



Mohammed ABDUL-KAREEM, PhD

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PROFILE SUMMARY

An accomplished Monitoring, Evaluation and Learning (MEL) specialist with over a decade of professional expertise in designing robust monitoring and evaluation frameworks to track project and program progress. I am dedicated to driving organizational excellence through meticulous MEL practices. My extensive knowledge of Monitoring & Evaluation principles and participatory evaluation methodologies is complemented by a thorough understanding of the project management cycle, enhancing my ability to effectively oversee monitoring and evaluation tasks. I have successfully led project teams in baseline design, impact evaluation, performance monitoring, and M&E planning. I possess in-depth experience with M&E systems of major organizations, including UNDP, UNICEF, ACDI/VOCA, Technoserve and USAID, ensuring high standards of project accountability and impact measurement. My commitment to excellence and strategic insights consistently deliver meaningful results and drive program success.

KEY SKILLS

Use of Participatory Development Tools/Approaches

With extensive experience leading school-based research teams, governmental organizations, and NGO teams, I have effectively facilitated community development initiatives and livelihoods programs in northern Ghana. Utilizing various PLA/PRA tools, I have honed my participatory learning and action skills. Notable organizations I have collaborated with include the United Nations Development Programme (UNDP), İstatistik Dünyası, UNICEF, WUSC, Maternal Health Initiative (MHI), Norsaac, Africa Center for Inclusive Development (ACID Ghana), Partnership Action for Development (PAD), and the Forest Services Division. My work with these esteemed organizations has enhanced my ability to drive impactful community development and foster sustainable livelihoods.

Monitoring, Evaluation and Learning

An experienced, results-oriented, monitoring & evaluation specialist who has participated and performed monitoring and evaluation assignments on several projects. With the support of my team and other stakeholders, I led the design and implementation of monitoring & evaluation plans for tracking project/program progress with different thematic focus; health agriculture, ICT, economic empowerment, governance, human rights, research and advocacy.

Project Development and Management

I have reasonable understanding of project development and management having initiated and implemented youth in computer project for Youth Watch International where disadvantaged unemployed youth were taught computer skills, implemented African Women Development Funded project at Partnership Action for Development project in vocational skills training for selected tailors in Tamale Metropolis and managed economic empowerment project for women in Gurugu community a suburb of Tamale. I presently lead the implementation of Norsaac's Shift the Power Agenda. I also supported the implementation of Education and Governance project by Community Empowerment Organisation sponsored by STAR-Ghana in Gushegu district. I also worked on the implementation of UNDP Recovery Programming support for northern Ghana where flood victims were supported with skills and resources to improve their livelihoods and strengthen their resilience to disasters.

Technical Reporting

I have good technical reporting ability. Having been responsible for donor reporting on several projects including USAID ASBC project, USAID Trust2Peace project, USAID Performance Accountability Appraisal projects within Norsaac. I also performed donor reporting of (PAD) projects, developed Annual letters for World Vision Ghana Sponsored children under the Area Development Programme (ADP), wrote field trip reports and developed project progress reports for UNDP Recovery Project in the Northern Region. I also wrote reports as part of my work as a consultant at İstatistik Dünyası in Turkey. As a monitoring and evaluation consultant for Spark Microgrants operations in Ghana, I undertake the technical reporting for Ghana activities.

Leadership and Supervision

Having functioned as project monitoring and evaluation advisor and monitoring, evaluation and learning specialist with supervisory and leadership responsibilities, I have developed my skills to the extent that, I comfortably and confidently lead and supervise other colleagues in a team. I presently lead the monitoring, evaluation and learning unit of Norsaac where I supervise several M&E managers and officers implementing about twenty four (24) projects at the same time. I also assumed the leadership of a students' research group (Third Trimester Practical Field Training Programme) in various communities in Ghana and abroad. I have supervised Field Assistants in seedlings projects at Forest Services Division, Livelihoods projects at Partnership Action for Development and UNDP in the Northern Region. I was also the president of International Students Association of Harran University in Turkey where I led students' activities for the 2014 academic year.

