Grade Reading Assessment (EGRA) and Snapshot of School Management Effectiveness (SSME) (i.e., baseline and End line).
- Reviewed and updated the Monitoring and Evaluation (M&E) plan, next steps documents, results framework and monthly work plans; preparation of monthly, quarterly and annual reports in line with the Performance Monitoring Plan (PMP) i.e., for the routine update of USAID Performance Reporting System (PRS) to report on program milestones.
- Designed and routinely updated Monthly Activity Tool (AMT) for tracking completion of monthly research activities in line with established Means of Verification (MOVs) outlined in the monthly and annual work plans, for onward reporting and preparation of quarterly reports. Also designed, developed and routinely updated consolidated database for the Qur'anic Integration Study for selected Qur'anic learning centres in Sokoto and Bauchi States across nine (9) Local government areas across three data collection timelines (i.e., Baseline, Midline and End line).
- Provided information on learner participation, enrolment in integrated lessons, routine monitoring of attendance and learning centre profile to highlight community engagement and support for Integrated Qur'anic Centres.
- Designed and piloted data collection instruments and protocols; This extended to the documentation of best practices to facilitate the use of data to drive program design, decision making and articulate research findings. Including the development and testing of equitable access monitoring framework through the conduct of Household parents' interviews on the perception of school quality to measure the impact of integrating Qur'anic learning centres in selected catchment areas.
- Designed Monitoring and Evaluation (M&E) tools and developed consolidated database for research findings to routinely update records of the Integration of Qur'anic learning centers (IQE) in Sokoto and Bauchi States; in order to effectively provide statistical figures for developing the final report on IQE research for onward submission to USAID.

- Provided hands technical support for the conduct and monitoring of Early Grade Reading Assessment (EGRA) testing in Hausa and English in primary schools i.e., baseline and end line e.g., conducted and evaluated a Randomized Control Trail (RCT) in the instruction of reading across early grade schools, including the development of school-based monitoring systems for data collection and timely performance reporting and evaluation.
- While serving as the primary contact person for RARA to USAID in March 2015, I supervised both access and reading research activities. Including leading the process of designing, adopting and revising data collection tools i.e., Monitoring and Evaluation (M&E) Reporting Hierarchy, Data Collection Reporting Hierarchy, Monitoring and Evaluation (M&E) Calendar, Data Collection Matrix (DCM), Monthly M&E Work Plan Documents, Monthly Activity Summary Sheet (MASS), as well as the Centre Observation Tool (COT), Monthly Attendance Summary Sheet (MASS), Routine Monitoring Tool (RMT), Field Activity Summary Tool (FAST) and School Verification Tools (SVT).

Training Completed

Data Collection Using FS Mobile App (RTI International 2015)
 Certificate Course in Demystifying Monitoring and Evaluation (USIP 2015)
 The Art of Advocacy (Tech Change 2015)
 Mobile Data Solutions (Tech Change 2015)
 Certificate Courses in Information Management (Mott MacDonald, UK 2014)
 Certificate Course in Information Management System (Mott MacDonald, UK 2014)
 Early Grade Reading Assessment (RTI International, 2014)
 Snapshot of School Management Effectiveness (RTI International, 2014)
 Health and Safety Risk Assessment Training (Mott MacDonald, UK 2014)
 Certificate Course in Site Safety Awareness (Mott MacDonald, UK 2014)
 Integrated Management Systems (IMS) Overview (Mott MacDonald, UK 2014)
 Office Managers Risk Assessment Training (Mott MacDonald, UK 2014)
 Certificate Course in Understanding Performance Development Review for the Reviewee (Mott MacDonald UK 2014)
 Certificate Course in Performance Management for NGOs and CBOs (Last Mile Learning 2014)
 Project Control: Let's Talk (GPEL0315 – PROG) (Mott MacDonald 2015)
 Circles of Protection – (IM50081) (Mott MacDonald 2015)
 Making Logic Model Work for You (CES 2015)
 Certificate Course in Demystifying Monitoring and Evaluation for Practitioners (USIP 2015)
 Leadership for Young Professionals (Mott MacDonald Inc. USA 2015)
 Safe by Design (Mott MacDonald Inc. USA 2015)
 Evaluation Planning and Management (USAID/MEMS 2015)
 Certificate Course in Coaching for Results (Last Mile Learning 2014)
 Certificate Course in Performance Management for NGOs and CBOs (Last Mile Learning 2014)
 Systematic Management Failure – (IMSOO48-826) (Mott MacDonald, UK 2014)
 Office Managers Risk Assessment Training (Mott MacDonald, UK 2014)
 Performance and Development for Reviewers Training (Mott MacDonald, UK 2014)
 Certificate Course in Introduction to Information Management – (GPEL0069-PROG) (Mott MacDonald, UK 2014)
 Your Performance and Development Review (Mott MacDonald 2014)
 Passport for Project Directors (Mott MacDonald, UK 2014)
 Travel Security (Mott MacDonald, UK 2014)
 Basic Measurement Concepts in Six Sigma (Mott MacDonald, UK 2014)
 Business Ethics: Getting It Right (Mott MacDonald, UK 2014)
 The Safe Way to Work (Mott MacDonald, UK 2014)
 Site Safety Awareness Certification (Mott MacDonald, UK 2014)
 The Cost of Accidents (Mott MacDonald, UK 2014)
 Health and Safety Risk Assessment Training (Mott MacDonald, UK 2014)
 Adapting to Climate Change at Mott MacDonald (Mott MacDonald, UK 2014)

