

CURRICULUM VITAE

Project: Senior Consultant

Family name: UKPONG
First names: Udeme Nkana
Date of birth: 16/11/1958 **Gender:** Male
Nationality (passport holder): Nigerian **Current Residence:** Nigeria
Education:

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:
University of Port Harcourt, Nigeria, 1983 - 1987	MBA degree in Finance
University of Calabar, Nigeria, 1977 - 1981	BSc degree in Economics
LATITUDEU	Certificate in Effective Project Management
University of Bologna Summer School, Italy, June 2010	Certificate in Monitoring & Evaluation of International Development Projects & Policy
MDF West Africa, Ghana June 2011	Certificate in Facilitating of Participatory Workshops
World Bank Institute, April-May 2013	Certificate in Economic Analysis of Investments
World Bank Institute, August 2013	Certificate in Policies for Jobs
UNDP, 25 March 2014	UNDP Procurement Process Training
World Bank Institute, March – June 2014	Certificate in Parliaments in Fragile States
World Bank Institute, March – April 2017	Development 4 Financing

Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
English	1	1	1
French	5	5	5

Membership of professional bodies:

- Institute of Business Consulting, UK
- Chartered Management Institute, UK
- Institute of Directors, Nigeria

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- Research Alliance for Development, France
- American Evaluation Association
- Institute of Management Consultants of Nigeria (1994)
- Nigerian Economic Society (1986)

Other skills: (e.g. Computer literacy etc.): IT skills (MS Word, Power Point & Excel), self-management, team leadership, knowledge transfer, planning, co-ordination, report writing, presentations, etc.

Present position: Senior Partner, Sharon Consultative and Research Management

Key qualifications:

- Expert has advanced degree in **Finance** in addition to a BSc degree in **Economics** and several relevant certifications in finance, etc in addition to **over 15 years of professional experience** in Africa covering MSMEs, business climate, private sector development, financial management, economic analysis, investigations of **funding mechanisms for development projects (EU's EGNOS Roll-out in Africa and the EU's Multi-Donor Trust Fund for the Niger Delta region in Nigeria)**; he has over 5-7 years of previous experiences of serving on the boards of two (2) NGOs (**David Bassey Ikpeme Foundation in Port Harcourt and Sustainable Development Network of Essien Udim**) to provide advisory on **Corporate Social Responsibility (CSR) activities in farming communities and HIV / AIDS** in Nigeria / Africa and has participated in the assessment of grant applications for **two (2) EU's grant calls (INSIDE Nigeria and MPP 9)** and for **one (1) grant call of the African Development Bank (Agricultural Fast Track Programme for 24 eligible African nations)**;
- Expert was contracted by the **African Development Bank** to evaluate the business regulatory environment of 54 African countries under the **Country Policy and Institutional Assessments of Year 2016** especially the specific aspects of factor markets (land and labour), on-going regulations for business, and, the regulations regarding business entry and exit;
- Expert was the **Regional Team Leader (South South region) for Landscaping Survey of credible CSOs for possible Engagements with The Bill & Melinda Gates Foundation in Nigeria**;
- Expert has expertise in the review of corporate documents / annual reports of large private corporations (multi-nationals & local conglomerates) to identify **budgets for Corporate Social Responsibility (CSR) activities** and Development Strategy Documents of various international donor agencies and international CSOs to identify primary focus areas for **development financing** budgets in developing country contexts;
- Institutional specialist with previous work experience in the Nigerian energy sector; has consulted for the Nigerian energy sector prior to serving on the board of Ibom Power Company Limited (IPP of 187 mw in Nigeria); has good understanding of the general development country context in relation to that of the energy sector since 1997 in Akwa Ibom State; participated in the board review of state-owned IPP towards institution strengthening and staff capacity building;
- **Expert is experienced in identification and formulation of projects and has hands-on EU work exposure covering several programmes in Africa;**
- **He has a high proficiency in oral and written English language;**
- Expert has good experience in the relevant fields as well as work exposure cutting across most geo-political regions in Nigeria and current experience in the Niger Delta region; good knowledge of project management acquired in indigenous construction industry;

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sound experience in international development cooperation covering previous work for the **EU as Senior Expert 2 on the feasibility assessment of a multi-donor trust fund for the Niger Delta region** as well as previous work for the DFID, UNDP, World Bank, etc;