Data Collection and Data Analysis

I possess expert-level understanding of data and data management. I have excellent skills in research project design, ethical data collection and data utilisation. I also have competences in both quantitative and qualitative research methodologies with skills in data analysis programmes as quantitative (Excel, SPSS, STATA, Eviews) and qualitative (ATLAS.ti and NVivo). I have used all these tools in my work as a monitoring and evaluation specialist and also as a researcher. Also, I have used Zoho Analytics, Commcare, DHIS2, Kobocollect and SuveyCTO in data collection missions and led many data collection assignments.

Computer skills

I have a reasonable working knowledge of computer; introduction to Windows, Microsoft Word, Excel, Outlook Web Access, Power Point, Microsoft 365, Slack, Sharepoint and internet browsing.

Security Clearance: United Nations Security Course

With experience of United Nations security issues in the field, I have completed both the basic and advance security programmes on United Nations operations. These courses have prepared me well for organisational program safeguarding and other operational issues related to ethics and externalities in the line of my work.

PROFESSIONAL EXPERIENCE

Spark Microgrants, GHANA

12/2024 to Date

Monitoring & Evaluation Manager

Spark Microgrants is an international organization that works with people in different countries and aspire a world where everyone lives with dignity and determines their own positive future. It has operations in Uganda, Malawi, Burundi, Liberia, Rwanda and Ghana. As the M&E Manager and Spark representative in Ghana, I perform the following tasks;

- Work with the implementing partners to ensure timely collection of continuous monitoring data from all communities of operation in Ghana to inform timely decision making on the program progress.
- Conduct independent data quality audits to verify the quality of monitoring data collected by implementing partners and working with them to set up Continuous Data Quality Improvement plans.
- Train partner organizations on the use of the Spark M&E system including the data collection platform (Commcare) and dashboards.
- Build capacity of Implementing partner's M&E staff to conduct analysis of monitoring data and preparing quarterly reports ahead of the reviews. Work closely with the product team and other teams to ensure database and dashboards are up to date, of high quality and geared towards users.
- Take lead on all internal evaluation activities in Ghana and ensure that high quality data are collected, analyzed and reported in a manner that demonstrates the impact of FCAP in beneficiary communities.
- Oversee all external evaluation activities and work with consultants to ensure that high quality data are collected and that the consultants implement the activities as planned.
- Work with the Senior Research officer to implement all Ghana research related activities including enumerator recruitment, training and supervision.
- Lead on the documentation of success stories within the FCAP communities
- Work with the program teams at the implementing partner's office to document and review lessons learnt on a quarterly basis. Act as a spark representative at the implementing partner's office and leading information sharing between Spark and the implementing partner.
- Support the Spark program and design team activities within Ghana.

NORSAAC, GHANA

11/2023 to 11/2024

Monitoring, Evaluation and Learning Lead

As the MEL Lead for Norsaac, I lead a team of three MEL Managers and five Officers. I am responsible for the MEL activities of three (3) USAID projects; USAID Accelerating Social and Behavior Change Activity, USAID Trust to Peace Project and USAID Performance Accountability Appraisal. Specifically, I do the following;

- Developed M&E indicators, tools and framework for all USAID Activities in Norsaac.
- Tracked USAID Activity implementations and ensure documentation of progress in clear and easily communicable forms.
- Ensured consistent monitoring of USAID activities in Norsaac.

- Led quality assurance of all USAID Activities and provide M&E technical backstopping to USAID Activities and any other program assigned.
- Undertook monthly, quarterly, bi-annual, and annual reporting on M&E issues of all USAID Activities.
- Provided strategic advice to management on organizational interest around USAID programming.
- Provided technical support on M&E related and learning to all Norsaac partners on USAID programming.
- Led evidence gathering, management and communication on all USAID Activities.
- Review and provide feedback to sub-awardees narrative reports.
- Developed organizational Management Information System and undertake continuous capacity building and enhancement for staff and sub grantees on the MIS.
- Provided strategic advice to management on MIS and recommend tools and strategies to increase effectiveness of Norsaac MIS.

