

## **SUMMARY**

Emeka has 9 years of experience working in result measurement across a wide variety of sectors. He has had experience applying the DCED Standard to private sector development projects working in agriculture, access to finance, women's economic empowerment, waste management, micro retailing, construction and real estate. Emeka also has 7 years of experience working in the public and private sectors. He has an MSc in Economics and is a Project Management Professional (PMP).

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## **EXPERIENCE**

**DFID/World Bank-funded Growth and Employment in States (GEMS4), Abuja** - A 5.5 year M4P program aimed at improving performance and inclusiveness of the wholesale and retail market system, increasing incomes and creating jobs for the poor and women.

### **Planning and Results Manager (May 2013 – Date)**

Worked with the project from inception phase to completion and designed the result measurement system in line with the DCED Standard; provided evidence to support results and coordinated 4 external reviews where the project scored As; worked with intervention teams to develop intervention guides – including results chains, indicators, measurement plans, results projections and systemic change trackers; led the design and implementation of intervention impact assessments; managed the results aggregation system, logframe updates and revisions; provided training for staff on result measurement; managed the knowledge management and communications team; led the process of reviewing progress, identifying learning and integration of learning into programming; led the design of the project's value for money (VFM) framework, data collection, analysis and reporting in line with DFID standards; provided support to DFID on aggregation of the Cross-GEMS logframe; led the production of the quarterly and annual reports including the project completion report; and prepared the project for a DCED mock audit.

### **Monitoring & Evaluation Consultant (December 2012 – April 2013)**

During the inception phase of the project, led the development of the logframe and M&E framework; supported intervention design, development of results chains, indicators and result projections; developed M&E manual, result measurement framework for the Challenge Fund.

**DFID/World Bank-funded Growth and Employment in States (GEMS2), Lagos** - A 5 year M4P program aimed at improving performance and inclusiveness of the construction and real estate sector, increasing incomes and creating jobs for the poor and women

### **Monitoring & Evaluation Consultant (December 3 – 21, 2012)**

Revised the programme's Theory of Change, reviewed existing M&E framework in line with DCED Standard; further developed Results Measurement Process Sheets (RMPS) to monitor outcomes of specific interventions and their impact on the sector; updated M&E calendar outlining how, when and by whom monitoring data would be collected; provided training for staff on result measurement; developed and updated Result Chains for interventions; and developed and updated Measurement Plans

## **Fusion Consulting Ltd, Abuja**

*A consultancy providing monitoring & evaluation and research services to donor programmes and non-governmental organizations*

### **Partner (August 2011 – April 2013)**

- Engaged by Enhancing Nigerian Advocacy for a Better Business Environment (ENABLE-a DFID funded programme) for the following:
  - As Lead Consultant for a stakeholders perception survey of research institutions and information users. Specific roles included survey design, questionnaire design, survey implementation, data analysis and report writing.
  - As Lead Consultant to provide research support to the Daily Trust Newspapers' Open Business Forum. Specific role included the development of a factsheet on unemployment and job creation opportunities in Nigeria.
  - As Lead Consultant for Kaduna State Chamber of Commerce, Industries, Mines and Agriculture in conducting a survey on multiple and illegal taxation in Kaduna State and maintenance of a tax diary. Specific roles included survey design, questionnaire design, tax diary design, survey implementation, data analysis and report writing.
  - To work with the National Chamber of Commerce, Industries, Mines and Agriculture (NACCIMA) to conduct research on access and administration of CBN intervention funds.
  - To work with the Kaduna Chamber of Commerce, Industries, Mines and Agriculture (KADCCIMA) to conduct research on multiple and illegal taxation in Kaduna State.
  - As Lead Consultant for capacity building and support for the Kaduna State Board of Internal Revenue in conducting a Tax Payers Perception Survey.
  - To design and implement an institutional assessment of the Fertilizer Suppliers Association of Nigeria (FEPSAN).
- Engaged by DEEPEN (a DFID-funded programme) to conduct a pilot study on multiple and informal taxes/levies/fees paid by private schools in Lagos.
- Engaged by Girl Hub Nigeria (a DFID and Nike Foundation initiative) to conduct a baseline survey to collect attitudinal and behavioural data on girls in Northern Nigeria.
- Engaged by Policy Development Facility (a DFID-funded programme) to conduct an assessment of the demand and supply of technical skills in Lagos, Abuja, Kano, Kaduna, Aba and Port Harcourt.
- Engaged by PrOpcOm Mai-Karfi (a DFID-funded programme) to develop an income based profile of the population in the rural Northern Nigeria states from secondary data collected by the Nigerian National Bureau of Statistics in the GHS 2010-11.
- Analysis of the Citizens Perception Survey data to provide effective and appropriate performance assessment (baseline) for the monitoring and evaluation needs for State Accountability and Voice Initiative (SAVI) – a DFID funded programme.
- Lead Consultant for specialized surveys for Cleen Foundation and The Alliance for Credible Elections. Specific roles included survey design, questionnaire design, data analysis, report writing, and presentation of results, including press briefing.
- Design and implementation of a nationwide Post-Election Survey for The Alliance for Credible Elections. Specific roles included survey design, questionnaire design, data analysis, report writing, and presentation of results.

## **NOI Polls Ltd, Abuja**

*An opinion polling firm and research consultancy*

### **Director, Strategy & Business Development (June 2009 –June 2011)**

- Lead Consultant for the Perceptions of Service Delivery and Governance in Five States (PSDG) survey which contributed to aspects of the baseline for three DFID State Level Programs (SLPs):

State Partnership for Accountability, Responsiveness and Capability (SPARC), State Accountability and Voice Initiative (SAVI), and Partnership for Transforming Health Systems 2 (PATHS2). Specific roles included coordination of inputs into and design of questionnaires, design of survey methodology, organization and management of fieldwork, quality control inspections, liaison and reporting to the SLP team, data analysis, report writing and presentation.