National Food Security and Livelihoods (FSL) Officer

Food Security and Livelihoods Department

Action against Hunger (ACF – USA)

As the National FSL Officer for the Nigerian Mission (i.e., directly assisting the FSL Coordinator) I prepared technical reports to provide contextual updates and overview of program activities across different program portfolios at Abuja Headquarters and State bases. e.g., participated in field technical assessments, surveys and design of interventions for cash-based interventions as well as the study of crisis scenarios, for the development of potential response matrix.

February 2014 – April 2014

DFID Child Development Grants Program (CDGP)

Abuja, Nigeria

Key Responsibilities and Achievements

- Facilitated the integration of WASH, Emergency Response (ER), Disaster Risk Reduction (DRR), and Community Management of Acute Malnutrition (CMAM), Infant and Young Children Feeding (IYCF) and Nutrition program outputs for developing FSL strategy including evaluating Cash Based Interventions (CBI) design options for donor projects with DFID, ECHO and UNOCHA.
- Reviewed existing approaches to FSL in Nigeria, to ensure timely reporting on evolving humanitarian needs; for the development and documentation of FSL information e.g., market prices, seasonal and regional trends to facilitate the identification of appropriate targeting criteria.
- Developed quality assurance checklists for systematic verification, monitoring, and evaluation to update and the management of ACF complaint response mechanism.
- Ensured ACF internal reporting standards and donor requirements conform to established monitoring mechanisms. Conducted Household Economic Analysis (HEA) Baseline Analysis of Livelihood zones (i.e., Millet, Cowpea and Sorghum) for two (2) Local Government Areas in Jigawa State; on the DFID sponsored Household Economic Analysis (HEA) Sahel Project in collaboration with Save the Children UK (SCI) and the Food Economy Group (FEG). This also extended to reviewing job description and recruitment of a Management Information System (MIS) officer in collaboration with Human Resources (HR) Coordinator.
- Acted as the Management Information Systems (MIS) officer for the Child Development Grant (CDGP) pilot phase. Assisted in the validation of procurement requests and review of expenditure budgets in line with approved project work plans and activities timelines e.g., developed a Standard of Procedures (SOP) for different access levels of the Stanbic IBTC bank e-payment platform system for cash disbursements i.e., unconditional cash transfers across different communities in selected Local Government Areas (LGAs) to enforce quality control for technical program validation.

Training Completed

Conditional Cash Transfer and Cash Based Intervention (ACF USA 2014)
Certificate Course in Nutrition – An Introduction (USAID 2014).
SPHERE Handbook in Action E-Learning Course (The Sphere Project 2014)
Community Management of Acute Malnutrition (CMAM) Toolkit (SCI UK, 2014)
Certificate Course in Household Economic Analysis (HEA) Baseline Assessment (SCI UK /FEG 2014)

Monitoring and Evaluation (M&E) Consultant

October 2013- January 2014

UNICEF - Girls Education Project (GEP3)

Abuja, Nigeria

Engaged on a third-party engagement contract through the Federal Ministry of Education to support monitoring and evaluation services to the DFID sponsored and UNICEF implemented Girls Education Project (GEP2) intervention across five (5) states in Nigeria (i.e., Bauchi, Niger, Sokoto, Zamfara and Katsina).