- **Expert has good experience in the EU development cooperation actions**
- Expert is a diagnostic analysis expert; expert has experiences working on Arthur Andersen & Co's teams on business strategy analysis;
- Expert has undertaken assignments in most of the States within the Niger Delta region; expert had served on the board of Akwa Ibom Power Company Limited as **Vice Chairman**; expert has recent experiences facilitating sessions for commercialisation in agriculture involving over 28 hectares of agricultural land holdings of SMC /Total Exploration and Production Nigeria Limited covering the concepts, process, benefits and key success factors under the Corporate Social Responsibility (CSR) activities of the international oil company;
- Ample working experience in the field of **economic development, corporate governance, HRM, procurement**, with MDG areas such as health, education and energy
- Good report writing and communication skills; expert is a team player with demonstrated cross-cultural sensitivity, interpersonal skills and negotiation skills
- Well experienced in microfinance (governance & credit schools), **project evaluation, grant assessment, proposal writing (for various donor-funded projects) diagnostic reviews and institutional assessments, procurement, policy formulation, design, planning and financial reviews**
- Certified in facilitating of participatory workshops, **monitoring & evaluation**, capacity building & is a training expert

Professional experience

Date from - Date to	Location	Company & reference person ¹ (name & contact details)	Position	Description
18 Sept 2017 – 4 October 2017	Nigeria	African Development Bank	Technical Appraisal Consultant	Consultancy for the Technical Appraisal of 36 Agricultural Proposals from eligible African countries, recommendations of viable ones for the grants of USD 100,000 – USD 1,000,000 per project.
February 2016 – Jan 2017	Nigeria	Private promoters (local & overseas)	Lead Expert	Design of Business Plan for Uyo Business School. S.C.R.M. was commissioned to benchmark the Lagos Business School, study the market needs for executive business education in principally South South and South East Nigeria and design a realistic Business Plan for a world-class executive business education to enhance the competitiveness of the Southern Nigeria in employability skills for strategic management of key growth sectors of the economies of the regions.
Nov 2016 – Jan 2017	Nigeria	African Development Bank	Lead Peer Reviewer – Business Regulator y Environment (2016 CPIAs)	Business Regulatory Environment consultancy for the African Development Bank’s Country Policy & Institutional Assessment of 54 African member states (2016 CPIAs)
April – May 2016	Nigeria	African Development Bank	Technical Appraisal Consultant	Consultancy for the Technical Appraisal of 32 Agricultural Proposals from 24 eligible African countries, recommendations of viable ones for the grants of USD 100,000 – USD 1,000,000 per project.
Oct 2014 – Feb 2015	Katsina State	DFID / Adam Smith International of UK	Project Manager	GEMS 3 Baselines in Katsina State (Tax Harmonisation & Land Administration Surveys) Led the proposal preparation team, defended the bids, negotiated contracts, coordinated the survey team training, did recruitments of field staff and deployments, raised the data analysis team and coordinated the report production for submission.

¹ The Contracting Authority reserves the right to contact the reference persons. If you have any objection to this fact, kindly state so and provide a justification

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<p>16 March 2014 – 7 May 2014</p>	<p>Abuja</p>	<p>EU-BizClim / Italtrend, Italy Silva Prodi italtrend@italtrend.com</p>	<p>Associated Expert / Supervisor (Abuja Logistics)</p>	<p>EU-BizClim Leaders’ Forum on Sovereign Wealth & Pension Fund with respect to Investing in Africa and Infrastructures Drafted the communications strategy portion of the bid proposal for Italtrend Worked in collaboration with key expert & event planner to undertake the following tasks: Prepare a draft inception report on the basis of the methodology proposed; secure additional guidance on outputs expected; identify and ensure the participation of 60 sponsored participants; prepare the logistics of the Forum, visibility and other material, background papers and other relevant content; hold a two-day Forum and facilitate discussions among participants; draft a summary of proceedings and roadmap for future activities and, disseminate information, findings and results in English.</p>
<p>17 Dec 2013 – 14 March 2014</p>	<p>Port Harcourt</p>	<p>The Development Research and Projects Centre</p>	<p>Zonal Team Leader</p>	<p>Landscaping Survey of viable CSOs and CBAs in the South South Nigeria region for Engagement by The Bill and Melinda Gates Foundation in Nigeria Work involved Briefing Meeting at Abuja, Recruitment of Field Investigators (4), Using the Delphi Research methodology to administration of 4 sets of questionnaires (Q001, Q002, Q003 & Q004 and IDI) in all six (6) states of South South of Nigeria, Quality Controls and, Report Production.</p>
<p>Sept 2013 – Dec 2013</p>	<p>Lagos</p>	<p>The Nigerian Economic Summit Group Ltd / Gte, Lagos - Nigeria</p>	<p>Team Leader</p>	<p>Socio-Economic Assessment of South West Nigerian States and FCT, Abuja covering over 120 communities (1,760 respondents and IDIs) Work involved Inception, Survey Team Training, Pre-test, deployment of field experts to all LGAs of cited study sites to interview across all socio-economic classes, 50:50 gender, urban-rural split of 60:40, equal number of respondents from each local government and each state; conduct of IDIs with senior executives of the State Ministry of Economic Planning; collation of questionnaires; etc</p>
<p>March 2013 – April 2013</p>	<p>Port Harcourt</p>	<p>Sharon Consultative & Research Management</p>	<p>Lead Proposal Writer</p>	<p>Nigeria Off-grid Lighting Market Research Brief World Bank and IFC identified Nigeria as an important market for the off-grid lighting solutions and products considering the sustained acute electricity deficiency, the millions of poor households without access to the national electricity grid, the potential to significantly reduce household spending on costly and unsafe alternatives, the extent of reduction in domestic risks</p>

