



### Professional profile

Chris Perry is a Principal Consultant and Governance Theme Lead at Itad. Chris has over 20 years' experience leading, or working in, teams supporting the design, delivery and evaluation of international development interventions around the world.

Chris has first-class expertise in the design, planning and implementation of programme monitoring, evaluation and learning systems supporting adaptive or results-based management approaches. His high-level technical skills encompass programme learning and adaptation, performance management, policy and strategy development or adjustment, value for money assessment and financial planning. Chris has employed these skills in both the private and public sectors, including within thematic areas that include public-sector governance, education, personnel, financial management, and energy forecasting.

Chris is an accomplished evaluator and quantitative specialist with particular expertise in mixed method theory-based evaluations, contribution analysis and utilisation focussed evaluations. He also has a proven track record of leading and managing organisational capacity development, including through designing and facilitating organisational change processes, systems strengthening and delivering coaching or formal training.

Chris is currently working as Itad Project Director for the Accountable, Responsible and Capable (ARC) Government pillar of a DFID funded £100 million adaptive programme in Nigeria. Itad is responsible for ARC's monitoring, evaluation and learning system, ensuring that it supports the programmes adaptive programming approach and provides reform teams with the information they need to reflect on, learn and refine activities, tactics or strategies.

Chris has strong Team Leadership experience for complex multi-country, multi-year DFID governance programmes, including Evaluation of the Global Partnership for Sustainable Development Data (GPSDD), Independent Evaluation Manager (IEM) for the Mobilising for Development (M4D) Programme, and the State Partnership for Accountability, Responsiveness and Capability (SPARC).

**Nationality** British

**Languages** English

**Country experience** Aceh Autonomous Region, Austria, Cambodia, Ghana, Indonesia, Laos PDR, Liberia, Myanmar, Nigeria, Sudan, South Sudan, the Gambia, United Kingdom

### Education

---

1997	<b>MSc in Information Processing and Neural Networks</b> Kings College London, UK
1995	<b>BSc (Hons) in Physics with Electronics and Instrumentation</b> University of Leeds, UK

### Employment

---

2012 - Present	<b>Principal Consultant</b> Itad, UK
2002 - 2012	<b>International Development Consultant</b> Independent
2000 - 2002	<b>EMIS/Mapping Systems Manager</b> DFID/VSO, Gambia
1997 - 1999	<b>Consultant/Analyst</b> Matrica, UK

### Project experience

---

2018 - Present **Evaluation of the Global Partnership for Sustainable Development Data (GPSDD)**

**Role:** Team Leader | **Client:** GPSDD | **Location:** Global

Launched in 2015, GPSDD aims to build an enabling environment to strengthen the effective use of data to support sustainable development. Itad is undertaking an evaluation of the work of the GPSDD and whose overall purpose is to better understand – both in terms of its ability to achieve intended outcomes and in terms of its operation structure and approach – what is working well, what is not, and where there are areas for improvement. There are two specific objectives of the evaluation: a) assess progress and implementation by assessing the relevance and effectiveness of GPSDD, and b) identify lessons learned and make recommendations for the future role and work of GPSDD. An evaluation committee (EC)



consisting of members of the main GPSDD funders (DFID, the Hewlett Foundation, CIFF and PEPFAR) provides oversight of the evaluation.

As team leader, Chris is responsible for overall leadership of the evaluation team, including a) liaising with the EC and GPSDD to ensure the evaluation satisfies both summative and formative requirements, b) leading an evaluability assessment and providing GPSDD with recommendations for strengthening their own M&E practices, c) designing the evaluation, including the overall approach, specific methods and data collection instruments and tools, and d) conducting the evaluation, including close collaboration with GPSDD and the EC to ensure the evaluation remains utilisation focussed.