Key Responsibilities and Achievements

- Developed concept notes and strategy papers for increased women participation in education provisions across Girls Education Project (GEP3) States for the National Commission for Mass Literacy, Adult and Non-Formal Education (NMEC). Proven experience updating Education Management Information System (EMIS) practice including data collection and analysis, and used in effective management of information systems, planning and decision making i.e. as part of the team that designed, developed and reviewed a training manual for trainers of nomadic school teachers to promote active and collaborative learning for the National Commission for Nomadic Education (NCNE) i.e. developed training manual into distinct modules covering six-unit courses.
- Reviewed data collation and verification procedures from the first phase Community Household Mapping (CHM) of Out of School Children (OOSC) for the Girls' Education Project (GEP3) Community Mapping and Listing (CML) exercise in five (5) Northern States in Nigeria (Bauchi, Katsina, Sokoto, Niger and Zamfara) in collaboration with the Federal Ministry of Education (FME) Nigeria.
- Supported the development of SPSS and Excel database templates for community mapping of out of school children to create an Educational Management Information System (EMIS) in five northern GEP3 project States across Nigeria. Produced reports on the database template development and capacity building training workshop for Core Community Mapping Team (CCMT) for surveying out of school children in the 5 GEP3 project States.
- Provided technical support to EMIS focal persons in GEP 3 project States by reviewing community mapping procedures, code books, household mapping and listing tools for effective field questionnaire administration as well as the development of school enrolment questionnaire forms for the acquisition of educational records from different schools within the community mapping catchment areas for the Girls Education Project (GEP 3) project.

Program Associate (Monitoring, Evaluation, Reporting and Learning)

March 2013 – November 2013

Civil Society Legislative Advocacy Centre (CISLAC)

Abuja, Nigeria

As part of an internship placement with the Civil Society Legislative Advocacy Centre (CISLAC), I was engaged as a Program Associate to support organization wide Monitoring, Evaluation and Learning (MEL) functions across multiple donors funded interventions implemented across Nigeria.

Key Responsibilities and Achievements

- Conducted community needs assessment and stakeholders' power mapping for the development of effective communication strategies for engaging key legislative actors as well as senate committees for projects with the Nigerian National Assembly i.e., for engaging the Legislature towards the Passage of the National Tobacco Control Bill (NTCB) in Nigeria for the Campaign for Tobacco Free Kids (CTFK).
- Supported and managed monitoring and evaluation work plans for the evaluation of multiple program activities, legislative advocacy and engagements sponsored by Department for International Development (i.e., The Federal Public Administration Reform Program - FEPAR), United Nations Millennium Campaign (Millennium Development Goals), United Nations Development Program (Nigeria's Constitutional Review across North-western and North central Nigeria), Oxfam (Reforming the Extractive Industry and Oxfam Novib: Strengthening the NEITI Program), Ford Foundation (Internally Displaced Persons), and World Bank (Public Procurement), end of project assessment of Advance Ensuring Effective Implementation of the FOI Act (PACT/USAID).
- Analyzed results of lessons learned and provide strategies for the development of information via reports and dissemination reporting to stakeholders for public sector reforms, governance, and legislative engagement projects. Likewise, I also developed M&E capacity building plans to relevant State legislative committee members for evaluating government policies. This extended to procurement observation and reporting, tracking state level budget implementation of projects and assessment of data collection as well as management procedures to enhance performance evaluation.
- Developed logical frameworks for proposal designs, prepared technical reports, wrote policy briefs and routinely reviewed activity action plans for ongoing projects e.g., Strengthening Nigerian Citizen's Participation in Policy Development, Implementation and Monitoring of African Union Instruments (SOTU), Promoting Inclusive Legislative Processes and Effective Policy Implementation in Nigeria through Sustained Civil Society.
- Supported legislative engagement activities for the Capacity for Research and Advocacy for Fair Taxation (CRAFT), Building in the Oversight of Public Procurement in Nigeria under the Economic Reform and Governance Program (ERGP) with the Federal Ministry of Finance and World Bank, Reforming the Management of Internally Displaced Persons in Nigeria (Ford Foundation) among others.
- While serving as a World Bank trained public procurement evaluation professional with the National Procurement Watch Platform (NPWP) i.e., which is a coalition of civil society organizations engaged in monitoring government expenditures and procurement for respective Ministries, Departments and Agencies (MDAs).
- Actively observed, monitored and evaluated technical bid opening exercises for the Federal Ministry of Environment and the Federal Capital Development Agency (FCDA). Assisted in administering programs with partner institutions at National and State levels, developed project proposals, prepared reports and information materials and represented CISLAC in policy-related civil society networks.
- Formulated focused Information Education and Communication (IEC) resource materials to enhance the quality of campaign advocacy tools (i.e., policy briefs and advocacy briefs) used in engaging with stakeholders during advocacy visits to the National Assembly. E.g., created of logical frameworks for proposal designs; reviewing activities work plans, preparing and updating performance monitoring plans.
- Prepared policy briefs and white papers by reviewing background information on the activities of relevant Ministries, Departments and Agencies (MDAs) for engaging committees of the National Assembly e.g., participated in multiple advocacy campaigns, rallies and policy dialogues, which extended to the drafting of periodic and ad-hoc reports for routine reporting of program activities in line with donor requirements.
- Maintained monthly work plan database ,and prepared technical reports for ongoing projects Strengthening Nigerian Citizen's Participation in Policy Development, Implementation and Monitoring of African Union Instruments (SOTU), Promoting Inclusive Legislative Processes and Effective Policy Implementation in Nigeria through Sustained Civil Society- Legislative Engagement, Capacity for Research and Advocacy for Fair Taxation (CRAFT), Building in the Oversight of Public Procurement in Nigeria under the Economic Reform and Governance Program (ERGP) with the Federal Ministry of Finance and World Bank, Reforming the Management of Internally Displaced Persons in Nigeria (Ford Foundation) among others.
- Synthesized Monitoring and Evaluation (M&E) content for internal and external learning to ensure evidence-based content generation and internal/external dissemination of learning – summarizing key findings and messages of M&E reports including the summary of relevant content and lessons for a range of audiences.