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				<p>and environmental degradation as well as the resultant increase in productivity across households. Clearly, Nigeria represents a huge business opportunity for partner manufacturers looking to play in this market.</p> <p>A pan-Nigeria with particular concentration on nine areas/ states that provide the most representative information and offer the most viable commercial opportunities. It is required to choose 2 states each from the North-Central, South-West, South-East regions respectively (total of 6 states). And 1 state each from the North-East, North-West, and South-South (total of 3 states) regions.</p> <p>In view of the foregoing, World Bank/ IFC sought to carry out a market study to scope the market for off-grid lighting solutions in Nigeria. The study was to provide insights on key demand-side and supply-side trends and issues, and clearly capture the opportunity areas in the off-grid lighting market.</p> <p>The findings, insights and recommendations emanating from the proposed study were to form the basis for the development of a comprehensive market entry strategy for manufacturers, distributors and retailers of off-grid lighting products and solutions, seeking to serve the Nigeria market.</p>
Feb 2013 – date	Home-based & mission to Abuja	European Union/ FDC of France/ Alpha Consultants srl CSC Finance Emiliano Spaltro Email:es@alphaco ns.eu	Senior Consultant	Detailed Investigations on Financing Modalities for EGNOS in Africa Project covering the African Development Bank, Nigerian aviation authorities, NEPAD and COMESA Assignment covered detailed desk research, qualitative research, analysis of data and reporting
31 Aug 2012 to 1 Sept 2012	Port Harcourt, Nigeria	Total Exploration & Production Company Nigeria Ltd / Eric Ighalo & Partners Ltd Eric Ighalo Email:ighaloeric@yahoo.com	Senior Consultant, Commercialisation	Commercialisation of the SMC Farms of Total Exploration & Production Company Nigeria Limited of over 27 hectares in Rivers State / Niger Delta region Expert was procured by Eric Ighalo Associates Limited to facilitate sessions on Commercialisation: Concepts, Process and Benefits as well Key Success Factors for Commercialisation of Agricultural Farms . Facilitation done for both farm staff and senior management of Total Exploration over 2 days plus co-authorship of report to the Deputy General Manager-Sustainable Development of Total Exploration.
April 2012 – May 2012	Home-based	European Union/ Alpha Consultants srl /ECORYS/ CSC Finance	Senior Consultant	Review and Refinement of Concept Note prepared by the SUCCESS Project Team on Grant Financing Opportunities for EGNOS in Africa Project Expert was procured to review, challenge and refine the entire roadmap documents prepared by the SUCCESS Project Team as well as conduct detailed investigations of