**2018 - Present**     **Evaluation of the Effectiveness of Geo-Referenced Infrastructure and Demographic Data for Development (GRID) informed Health Campaigns**

**Role:** Project Director | **Client:** Bill and Melinda Gates Foundation | **Location:** Nigeria and DRC

GRID has been used in several health campaigns to provide better population estimations and to optimize the location of service delivery points. The Bill and Melinda Gates Foundation sees GRID as a potential campaign promising practice and have contracted Itad to deliver a mixed methods evaluation to generate additional evidence of GRID's impact and the opportunities and challenges of implementation.

Chris is responsible for ensuring the evaluation runs on time and according to budget, for liaising with the foundation on contractual and scheduling matters, liaising with the evaluation team on contractual, work planning and scheduling issues, and for submitting finalized and quality assured deliverables on time.

**2016 - Present**     **Partnership to Engage, Reform and Learn – Pillar One, Accountable, Responsible and Capable Government**

**Role:** Project Director | **Client:** DFID | **Location:** Nigeria

Itad is part of a consortium supporting Nigerian governmental partners to strengthen processes, practices and capabilities in order to ensure the more accountable and effective use of public resources. Itad is implementing a comprehensive MEL system which will evolve and adapt to the needs of the programme and through which evidence will be robustly collected and results measured.

Chris is responsible for overall technical direction of Itad's work, including: a) liaising with the client, the consortium partners, and the consultancy team, ensuring work plans are delivered on time and to budget, b) oversight and quality assurance of Itad's outputs, and c) provision of technical inputs focussed on the design and continued development of MEL systems, approaches and tools in support of adaptive programming.

**2015 - Present**     **Real Time Evaluation of Danida Country Programme for Kenya**

**Role:** Project Director | **Client:** Danida | **Location:** Kenya

Danida's Kenya country programme is designed to support the implementation of the Constitution towards a prosperous and equitable Kenya, inclusive green growth and employment, and regional co-operation and stability. Itad is leading the Real Time Evaluation (RTE) of the country programme which aims to: a) assess progress and identify immediate and intermediate-level results to be able to provide evidence-based feedback during the lifespan of the country programme, b) identify, document and assess results at outcome and, as far as possible, impact level, and c) provide learning about the prerequisites, strengths and possible weaknesses of the RTE approach to help test and refine the approach within the concept of Danida country programmes.

Chris is responsible for overall technical direction of Itad's work, including: a) liaising with the client and the consultancy team, ensuring work plans are delivered on time and to budget, b) oversight and quality assurance of Itad's outputs, and c) provision of technical inputs focussed on the scoping and design of Itad support in response to emerging priorities, including the move by Danida to more adaptive ways of working.

**2017 - 2019**     **Supporting Partnerships for Accountability and Civil Engagement (SPACE): Evidence and Learning**

**Role:** Evaluation Lead | **Client:** DFID | **Location:** Burma

DFID's Supporting Partnerships for Accountability and Civil Engagement (SPACE) programme aims to address the challenges and opportunities for citizen engagement with the government to improve local governance and responsiveness to service delivery arising from Myanmar's challenging democratic transition. Itad's role within the consortium implementing the Evidence and Learning component of SPACE was to lead on the

design of an impact evaluation to be carried out in a follow-on contract should conditions in Burma remain conducive to this.

Chris was responsible for a) liaising with the DFID and other SPACE components to ensure the evaluation design satisfied both summative and formative requirements, b) contributing to the development of an overarching theory of change for SPACE, c) designing the evaluation, including the evaluation framework, overall approach, specific methods and data collection instruments and tools.

2016 - 2018

### **Evaluation of Hewlett Foundation's Transparency, Participation and Accountability (TPA) Strategy Implementation - Inception and Implementation phases**

**Role:** Project Director | **Client:** Hewlett Foundation | **Location:** Global

To inform and improve the foundation's TPA grant-making practices – both funding and activities such as grantee convenings and engagement with peer funders. As evaluation partner, Itad is helping to establish a framework for ongoing learning and exchange to provide regular feedback to the TPA team, to enhance progress towards achieving the strategy objectives, and to their grantees to reflect on and refine activities, tactics or strategies.