- Designed and implemented the Business Leaders' Perception Survey of the Investment Climate in Nigeria for ENABLE in 2009 and 2010. The survey objective was to gather evidence of perception of business leaders to help Business Membership Organizations (BMOs) provide evidence to convince policy makers that more needs to be done for the business environment. The survey was conducted in Abuja, Kaduna, Kano and Lagos states, with questionnaires administered to business leaders in various sectors using face-to-face interviews. Specific roles included a review and localization of the survey questionnaire, design of survey methodology, training of fieldworkers, fieldwork management and data cleaning.
- Designed and implemented a Business Membership Survey for ENABLE. The objective was to show leaders of BMOs the opportunities available for advocacy with respect to increasing membership, retaining existing members and enhancing effectiveness of advocacy using research resources. The survey sample included top level government officials, members of business organizations and non-members of business organization. A combination of in-depth interviews, open and closed end questionnaires were used to collect data for the survey. Specific roles included survey design, sample selection, interviewing, data analysis, report writing, and presentation at a roadshow.
- Consultant for a specialized survey for the Nigeria Infrastructure Advisory Facility (NIAF), a DFID-funded programme. The surveys were aimed at providing key information for the Nigeria Power Sector Reform Programme. Specific roles included questionnaire design, sample design and selection, and report writing.
- Lead Consultant for a nationwide survey on the 2011 Presidential Election and Lagos State-based survey on 2011 Lagos State Governorship Election for ANAP Foundation. Major roles included survey design, questionnaire design, survey administration and monitoring, data analysis, report writing, and dissemination of results.
- Lead Consultant for Electoral Reform Surveys conducted for the Alliance for Credible Elections. Specific roles included survey design, questionnaire design, survey administration and report writing.

#### **Access Bank Plc, Lagos**

##### **Head, Economic Intelligence & Publications Unit (June 2008- May 2009)**

Conducting empirical research; developed macroeconomic models and forecasted macroeconomic variables; built and maintained databanks; generated economic intelligence for top management; prepared presentations for top management; and contributed to and edited a weekly economic and financial publication.

#### **Central Bank of Nigeria (CBN), Abuja**

##### **Economist, Agricultural Studies Office, Research & Statistics Department (Jan. 2005- June 2008)**

Conducted studies on economic issues, monitored and reported on developments in the economy, participated in surveys, collected and processed economic data, and wrote periodic reports on the agricultural sector. Drafted various economic policy and sectoral reports, and made contributions to the following: CBN Annual Reports & Statement of Accounts: 2006, 2007, 2008; CBN Half Year Economic Reports; CBN Monthly Economic Reports; Monetary Policy Technical Committee Reports; and CBN Governors Consultative Committee Reports

Survey related assignments include:

- Design of collaborative surveys and interviewing of participants to determine the export potential of cassava, sesame seed and rubber in Taraba State (CBN and Nigerian Export-Import Bank, 2006).
- Quality assurance exercises for the National Survey of Agricultural Export Commodities in Kebbi State (CBN in association with National Bureau of Statistics, 2005-06).
- Interviewing of business enterprises and government establishments in the Annual Survey of Economic Activities for Ebonyi State (CBN in association with the National Bureau of Statistics, 2006).
- Interviewing of business enterprises and government establishments in the Annual Survey of Economic Activities for Delta State (CBN in association with the National Bureau of Statistics, 2008).

**Assistant Economist, International Economic Relations Department (May 2004 – Jan. 2005)**

Monitored developments in international and domestic petroleum sector; prepared briefs for Management on developments in the petroleum sector; prepared analytical reports on petroleum prices, production and distribution; participated in studies on the petroleum sector; and wrote routine and ad hoc reports.

**Broad Bank of Nigeria Ltd. (Now of the Union Bank Group), Lagos**

**Relationship Manager, Commercial Banking Group (April 2002 – April 2004)**

Business development and marketing; relationship management; credit appraisal and packaging; monitoring credit facilities; strategic planning; and competitor analysis.

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**EDUCATION**

2005-2007	<b>Master of Science (MSc) in Economics</b> Enugu State University of Science & Technology, Enugu, Nigeria
1995-2000	<b>Bachelor of Science (BSc) in Economics</b> Delta State University, Delta, Nigeria

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**ADDITIONAL TRAINING/WORKSHOP/CERTIFICATION**

2017	<b>The Practice of Problem Driven Iterative Adaptation: Building Capability by Delivering Results</b> Center for International Development, Harvard University
2016	<b>Result Measurement using the DCED Standard</b> Devlearn
2014 & 2016	<b>DCED Global Seminar on Results Measurement</b> Donor Committee for Enterprise Development (DCED), Bangkok, Thailand
2016	<b>“A RealWorld and Holistic approach to Results Measurement”</b> Jim Rugh, co-author of the book “RealWorld Evaluation”, Bangkok, Thailand
2015	<b>BEAM Exchange - Market Systems Approaches in Nigeria, Peer Workshop, Abuja, Nigeria</b> Delivered Presentation on “ <i>Monitoring &amp; Evaluation for Market Systems Development</i> ”
2014	<b>Project Management Professional (PMP) License No. 1785363</b> Project Management Institute
2010	<b>Survey Research Techniques</b> University of Michigan, USA

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