Training Completed

Certificate Course in Public Procurement Monitoring (World Bank/CIPSM 2013)

Student Mentor and Volunteer Leader (SVL) CUSU Limited, Coventry University

May 2012 – February 2013
England, United Kingdom

During my postgraduate studies at Coventry University, United Kingdom, I volunteered as a student mentor with the Coventry University Students Union (CUSU), where I managed remote e-mentoring system to increase the awareness of Coventry university support services to international students enrolled in the student mentoring program prior to and after their arrival in the United Kingdom, thereby promoting their interest in other nationalities and cultures.

Key Responsibilities and Achievements

- Used my initiative to produce effective supervision timelines and engagement plans for my seven (7) assigned mentees to provide them with friendly help by sharing my personal experience and training on building employ-ability skills to encourage continuous professional development and registered volunteers. It was my first time managing a multicultural team, as I found the experience to be invaluable especially in maintaining effective working relationships with my program supervisor, my fellow mentors as well as my assigned mentees. It provided me with an opportunity to develop different approaches to meeting reporting deadlines based on individual requirements for each mentees.
- Proceeded to become a Student Volunteer Leader (SVL) i.e. as part of the Business, Environment and Environment (BES) team that supported an extensive support network of over 300 registered volunteers e.g. organized community engagement and advocacy campaign events to provide a personalized approach to developing employ-ability skills, evaluate project performance and monitor key program feedback relating to project deliverable e.g. created and assessed action plans for assigned student mentees and volunteers through case study assessments, conducting key informant interviews and focus group discussion.

Training Completed

Volunteering and Employ-ability Training (CUSU Limited, UK 2012)

Mentoring, Coaching and Volunteer Management (CUSU Limited, UK 2012)

Certificate Course in Learning ArcGIS Desktop (ESRI 2012)

International Environmental Governance (UNITAR 2012)

Young Leaders Mentor (YLM)

READ International, London

September 2012 – January 2013

Wales, United Kingdom

Actively volunteered as a Young Leaders Mentor with READ International supported youth-oriented programs in Wales among adolescents to contribute to the creation of a national network of young, active global citizens in schools (i.e., sixth form and college students in collecting about 1,000 books and fundraising to support students and teachers in different schools in Tanzania. Projects focused on encouraging students to develop employ-ability skills.

Key Responsibilities and Achievements

- Empowered young student leaders and their peers in East Africa i.e., through leadership mentoring and hands on volunteer management of young student leaders. Fund-raised to cover the costs of sending the books to schools in East Africa for the READ International Book Projects based at local universities. This was achieved through the development of remote mentoring platforms, facilitation of advocacy campaign events, engaging in routine school visits to mentor and coach student project leaders to improve overall project performance.
- Mentored and managed assigned young student leaders, facilitated advocacy campaign events, engaged in routine school visits to mentors and coach student project leaders.