Chris was responsible for ensuring that the evaluation ran on time and according to budget, for liaising with the foundation on contractual and scheduling matters, liaising with the evaluation team on contractual, work planning and scheduling issues, and for submitting finalized and quality assured deliverables on time.

2015 - 2018

### **Education Sector Budget Support Evaluation Programme in Zambia**

**Role:** Project Director | **Client:** DFID | **Location:** Zambia

Itad carried out a multi-year evaluation that examined the effectiveness of Sector Budget Support (SBS) as an aid modality in the education sector and which also helped GRZ to evaluate elements of its own policy related to teacher deployment and retention.

Chris was responsible for overall technical direction of the assignment, including a) liaising with the client and direction of the monitoring team, ensuring work plans are delivered on time and to budget, b) oversight and quality assurance of school spot-check monitoring tools and processes, and c) quality assurance of analysis and reports prepared under the assignment.

2014 - 2018

### **Education Sector Monitoring Team**

**Role:** Project Director | **Client:** Sida | **Location:** Cambodia

The purpose of the assignment was to regularly monitor education sector performance and provide technical advice to the EU delegation and the Embassy of Sweden in Phnom Penh in order to strengthen the quality of the follow-up and dialogue with the Royal Government of Cambodia.

Chris was responsible for overall technical direction of the assignment, including a) liaising with the client and direction of the monitoring team, ensuring work plans are delivered on time and to budget, b) oversight and quality assurance of school spot-check monitoring tools and processes, and c) quality assurance of analysis and reports prepared under the assignment.

2014 - 2018

### **Independent Evaluation Manager (IEM) for the Mobilising for Development (M4D) Programme**

**Role:** Team Leader | **Client:** DFID | **Location:** Nigeria

The overarching objective of M4D is to help increase progress towards the MDGs in Nigeria. Itad is delivering a technically robust evaluation with high quality management arrangements and a tailored approach to meet the lesson learning requirements of the programme. The theory-based evaluation utilises a household survey, longitudinal case studies and triangulation with other sources and is being delivered by a core team of M&E experts, data analysts and research assistants and supported by survey and case study teams as well as several peer reviewers and statisticians.

Chris was responsible for overall leadership of evaluation team, including a) liaising with DFID and M4D to ensure the evaluation satisfies both summative and formative requirements, b) designing the household survey approach and instruments, coordination of the survey service provider and analysis of survey data, and c) coordinating the identification, selection and design of case studies under the assignment, ensuring they are relevant to the learning needs of M4D and are aligned with evaluation questions.



### 2015 - 2016 **Evaluation of National Taxpayers Association School Report Card Work**

**Role:** Project Director | **Client:** Hewlett Foundation | **Location:** Kenya

Since 2012, the National Taxpayer Association (NTA) in Kenya has been working to strengthen parental monitoring, oversight, and management of public primary schools in Kenya through a School Report Card (SRC) process. Itad is carrying out an evaluation of this SRC work in order to examine the impact that community organisation and participation have on student learning outcomes.

Chris was responsible for overall technical direction of the assignment, including: a) liaising with the client and direction of the monitoring team, ensuring work plans are delivered on time and to budget, b) oversight and quality assurance of the evaluation design, including the use of both quantitative and qualitative methods, and c) quality assurance of analysis and reports prepared under the evaluation.

### 2009 - 2016 **State Partnership for Accountability, Responsiveness and Capability (SPARC)**

**Role:** M&E Team Leader / M&E Programme Development Group Member | **Client:** DFID | **Location:** Nigeria

The SPARC programme supported ten State Governments to formulate, monitor and evaluate responsive and appropriate policies and strategies and to improve public financial management and civil service capability. The programme also supported Federal Government to improve incentives for better performance at state level.