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		Emiliano Spaltro Email: es@alphaco ns.eu		available grants at the African Development Bank and NEPAD's IPPF for funding the various phases of EGNOS in Africa Project towards improvement of aviation sector safety in West Africa and South Africa
April 2012	Home-based	GLG Councils, USA Patrick O'Brien Email: po'brien@glgroup.com	Energy Advisor	Market for Modular Small Scale Refinery Plants in Nigeria Expert was procured to discuss the market outlook for modular refinery plants and advise the US client on the regulatory requirements for promotion of private refineries in Nigeria
1 Sept 2010 - to April 2011	Lagos, Kano & Enugu States, Nigeria	World Bank, Washington DC Naotaka Sawada Task Manager nsawada@worldbank.org Reference No: 7156556	Senior Consultant (Design of EOI, design of Proposal, review and actual execution)	Rural Investment Climate Studies in three (3) Nigerian states of Lagos, Kano and Enugu involving training on household questionnaires, community questionnaires and enterprise level questionnaires for both non-farm and farm enterprises; fieldwork in at least 10-12 communities in selected rural Local Government Areas of each of States; data entry & cleaning; data analysis and report production. Objective of the study is to design interventions for enhancing the business environment in rural areas so to boost on-going efforts to reduce poverty in the rural areas of Nigeria. The assignment supports Nigerian government efforts at reforming the investment climate with targeted interventions such as FADAMA 3 and CAD schemes of the Federal Ministry of Agriculture.
6-23 Sept 2010	Home-based in Nigeria	European Union MPP9 Programme/ Community Development Foundation, Nigeria Idem Udoekong (Team Leader) e-mail: iudoekong@gmail.com	Assessor	Assessment of Concept Notes and Full Proposals of applicants in Nigeria for EU Grants for micro projects programme in the Niger Delta Region, Nigeria. Worked covered over 25 concept notes and 10 full proposals submitted by various CSOs and NGOs in the Niger Delta Region.
15 June 2010 – 28 July 2010	Abuja, Niger Delta Nigeria	European Union/ Femconsult Patricia Tesselhoff ptesselhoff@femconsult.org	Senior Fund Management Specialist	Support to the Design of the Niger Delta Multi-Donor Trust Fund <ul style="list-style-type: none"> Analyzing the feasibility of the proposed Trust Fund to implement development programmes in the Niger Delta region. Drafting the policy document that could be used as the financing policy of the Multi-Donor Trust Fund. Drafting the Operational Plan for the Multi-Donor Trust Fund Drafting an administration agreement between the trustee and the EU Delegation.

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				<ul style="list-style-type: none"> • Drafting a Project Identification Fiche for 10th EDF support to the Niger Delta region.
20 April - 6 May 2010	Home-based in Nigeria	European Union/EU INSIDE/ECO Contact Persons: Caroline Arnauts (ECO) & Idem Udoekong (Team Leader) caroline.arnauts@wc.be & iudoekong@gmail.com	Assessor	Assessment of 34 Concept Notes and Full Proposals EU Grants for big grants (10nos of EUR 200,000-500,000 each) and 24 nos small grants of Nigerian Naira 9m-21m each under Nigeria INSIDE Programme. INSIDE is a programme implemented in Nigeria under the responsibilities of the National Planning Commission and through the services of a Consortium lead by the European Consultants Organization. The programme is funded by the European Union.
12-22 Jan 2010	Port Harcourt, Nigeria	Sharon Consultative and Research Management, Port Harcourt Charity Osuji, challomkindy@yahoo.co.uk	Lead Proposal Writer	Designing of technical and financial proposals for Baseline Assessment of HIV Prevention KAPB in one selected urban and one selected rural LGAs in Kogi and Taraba States, Nigeria Submitted to Management Sciences for Health (Faruk Sulaiman; bids_lms@msh.org)
19 Oct – 16 Nov 2009	Port Harcourt, Nigeria	World Bank/ Sharon Consultative and Research Management, Port Harcourt Charity Osuji, challomkindy@yahoo.co.uk	Member, Proposal Design Work-group	Designing of the technical and financial proposals for Impact Evaluation of the Training of Community Directed Distributors and Patent Medicine Vendors in the Prevention and Treatment of Malaria in Akwa Ibom and Anambra States Submitted to the World Bank, USA (Marcus Holmlund; mholmlund@worldbank.org)
April – August 2009	Port Harcourt, Nigeria	European Union-ACP BizClim / WYG International of	Associated expert on PSEEF	Engaged as a member of the network of associated experts for the Private Sector Enabling Environment Framework for the ECOWAS Secretariat. Prepared project fiches on the following : <ul style="list-style-type: none"> • Development of Capacity and Framework at the ECOWAS Commission for monitoring