Training Completed

Project Leadership and Development (READ International, UK 2012)

Performance Reporting, Monitoring and Impact Evaluation (PRIME) Officer

Project Research Consultant

March 2010 – September 2011

Abuja, Nigeria

Engaged on a short-term consultancy with Development in Practice (DIP) to monitor and evaluate Oxfam GB field projects in basic education, community health and rural livelihoods issues across seven States across north central Nigeria. In this role, I was responsible for ongoing monitoring and reporting of project activities required to communicate program results and to provide timely updates on implementation i.e., gathering, reporting and analyzing performance data for the review of progress e.g., conducting data quality assessments and verification checks, while performing data analysis using statistical packages.

Key Responsibilities and Achievements

- Conducted a mid-term policy review of Commonwealth Secretariat's Plan of Action 2005-2015 on Gender Equality in fifteen (15) African countries (critical areas 3 and 4: gender, poverty eradication, women empowerment and HIV/AIDS).
- Conducted data quality checks to monitor program targets and strengthen monitoring and evaluation systems for program improvements. Provided technical support for the operation as well as implementation of monthly/annual work plans and quality assurance systems to facilitate the collection, analysis, reporting and use of collated research output to support data triangulation for comparative evaluation purposes.
- Conducted data quality checks to monitor program targets and strengthen M&E systems for program improvements e.g., prepared a three-year public budget expenditure assessment for the Centre for Budget Advocacy and Capacity Building (CBPA) as an extension of the USAID ADVANCE project with Action Aid, Nigeria.
- Provided technical support for the operation as well as implementation of M&E work plans and quality assurance systems to facilitate the collection, analysis, reporting and use of collated research output to support data triangulation for comparative evaluation of programs.

Training Completed

Certificate Course in Demographic and Health Surveys: Data Use (USAID 2011)
Certificate Course in Geographic Approaches to Global Health (USAID 2011)
Certificate Course in Data Use for Program Managers (USAID 2011)
Certificate Course in Economic Evaluation Basics (USAID 2011)
Certificate Course for Health Commodities (USAID 2011)
Meritorious Achievement in Global Health Certificate (USAID 2011)
Certificate Course in Geographic Approaches to Global Health (USAID 2011)
Certificate Course in Logistics for Health Commodities (USAID 2011)
Certificate of Meritorious Achievement in Global Health (USAID 2011)
Certificate Course in Demography, Health Surveys (DHS) and Data Use (USAID 2011)
Certificate Course in Economic Evaluation Basics (USAID 2011)
Certificate Course in Data Use for Program Managers (USAID 2011)
Governance in Urban Sanitation (UNITAR 2011)

Design, Monitoring and Evaluation (DM&E) Associate Centre for the Right to Health (CRH)

**February 2009 – March 2010
Abuja, Nigeria**

As part of the National Youths Service Corps (NYSC) mandatory national service scheme for every Nigerian as directed by the Federal Republic of Nigeria. I was posted as a youth corps member for a one-year placement period with the Centre for the Right to Health (CRH) where my services were requested.

Key Responsibilities and Achievements

- Conducted independent data quality assurance and assessment against agreed indicators; including the conduct of baseline surveys to collate data on performance indicators for effective project administration of program objectives and budgets.
- Ensured that primary stakeholders were actively involved in undertaking participatory planning monitoring and evaluation for increased impact of The Enhancing Nigerian Capacity for AIDS Prevention (ENCAP-USAID) project goal is to reduce sexual transmission of HIV infections by scaling up prevention intervention in Bayelsa, Rivers, Benue, Taraba, and Ebonyi States and the Federal Capital Territory (FCT) and Ford foundation (Mobile Community Clinic) funded intervention projects.
- Provided support to the monitoring and evaluation officer on an ad-hoc basis to monitor the progress of the project, measure input, outcome and impact, including but not limited to conducting annual project reviews, participatory impact assessments and sharing of lessons-learned.
- Provided technical support to partner agencies in reviewing and evaluating program milestones to enhance the delivery of public health services to rural communities and vulnerable groups. This role provided me with a solid grounding in the management, administration and coordination of donor funded intervention projects.
- Developed Monitoring and Evaluation systems i.e., program indicator work plans for effective data collection, developed proposals with the identification of Key Performance Indicators for field surveys i.e., maintained updated Performance Indicator Reference Sheets for routine reviews of Performance Monitoring Plans.