Until 2014, Chris was a member of the senior management team with specific responsibility for: a) development of strategies and oversight of consultants for Government M&E capacity development in supported states, b) leading the internal M&E team, and c) providing direct advisory support to selected State Governments on the introduction of RBM approaches, incorporating joint annual performance review mechanisms within priority sectors, including education and health. From 2014 - 2016, Chris was a member of the Programme Development Group (PDG) responsible for providing strategic direction for results measurement across the programme and providing selected analytical inputs for VFM assessment.

### 2015 **Creation of a Draft Theory of Change and Results Framework for the Global Partnership for Education (GPE)**

**Role:** Project director | **Client:** GPE | **Location:** Washington DC

The GPE, founded in 2002, is the only multilateral partnership devoted to getting all children into school for a good quality basic education. Itad supported the GPE to help develop a global theory of change and results framework and to integrate these with the Strategic Plan 2016-2020.

Chris was responsible for overall technical direction of the assignment, including a) liaising with the client and direction of the consultancy team, ensuring work plans are delivered on time and to budget, b) oversight and quality assurance of consultancy outputs, and c) supporting the design of the GPE global theory of change.

### 2013 - 2015 **Governance Partnership Facility**

**Role:** Governance M&E Adviser | **Client:** World Bank | **Location:** Nigeria

The Governance Partnership Facility (GPF) was a DFID funded and World Bank managed trust fund designed to help improve economic governance in Nigeria. The GPF incorporated 6 components, including: a) accountability and transparency in the oil and gas sectors, b) governance of public service delivery, c) transparency and accountability of public financial management, d) citizen engagement in core Niger Delta states, e) Citizen voice and engagement in reform processes, and f) World Bank capacity to provide advice and support on governance issues.

Working with the World Bank Nigeria GPF management team, Chris facilitated an annual assessment of performance against GPF logframes, including a value for money analysis. Chris also prepared an overall M&E strategy for implementation under revised Nigeria GPF management arrangements and advised on how to strengthen GPF results frameworks.



### 2014 **Mobilising for Development (M4D)**

**Role:** VFM Specialist | **Client:** DFID | **Location:** Nigeria

The overarching objective of M4D was to help increase progress towards the MDGs in Nigeria. The programme worked on a range of service delivery models in which citizen's demands and service providers' interests converge. Particular emphasis was placed on improving delivery of basic services to women and adolescent girls, and development of innovative delivery models.

Chris supported M4D to fully operationalise (complete and implement) a systematic framework of VFM measures, linking financial reporting to the performance framework provided by the M4D logframe, including a) preparation of an overarching VFM measurement framework, b) analysis of M4D M&E and finance systems and their utility for VFM measurement, and c) design of a VFM measurement system and preparation of a roadmap for its implementation.

### 2011 **Support to the Implementation of Teacher Incentives**

**Role:** Education Planning Expert | **Client:** DFID | **Location:** Ghana

The objectives of the consultancy were to assist the government in developing a policy and implementation plan for the additional teacher allowance for deprived districts program.

Working with the Ghana Education Service, Chris supported the introduction of an incentives scheme for qualified teachers in disadvantaged areas through developing alternative policy scenarios, covering: a) overall financing needs, b) modelling different levels of teacher movement, c) modelling the impact on PTRs in disadvantaged and non-disadvantaged schools and d) alternative scenarios for phasing in the scheme.

### 2009 **Study on Governance Challenges for Education in Fragile Situations**

**Role:** Education Governance Expert | **Client:** European Commission | **Location:** Liberia and South Sudan

The objective of the study was to enhance common understanding of the key governance challenges facing education in fragile situations, how these impact on broader fragility and resilience and stability, and highlight the implications for improved planning and implementation of support to the sector.

Chris was responsible for conducting two out of eight country case studies in the education sector focussing on political economy analysis, sector fragility/resilience assessment, sector governance assessment, analysis of lessons learned and formulation of recommendations for improved EC engagement in fragile situations. Chris also co-authored the overall study Synthesis Report with the study team leader.