AFRICA CENTER FOR INCLUSIVE DEVELOPMENT, GHANA 09/2021 to 10/2023

Monitoring, Evaluation and Learning Specialist

As a MEL Specialist, I was responsible for all the MEL operations and activities in the organization. I led a team of three (3) MEL officers in meeting the monitoring and evaluation needs of projects. I provided technical backstopping for all projects. Specifically, I performed the following roles.

- Performed lead role in overseeing data collection, collation, storage, analysis, and reporting, ensuring that data is of high quality and audit worthy.
- Provided technical backstopping and oversight in all aspects of the project monitoring and evaluation to achieve programmatic goals
- Designed and implement a robust monitoring and evaluation system that will ensure tracking of project/ programme results at different levels (outputs, outcomes and impact)
- Designed the overall framework, for project M&E, for example mid-term project review, impact assessment, final evaluation, develop project Performance Monitoring Plan with relevant data collection systems.
- Managed research activities and ensure outcomes and lessons learned are integrated into the project and shared with relevant stakeholders.
- Provided training and mentoring to partners and staff to ensure the implementation of strong M&E systems.
- Performed Data Quality Assessment (DQA) on collected data to ensure confidentiality, reliability and completeness.

İSTATİSTİK DÜNYASI, TURKEY

04/2021 – 07/2021

Research Consultant

As a consultant working for İstatistik Dunyasi (World of Statistics), a consultancy firm in Turkey, I led a data collection team in the field. I cleaned and analysed the data. Insights from findings were operationalized in decision making of the project. Specifically, I did the following:

- Trained and mentored 250 entrepreneurs in business process development to formulate workable business documents for successful business funding.
- Identified businesses with high return on investment (ROI) through competitive analysis research which enabled about 75 entrepreneurs to start their own businesses.
- Built the capacity of entrepreneurs on record keeping/book keeping to enhance their business management.
- Conducted evidence-based baseline research into the socio-economic conditions of SuTPs (Syrians under Temporary Protection) in Turkey which was highlighted for the government's request for 26 Million Euros support from the EU and ICMPD.

SEDARVP GHANA, GHANA

11/2015 – 03/2021

Monitoring and Evaluation Advisor

As the M&E Advisor, I worked with junior colleague who I was providing technical support to. I lead him in designing a robust M&E plan for the organization. I also mentored and guided him in activities. I performed the following specific roles:

- Coordinated with internal stakeholders to ensure that monitoring and evaluation work is fit for purpose.
- Provided data to external evaluation consultants and organisations.
- Prepared a clear, engaging, and succinct project and evaluation reports for a range of stakeholders.
- Facilitated reflection and learning with project teams through identifying areas for improvement or review.
- Assisted in planning and implementation of all kinds of Sedarvp Ghana project M&E activities while ensuring quality of deliverables through partnership and direct implementation.
- Contributed in the preparation and implementation of project's work plans and technical quarterly and annual reports to the project.
- Compiled and analyze data for performance monitoring and evaluation to allow the project team to have a good overview of project performance.
- Actively participated in documentation of experiences, lessons learned, and other technical documents.
- Provided training, assistance, and consultation, as needed, on interpretation and use of performance benchmarking measures, indicators, and reports.
- Facilitated responses to correspondences on project/program progress on behalf of client organisations.
- Designed project monitoring and evaluation frameworks and established performance measurement indicators. I also spearheaded the design and implementation of data collection procedures, data validation and analysis using both econometric and statistical analysis tools.

BANDAMDA CONSULTANCY LTD, GHANA

07/2012 – 08/2013

Research Officer

As a Research Officer of a national consultancy firm in Ghana, I was responsible for the design and implementation of research works. I interphased with client organizations and companies on behalf of the firm. Specifically, I undertook the following tasks:

- Performed desk review researches, prepared baseline surveys, follow-up assessment reports, and needs assessment for client organisations.
- Designed project monitoring and evaluation frameworks and established performance measurement indicators. I spearheaded the design and implementation of data collection procedures, data validation and analysis using both econometric and statistical analysis tools.
- Established and maintained communication and coordination between the firm and clients organizations.
- Mentored and led other team members in terms of management and provision of on-the-job training for new entrants.