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		UK, Anna Sobilo <u>anna.sobilo@wyginternational.com</u>		investment climate; <ul style="list-style-type: none"> • ECOWAS Investor Conference; • Field Survey on Micro-Finance Demand in Sierra Leone; • Africa Diaspora Investment Facility; • Preparation of Regional Investment Agreement; • Policy-Dialogue Strategy to Harmonise the Financial Sector Markets in the ECOWAS Region; and, others.
10-12 Nov & 27-29 Oct 2008	Eket and Uyo, Nigeria	UNDP/ Noble-Consult Nigeria Ltd Joseph Inyang, Co-ordinator, <u>josephchats@yahoo.com</u>	Consultant	Capacity-building workshop for elected Officials of the Local Government Councils in Akwa Ibom, Covered design of socio-economic blueprints, public financial management, public procurement systems, relationships with the State Government, role plays/ case study. Fiscal responsibility act and public procurement act were explained to attendees.
16 Nov 2007	Port Harcourt, Nigeria	First Inland Bank Plc Regional Office Sam Inyang, Deputy Gen Manager, <u>samudofa@yahoo.com</u>	Lead Consultant	Regional Retreat of all top managers and branch managers in the South South Nigeria. Presented a paper on Market Segmentation for mobilisation of stable deposits and facilitated a Strategy Session.
February 2007	Barbados	Government of Akwa Ibom State/ Aqua Sol of Bb James Essien Esqr Project General Counsel, <u>lawinc2006@yahoo.com</u>	Team member	Negotiation of a joint venture for the manufacture of solar water heaters in Nigeria with Barbadian technical partnership and equity (AquaSol Limited of Babardos). Discussed with various high-ranking Barbadian government officers and BIDD to secure USD 1 million loan from the Enterprise Growth Fund of Barbados for the joint venture in Nigeria (Akwadol Nigeria Limited). Presented detailed Business Plan of the venture.
Nov – Dec 2006	Abuja & Kaduna, Nigeria	European Union /SRIP/ National Planning Commission Mary-Anne Oke, <u>mnoke_2000@yahoo.com</u>	Lead Consultant	Supporting Reforming Institutions Programme (SRIP). Led the team of Assessors to study the socio-economic blueprint of the Kaduna State Government; evaluated the State's budget and public financial management; assessed service delivery ; validated transparency and communications in the governance of the State.

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Oct 2006	Uyo, Nigeria	Government of Akwa Ibom State, Nigeria: Ministry of Economic Development Dr Ebebe Ukpong, Hon Commissioner, Tel: +234-8022923054, ukebak@yahoo.com	Lead Consultant, Technical Capacity Building	Offered technical assistance to the Ministry of Economic Development on the SEEDS (States Economic Empowerment & Development Strategy) Benchmarking Process and trained all top Directors, Permanent Secretaries and Commissioners so as to improve the State's overall performance ranking in governance systems .
August 2006	Yenogoa, Nigeria	Government of Bayelsa State, Nigeria; Timothy I Effiong, Co-ordinator, tieeffiong@yahoo.com	Lead Consultant, Technical Capacity Building	Offered technical assistance to the State's Ministry of Economic Planning on the SEEDS (States Economic Empowerment & Development Strategy) Benchmarking Process and trained top Directors so as to improve the overall ranking of the State in governance systems. Follow-up work to brief the State's Exco was later aborted by political campaigns of the State Governor.
July – Aug 2005	Ibadan, Nigeria	UNDP / National Planning Commission Dr Chukwuma Agu, AIAE-Enugu (Supervising Firm) Tel:+8035980798	National Consultant/ Team Leader	Served as Team Leader of Assessors for UNDP in Oyo State on the detailed reviews of the policies, budget & financial management, service delivery and transparency and communications of the Oyo State Government . Worked covered principally the Oyo State's Economic Empowerment and Development Strategy (SEEDS) , reviews of annual budgets, debt management, existence of MTEF, existence of MTSS, evaluation of Due Process mechanism, poverty reduction strategies, Core Welfare Indicator Surveys undertaken, etc.
June-July 2005	Osogbo, Nigeria	DFID / National Planning Commission Steve Burton & Jasmine Nsofor s-burton@dfid.gov.uk	National Consultant/ Team Leader	Served as Team Leader of Assessors for DFID in Osun State on the detailed reviews of the policies, budget & financial management, service delivery and transparency and communications of the Osun State Government . Worked covered principally the Osun State's Economic Empowerment and Development Strategy (SEEDS) , reviews of annual budgets, debt management, existence of MTEF, existence of MTSS, evaluation of Due Process mechanism, poverty reduction strategies, Core Welfare Indicator Surveys undertaken, etc.