### 2008 **Support for Education Sector Development Framework (ESDF) Formulation Lao PDR**

**Role:** Sector Financial and Performance Planning and Monitoring Adviser | **Client:** European Commission | **Location:** Lao PDR

The global objective of the assignment was to provide support for the design of the ESDF, contribute to EFA FTI submission processes and help ensure the timely adoption of the ESDF, as part of the overall Poverty Reduction Strategic Operation (PRSO) 5 action that was one of the proposed indicators for the EC variable tranche.

Chris was responsible for supporting senior Ministry of Education staff in developing assessments of M&E information & sector performance trends in support of policy and strategy review related to EFA implementation. Chris also developed revised medium-term strategic and financial plans based on new policy and strategy directions, including facilitating cross Government discussions with Ministries of Finance, Planning and Public Administration.

### 2008 **Australia - Indonesia Basic Education Programme**

**Role:** Strategic and Financial Planning Adviser | **Client:** AusAID | **Location:** Indonesia

The Australia - Indonesia Basic Education Programme (AIBEP) was a A\$395 million AusAID funded programme with the purpose of supporting the implementation of the Ministry on Education 2005-2009 strategic plan and Ministry of Religious Affairs strategic education priorities.

Working closely with senior Non-Formal Education (NFE) staff from the Ministry of Education, Chris facilitated a performance review and SWOT analysis of current strategies, programs and plans. Chris also supported the identification and costing of innovative NFE pilot programs and assisted with the development of a revised medium-term NFE strategic plan, including overall financing plans and strategies.



- 2008**      **Learning Assistance Programme for Islamic Schools**  
**Role:** School Mapping Coordinator | **Client:** AusAID | **Location:** Indonesia  
The Learning Assistance Programme for Islamic Schools (LAPIS) was a A\$33 million AusAID funded programme with the purpose of improving the quality of basic education delivered in the Islamic education sub-sector.  
Working with the Ministry of Education and Ministry of Religious Affairs, Chris designed and managed a baseline study focussed on Islamic schools, drawing on poverty and disadvantage targeting criteria, in order to provide baseline information for planned initiatives and support future programme M&E. Following on from this, Chris coordinated the work of a school mapping team, including staff from the Islamic Universities network.
- 2007**      **Design of EC support to the Education Management Information System in Northern Sudan**  
**Role:** Education Planning and M&E Systems Design Adviser | **Client:** European Commission | **Location:** Northern Sudan  
The specific objective of the assignment was to finalise a draft project proposal for the development of a functioning EMIS to be implemented by the Federal Ministry of Education.  
Working closely with Federal & State Ministries of Education, Chris conducted an organisational capacity and information needs assessment for sustainable planning and M&E systems development. Following on from this, Chris designed EC support for the development of these systems and provided advice on future assistance priorities focussing on SWAp readiness planning.
- 2007**      **Australia - Indonesia Basic Education Programme**  
**Role:** Strategic Planning Adviser | **Client:** AusAID | **Location:** Indonesia  
The Australia - Indonesia Basic Education Programme (AIBEP) was a A\$395 million AusAID funded programme with the purpose of supporting the implementation of the Ministry on Education 2005-2009 strategic plan and Ministry of Religious Affairs strategic education priorities.  
Supported Ministry of National Education and Ministry of Religious Affairs in the development of a non-formal education strategic framework, including a particular focus on remote or difficult areas and the role of non-formal education. Chris also assisted Government with formulation of EFA Mid-Decade Assessment, including collating and analysing a range of indicators for sector performance review.
- 2007**      **Design of Education Sector Support Programme in Nigeria**  
**Role:** M&E Systems Design Adviser | **Client:** DFID | **Location:** Nigeria  
The aim of the design mission was to assist in the development of a project memorandum (with all required annexes) for a new Education Sector Support Programme in Nigeria (ESSPIN).  
Chris was responsible identification of State/Local Government assistance priorities related to integrated education strategic planning and M&E systems, incorporating EMIS development, as part of planned GBP 200 million DfID support, incorporating an institutional assessment and linkages with concurrent DFID support for broader governance reform at State level, including other State Government agencies.
- 2006 - 2007**      **Technical Assistance to MoESS/GES to develop projections of Teacher Supply and Demand in Ghana**  
**Role:** Education Planning Adviser | **Client:** DFID | **Location:** Nigeria  
The objective of the consultancy was to provide the Ministry of Education (MoESS) and Ghana Education Services (GES) with teacher demand and supply scenarios and to develop strategic options for investment and reform, setting out policy implications and planning parameters.  
Chris was lead planning adviser for developing long-term education planning and finance projections, including development of strategic options for teacher supply/demand planning and deployment/redeployment, in cooperation with Public Administration and Planning Ministries. He also provided institutional capacity assessment related to EMIS use for planning, management, monitoring and evaluation and strategy development.
- 2006**      **Australia Indonesia Basic Education Programme Design Preparation and Planning**  
**Role:** Co-Team Leader | **Client:** AusAID | **Location:** Indonesia  
Design of US\$ 300 million AusAID funded Australia - Indonesia Basic Education Programme (AIBEP), incorporating: a) technical strategic advisory support and b) management of the programme implementation, preparation and planning process.