Training Completed

Certificate Course in Population, Health and Environment (USAID 2010)
Certificate Course in Climate Change Adaptation Strategies and Disaster Management (ECRMI 2010)
Certificate Course in Recovery Strategy and Contingency Planning (ECRMI 2010)
Certificate Course in Data Quality (USAID 2010)
Certificate Course in Monitoring and Evaluation Fundamentals (USAID 2010)
Certificate Course in Non-Profit Management- (PPME) for Impact (YAC 2010)
Certified Project Management Professional (AFRIHUB 2010)

Urban and Regional Planning Associate Federal Capital Development Authority (FCDA)

**June 2007 – January 2008
Abuja, Nigeria**

Was engaged in a full-time professional practice internship program with the Federal Capital Development Authority (FCDA) and seconded to the Urban and Regional Planning Department. This was part of the required internship certification for Urban and Regional Planners during my undergraduate academic studies at the Federal University of Technology, Minna, Nigeria.

Key Responsibilities and Achievements

- Reviewed the Abuja Master Plan by conducting socioeconomic and baseline surveys (i.e., qualitative and quantitative analysis) of households, government institutions and private firms; as well we the preparation of planning briefs preparing Environmental Impact Assessment reports through data collection and demographic analysis.

- As part of the urban design team, I designed survey questionnaires for data collection exercises for the urban planning department to enforce development control standards and enhance project administration for the routine site inspection of mass housing projects; designed substantive programs and action strategies for urban development; proposed improvements to regional and master plans while also supervising Mass Housing Projects schemes.
- Produced reporting/ briefs on all tender requirements and monitoring public procurement benchmarks during project design, construction and execution phases. Routine activities covered the costing of sustainable Water Sanitation and Hygiene (WASH) services to support the implementation of urban sanitation interventions in different communities of the Federal Capital Territory.
- During this period, I was posted to the Lokogoma Mass Housing Project to supervise construction works by EFAB properties. This involved setting out and delineation of land plots, supervising procurement of building materials, inspection quality of building materials, and inspection of foundation casting.
- Other assigned duties extended to the conduct of on-site monitoring of all building construction activities, liaising with town planning inspectors to regulate city development, including the enforcement of development control and environmental regulatory compliance.

Research Assistant

January 2003 – August 2003

Gender and Development Initiatives (GDI)

Abuja, Nigeria

Engaged as a research assistant with Gender Development Initiative (GDI) a national non-profit organization supporting women-led initiatives to address development challenges among the less privilege and vulnerable populations in Nigeria. In this role, I administered multiple program activities across donor funded interventions specifically focused on community health services, Orphans and Vulnerable Children (OVC), sexual and reproductive health, women equality and youth empowerment.

Key Responsibilities and Achievements

- Identified and documented several case studies highlighting project targets, preparing progress and performance technical report writing. Other duties covered project administration, preparation of monthly and quarterly project reports and workshop organization.
- Provided general administration duties; program development and policy research i.e., review and evaluate case studies, research new business opportunities for fundraising, budget preparation as well as proposal writing. Contributed to the development and implementation of project baseline surveys through the collection, analysis and documentation of relevant policy data for assessing government budget implementation across different sectors and research parameters.

Professional Membership and Affiliations

Knowledge Management Institute (KMI USA)
Chartered Institute of Environmental Health (CIEH) United Kingdom
Nigerian Institute of Town Planners (NITP)
Canadian Evaluation Association (CES)
American Evaluation Association (AEA)
Registered United Nations Volunteers (UNV)

Referees

Name: Jeff Radan **Position:** Former Chief of Party (COP)
Organization: Management Systems International (MSI), Abuja, Nigeria
Phone No: +1 602-783-6956 **Email Address:** Radanjeff@gmail.com

Name: Mike Brewin **Position:** Founder Partner
Organization: Effect Signal, 15A Brunswick Square, Hove, BN3 1EH, United Kingdom
Phone No: +44 (0)7817293441 **Email Address:** mike.brewin@gmail.com

Name: Joy Amulya **Position:** Senior Technical Advisor, M&E
Organization: International Research and Exchanges Board (IREX)
Phone No: +1 (970) 4439426 **Email Address:** jamulya@irex.org

Name: Dr. Chidinma Anyanwu **Position:** Program Office Monitoring and Evaluation (M&E) Specialist
Organization: United States Agency for International Development (USAID), Abuja, Nigeria
Phone No.: +2348149576065 **Email Address:** anyanwuchidiezenwa@gmail.com