UNDP – GHANA

08/2010–06/2012

Recovery Field Specialist

As a Field Specialist of United Nations Development Programme in the Tamale Field Office in Ghana, I represented UNDP at the local community level. I acted as the focal point for the Recovery Programming Support for northern Ghana project implemented by UNDP. I interphased with government agencies in the implementation of the project.

- Participated in the United Nations organised missions to projects and programme areas in the Northern region of Ghana. I offered advice and support services to the Project Manager, United Nations Country Team and the Resident Coordinator in ensuring that programme and operational decisions are taken in the best interest of vulnerable populations.
- Coordinated with national government and local stakeholders of the United Nations Recovery Project which promoted national and local ownership of projects. I did so through increased consultation and participation of key stakeholders to ensure that the recovery activities in the region are complementary to common and nationally owned reconstruction strategies.
- Assisted the project manager in managing projects and activities that were sublet to other non-governmental organisations.
- Contributed to establishing monitoring and evaluation mechanisms and reported the progress of recovery activities in a timely, transparent and consolidated manner. I also ensured that recommendations from other stakeholders were integrated into the future planning of the project.
- Designed and developed appropriate framework and attendant systems for the implementation of the effective monitoring and evaluation of programmes and projects of the organisation. And also ensured a gender-disaggregated beneficiary monitoring and database systems.

YOUTH WATCH INTERNATIONAL, GHANA

06/2009 – 07/2010

Monitoring and Evaluation Officer

As the M&E Officer for Youth Watch International (YWI) I was responsible for the M&E activities of the organization. YWI is national youth-led advocacy organization that reports and wrong doings and advocate with youth lens for effective governance. I performed the following specific roles:

- Suggested strategies to the project management for improving the efficiency and effectiveness of the project by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks.
- Assisted in the revision of the project log frame matrix, particularly in the areas of performance indicators and their measurement.
- Worked on the development and/or finalization of the project work plan and kept it updated in accordance with project activities and timeframes as relevant.
- Reviewed the quality of existing data in the project subject areas, the methods of collecting it, and the degree to which it will provide good baseline statistics for impact evaluation.
- Performed lead role in overseeing data collection, collation, storage, analysis, and reporting, ensuring that data is of high quality and audit worthy.
- Participated in annual project reviews and planning workshops and assisted the Project Manager in preparing relevant reports.
- Developed monitoring and evaluation frameworks, performance measurement indicators and progress tracking systems for projects with relevant data collection systems.
- Produced technical reports: on projects to donors and shared same with other stakeholders which engendered ownership of project activities.
- Performed desk review research, prepared baseline survey and follow-up assessment reports, and needs assessment.

PARTNERSHIP ACTION FOR DEVELOPMENT (PAD), TAMALE 11/2007 – 05/2009

Monitoring and Evaluation Officer

As a M&E of partnership Action for Development (PAD), local NGO, I performed the M&E needs of the organization. I worked under a senior colleague who guided me in M&E operations. Specifically, I performed the following roles:

- Developed the M&E Plan for the project, including indicator selection, target setting, reporting, database management, and developing M&E and/ performance monitoring plans.
- Collaborated with partners, reviewed their existing approaches and management information systems and agreed on any required changes, supported and resources.
- Reviewed the quality of existing data in the project subject areas, the methods of collecting it, and the degree to which it will provide good baseline statistics for impact evaluation.
- Checked that monitoring data are discussed in appropriate forum and in a timely fashion in terms of implications for future action. And created such discussions to fill any gap when necessary.
- Identified areas where technical supported to project partners is required. Organized refresher training on M&E for partners as required.
- Proposed and implemented learning approaches for research and M&E findings for the timely adjustment of project activities and to inform future program development.
- Provided training and mentoring to partners and staff that ensured the implementation of strong M&E systems.
- Conducted capacity assessment on existing monitoring and evaluation systems. Developed performance indicators and a monitoring strategy for the project.