Chris was responsible for co-leadership of a multi-disciplinary team of 20 national and international consultants to finalise a US\$ 300 million basic education program design with specific focus on financial and M&E components, including facilitating program negotiation with Ministries of Planning and Finance. He also conducted a comprehensive analysis of sector financing options, including development of financing strategies related to national teacher deployment and qualifications upgrading.

2005

### **Interim Advisory support for Basic Education in Indonesia**

**Role:** Education Planning and M&E Adviser | **Client:** AusAID | **Location:** Indonesia

The goal of the consultancy was to assist AusAID Indonesia to: establish a large, basic education infrastructure and materials programme funded through grants, and loans if possible; and position itself more strategically as a donor in the education sector.

Chris was the lead education financing and M&E adviser within a design team formulating a proposal for a US\$ 300 million education sector support program, assisting senior policy makers identify assistance priorities within Education Strategic Plans, including a focus on institutional development and M&E systems building as part of planned support for basic education facilities expansion.

2005

### **Indonesia Education Sector Strategy**

**Role:** Education and Labour Market Specialist | **Client:** ADB | **Location:** Indonesia

The objective of the assignment was to develop an ADB Indonesia education sector strategy in order to provide the analytical underpinnings and rationale for ADB investment in the education sector.

Chris was responsible for developing a medium-term ADB country sector strategy paper ensuring policy consistency with MoNE Education Strategic Plan (ESP) 2005-09, including a focus on post-basic education strategies linked to improved labour force competitiveness and strengthened integration of secular and madrasah education, incorporating extensive consultation with Ministries of Finance, Labour and Religious Affairs.

2005

### **Support for Decentralised Education Management (SDEM) Phase II**

**Role:** Performance/Knowledge Management Adviser | **Client:** ADB | **Location:** Indonesia

The objective of the technical assistance was to support the establishment of an equitable, effective, and efficient education system, which is based on well-functioning decentralised service provision and contributes to a better education population.

Chris assisted Ministry of National Education (MoNE) with strengthened district education infrastructure planning, management and M&E including identification of institutional strengthening, capacity development and information/knowledge management priorities and strategies. He advised MoNE Renstra 2005-09 formulation group on policy-led sector wide financing options and strategies.

2004 - 2009

### **Targeted EC Support to Pro-Poor Basic Education Reforms in Cambodia**

**Role:** Financial Management Adviser | **Client:** European Commission | **Location:** Cambodia

The overall objectives of the project were to assist the Ministry of Education, Youth and Sports (MoEYS) and the Ministry of Economy and Finance (MoEF) to manage targeted EC sector budget support and to support MoEYS's priority policies and action programmes.