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		kjnsfor@dfid.gov.uk		
June 2005	Akure, Nigeria	DFID / National Planning Commission Steve Burton & Jasmine Nsofor sburton@dfid.gov.uk kjnsfor@dfid.gov.uk	National Consultant/ Team Leader	Served as Team Leader of Assessors for DFID in Ondo State on the detailed reviews of the policies, budget & financial management, service delivery and transparency and communications of the Ondo State Government. Worked covered principally the Ondo State's Economic Empowerment and Development Strategy (SEEDS) , reviews of annual budgets, debt management, existence of MTEF, existence of MTSS, evaluation of Due Process mechanism, poverty reduction strategies, Core Welfare Indicator Surveys undertaken, etc.
June 1999- May 2003 & Feb 2005 – May 2007	Uyo, Nigeria	Akwa Ibom Investment & Industrial Promotion Council Senas J Ukpanah, OFR Chairman, Economic Policy Committee; Tel: +234-8022909118	Member	Served as a member of the Economic Policy Committee of the Council under the Office of the Governor of Akwa Ibom State for two (2) terms and had responsibility for the analysis of existing policies and advising on new economic directions to enhance socio-economic development programmes in the Nigerian State; privatisation mandates, investment promotion, design of socio-economic blueprints. Co-authored the blueprint for investments in independent power project, GSM network, marginal oilfields, etc in Akwa Ibom State.
Aug 1985 – Jan 2000	Various locations, Nigeria	African International Bank Limited	Trainee Officer to Senior Manager	Banking industry experience including pioneering leadership of the Energy Desk of the African Development Bank as a Senior Manager in 1997. Joined the Bank in 1985 and worked in various frontline positions in various locations in Nigeria and rose to full management positions during which I served as Project Co-ordinator for Arthur Andersen & Co team in 1992 on Diagnostic Review of the Bank and as full-time counterpart staff of Arthur Andersen & Co in 1994 on the detailed Systems Review & Re-organisation of the Bank in 1994. Served in Branch Management, Credit Operations, Audits/ Inspections, Manpower Planning, Corporate Services, Corporate Planning and Research, Business Development and led the Energy Desk of the bank.

Other relevant information (e.g. Publications):

Relevant Training Courses Undertaken

Financing 4 Development, World Bank Institute (March – April 2017)

Parliamentary Budget Office, World Bank Institute (March – May 2015)

Parliaments in Fragile States, World Bank Institute (March – May 2014)

UNDP Procurement Process Training, Calabar (25 March 2014)

Policies for Jobs, World Bank Institute (November 2013)

Economic Analysis of Investments, World Bank Institute (April-May 2013)

Microfinance Training for Non-Executive Directors of Microfinance Banks by the Central Bank of Nigeria, Port Harcourt (4-8 June 2012)

Effective Project Management, LATITUDEU

Facilitation of Participatory Workshop Skills, MDF Training & Consultancy, Ghana (June 2011)

World Bank Training on Rural Investment Climate Survey, Lagos, Nigeria (September 2010)

Summer School on Monitoring and Evaluation of International Projects and Policy, University of Bologna, Italy (June 2010)

Training of Trainers Workshop by SEDPI of Philippines at Central Bank of Nigeria Training School, Lagos (23-25 Nov 2009)

Directing of Company Board by Institute of Directors / Lagos Business School, 2007

Advanced Leadership Seminar, Haggai Institute of Leadership, Session 661, Singapore (7 January 2007 – 2 February 2007).

Supporting Reforming Institutions Programme and National Planning Commission (SEEDS Benchmarking Training) at Abuja – Nigeria (November 2006)

States Economic Empowerment & Development Strategy (SEEDS Benchmarking Training) at UN House, Abuja - Nigeria (June 2005)

Senior Bankers Programme by IDI of Dublin, Ireland, 1999

Strategic Planning Workshop by Centre for Management Development, Kano, 1993

Interpersonal Communications Skills by Lagos Business School, 1992

Advanced Manpower Training by NECA, 1993

REFERENCES:

1. AFRICAN DEVELOPMENT BANK
2. WORLD BANK
3. ADAM SMITH INTERNATIONAL, UK / DFID

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4. THE NIGERIAN ECONOMIC SUMMIT GROUP LTD / GTE
5. FDC OF FRANCE
6. HUMAN DYNAMICS
7. FEMCONSULT
8. ITALTREND

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