- Developed and implemented robust monitoring and evaluation systems for tracking of project/ programme results at different levels (outputs, outcomes and impact).

FORESTRY COMMISSION (FC), YENDI

09/2006 – 08/2007

Field Assistants Supervisor

As a Field Assistants Supervisor at Forestry Commission, I acted as a liaison between Nursery Field Assistants, Forest Guards on one hand and senior management on the other hand. I performed the following specific roles:

Supervised five Field Assistants in the commission to raise a record 5 million seedlings in three months.

- Collaborated with a Technical Officer to monitor Forest Guards' activities which led to a reduction of illegal logging to below 50% compared to previous yearly logging rates.
- Appraised Field Assistants and recommended to the District Manager for further action.

THIRD-PARTY Consultancies, GHANA

01/2024 to Date

Consultant

1. National Evaluation Specialist, USAID MSR Activity. Co-consultant in performing the Mid-term Evaluation of USAID MSR Activity in Ghana, 2024
2. Rapid Gender and Conflict Analysis in Northern Ghana, WUSC/Norsaac, 2024
3. Gender and Youth Assessment in Ghana. Technoserve, 2024
4. Threat, Safety and Risk Assessment in the zone of influence of USAID operational districts in Northern Ghana. Market Resilience Activity, ACDI/VOCA, 2024
5. Endline Assessment of Promoting Adolescents Safe Spaces (PASS) project in Northern Ghana, Norsaac/UNICEF, 2024
6. Behavioral Analysis of women and youth in leadership position, HEARD Project. Hewlette Foundation, 2024
7. Ghana Monitoring and Evaluation Consultant for SPARK Microgrants operations in Ghana, 2024.

EDUCATION

Degree Programmes

1. **PhD Agricultural Economics** | Ankara University | Turkey 2021
2. **MSc Agrifood Economics and Trade** | Poznan University of Life Science | Poland, 2022
3. **MSc Agricultural Economics** | Harran University | Turkey 2015
4. **BSc Agricultural Economics and Extension** | University for Development Studies | Ghana 2006

Certificate Programmes

1. Qualitative Methods in Global Infectious Diseases Research, McGill University, 2025
2. Digital Health, McGill University, 2025
3. Gender Equality and Global Health, University of Ottawa, 2025
4. Designing and Implementing Monitoring & Evaluation Systems, Aga Khan Foundation 2023
5. Certificate Data Analytics, Google/Coursera - 2023
6. Planning for Monitoring and Evaluation, fhi360, 2022
7. Measuring and Modeling Impact in Evaluations, Johns Hopkins University, 2022
8. Results-Based Project Management: Monitoring and Evaluation, University of the Witwatersrand, 2022
9. Monitoring and Evaluation, WATDEC – Kenya 2022
10. Economic Modelling with the GAMS Software, University of Giessen - Germany 2019
11. Data Analysis, New Life College - Ghana 2012

SOFT AND IMPORTANT SKILLS

- Demonstrated experience in developing Project Implementation Plans, work plans and indicators, monitoring on-going programs for projects and other NGO partners.
- Expert-level understanding of performance evaluation, including the assessment of metrics, comparative analysis, and future projections based off of improvement.
- Familiar with data mining applications used to retrieve information for analysis, as well as electronic reporting tools.
- Excellent oral and written communication skills, evidenced by comfort in sharing and interpreting report data with managers and preparing statements to be reviewed by stakeholders.
- Experience in networking and stakeholder coordination.
- Good analytical skills and special multi-tasking ability.
- Strong organizational skills and results oriented.

AWARDS AND HONOURS

- Commonwealth Learning Scholarship | Certificate Data Analytics
- Turkish Government Scholarship |MSc. Programme
- EU Sponsorship Fund |MSc. Programme
- Turkish Government Scholarship |PhD. Programme

REFEREES

Available upon request

12/09/2025

Signed