Chris supported the strengthening of financial planning, management and M&E systems, including improved policy and technical coordination between Education and Finance ministries, EC and other budget support donors. He also assisted the Ministry of Education in developing pro-poor financing policies and programs as part of Education Strategic Plan 2004/08.

2004

### **Basic Education Investment Project**

**Role:** Strategic Planning Adviser | **Client:** World Bank | **Location:** Cambodia

The overall purpose of the consultancy was to prepare a design document for a Basic Education Investment Credit (BEIC) in order to finance a series of interventions to expand access to and improve the quality of primary and lower secondary educational services.

Chris was the lead planning adviser in the design of a World Bank education support program, including assisting senior education policy makers and planners in identification of basic education expansion priorities. He also acted as a key technical facilitator to Ministry taskforces in formulation of ESP 2004-2008, including development and coordination of policy options and strategy papers.



- 2003**      **Advisory Support for Strengthened Information Systems**  
**Role:** Information Systems Design/Strategy Advisor | **Client:** UNICEF/Sida | **Location:** Cambodia  
The objective of the advisory support was to help the Ministry of Education, Youth and Sports (MoEYS) enhance and consolidate its capacity for managing and developing various information systems.  
Chris was responsible for supporting the strengthening of financial and program planning and M&E systems in the education sector, including a comprehensive review of performance targets and milestones and harmonization with broader Government NPRS policies, EFA 2003-2015 and MDGs. He also supported the strengthening of external accountability systems at various levels, including supporting the production of school performance and financial reports and guidelines for sharing with the community.
- 2002**      **Advisory Support for Priority Action Programme: Strengthened Provincial Programme Monitoring**  
**Role:** Programme Monitoring Advisor | **Client:** UNICEF/Sida | **Location:** Cambodia  
The overall objective of the technical assistance was to support the Ministry of Education, Youth and Sports (MoEYS) develop and implement improved decentralised programme monitoring and evaluation systems.  
Chris was responsible for supporting the strengthening of sector and program performance monitoring systems, including their impact on forward program planning. He also supported the strengthening of decentralized program planning and monitoring through support to provincial capacity development priorities and plans and development and unification of provincial MIS and M&E systems.
- 2002**      **Education Management Information Systems (EMIS) and School Mapping: Strategic and Operational Support**  
**Role:** EMIS Strategy/Design Specialist | **Client:** UNICEF/Sida | **Location:** Cambodia  
The primary objective of the assignment was to assist individual departments within the Directorate General for General Education to design and implement improved planning and monitoring MIS.  
Chris carried out an institutional assessment of Ministry of Education information management strategies, including performance indicators, decentralized planning systems, pro-poor targeting and related inter-ministerial linkages. He was also the lead adviser in projecting long-term, sector-wide resource needs as part of National EFA Plan development, including human resource and infrastructure development plans and NGO partnerships.
- 2002**      **Records Management Improvement Project Phase II Extension**  
**Role:** Systems Analyst | **Client:** DFID | **Location:** Gambia  
The overall objective of the project was to support the Government of The Gambia in developing personnel, financial, judicial and hospital records management capacity.  
Chris assisted Public Service Ministry with analysis of civil service staffing trends and patterns and proposed options for improving records and information systems for more effective public service administration. He also advised public service ministry on systems and capacity development priorities in order to plan and track staff deployment patterns.
- 2000 - 2002**      **Education Management Project**  
**Role:** EMIS/Mapping Systems Manager | **Client:** Voluntary Services Overseas (VSO) | **Location:** The Gambia  
Working under the auspices of an international NGO and attached to a DFID education programme, Chris provided sustained support for upgrading education management information and ICT support systems, including EMIS/GIS and its use for education sector planning and M&E. He provided ongoing staff development support to Ministry planning teams and assisted the Ministry with improved use of EMIS for decision making, focusing on access improvement, efficiency measures, quality and standards improvement.