

# **CURRICULUM VITAE**

**ENGR. NURUDDEEN ABDURRAHMAN RAFINDADI**

# ENGR. NURUDEEN A. RAFINDADI, *FNSE, FAEng, FNAHS.*

## GENERAL:

Title: Engr.  
Full Names: RAFINDADI, Nuruddeen Abdurrahman  
Date of Birth: Friday, 25<sup>th</sup> March 1960.  
Place of Birth: Katsina; Katsina State; NIGERIA  
Citizenship: Nigerian.  
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**Education:** Federal Government College Sokoto [1973 – 1977]  
Ahmadu Bello University [ABU; 1977 – 1981]  
Ahmadu Bello University [ABU; 1984 – 1986]  
**Qualifications** B.Eng. (Civil Engineering), ABU, 1981;  
M.Sc. (Water Resources, Environmental Engineering), ABU, 1986.

## PROFESSIONAL QUALIFICATIONS:

Fellow, Nigerian Society of Engineers (FNSE);  
Registered Engineer, Council for the Regulation of Engineering in Nigeria (COREN);  
Fellow, Nigerian Institution of Civil Engineers (FNICE);  
Fellow, Nigerian Institution of Highway Engineers (FNIHE)  
Distinguished Fellow, Nigerian Academy of Engineering (FAEng.), 2015;  
Fellow, Nigerian Association of Hydrological Sciences (FNAHS), 2017

## **MEMBERSHIP OF PROFESSIONAL BODIES**







1. Nigerian Academy of Engineering (NAEng.), 2015;
2. Nigerian Society of Engineers (NSE), 1989;
3. Nigerian Institution of Civil Engineers (NICE)
4. Nigerian Institution of Highway Engineers (NIHE)
5. Association of Consulting Engineers of Nigeria (ACEN)  
[Member association of the international federation of consulting engineers FIDIC].









## HONOURS RECEIVED:

1. Shell BP Prize, for the best Final year project Thesis, ABU, Civil Engineering, 1981.
2. Morgan Omonitan Prize, for project in Structural Engineering. ABU, 1981.
3. Nigerian Society of Engineers. Presidential Merit Awards, 2004, 2014 and 2015.
4. Nigerian Institution of Civil Engineers – NICE Award – 2009.
5. Sudanese Engineering and Architecture Consultancy Association. Speaker, GAMA FIDIC conference, Khartoum, 2013.
6. NIQS. Guest Keynote Speaker, Zonal Conference: July 2014.

## PROFESSIONAL EXPERIENCE:

### Highlights

1. Thirty five years experience in Civil Engineering; projects management, design and supervision of projects, projects control, contracts administration, projects feasibility and financing, legal and regulatory framework, monitoring and evaluation.
2. Worked in the public sector for nine years. Practiced as consultant in engineering services, projects management and contracts administration, for 25 years to date.
3. Projects and professional services engaged: dam construction, operation and maintenance, dam safety and control instrumentation, irrigation schemes [Goronyo, Bakolori, Zobe (Katsina State); small dams (Katsina and Kaduna States); small irrigation schemes and Fadama development, wheat production under irrigation (Katsina State).
4. **Managing Director, Federal Roads maintenance Agency (FERMA), September 2017.**
5. Founding Partner of Afri-Projects Consortium (APC) - consultancy services, civil engineering, water resources: feasibility studies, design, projects financing.
6. Partner (Engineering) - APC, working for the PTF, 1995 to 1999:
  -  Develop organizational structure, processes and procedures, procurement procedures, reporting formats and system records;
  -  Develop IT infrastructure, optimize "Project Cycle" process, procurement plans, work-flow processes, deploy software for projects management;
  -  Terms of Reference, coordination of engineering services on projects;
  -  Engineering staff development: professional conduct, performance quality;
  -  Planning / design, project control, projects management and contracts administration.
7. Projects handled included
  -  The National Highway and Urban Roads Rehabilitation Programme (rehabilitation of over 12,000 km of federal roads);

-  The National Rural Water Supply Programme (construction and commissioning of bore holes for water supply for over 5,000 rural communities);
  -  The National Rural Telecom Programme;
  -  Dam, irrigation and water supply projects - Sabke (Katsina State), Gari (Jigawa / Kano States), Hadejia (Jigawa State), Enugu (Enugu State), Ikoyi, VI and 1004 housing estate (Lagos State), Makurdi (Benue State), Ibadan (Oyo State) and Joda-Gezawa (Kano State).
- 8. Executive Consultant (Project Services), APC, from 1999. Projects handled included
  -  A World Bank Study on Rural Development Strategy: Poverty alleviation, Human Capital Development;
  -  Legal and Regulatory Framework for Nigerian Telecom Sector [for the BPE]. In partnership with Booz-Allen and Hamilton (US) and Clifford Chance (UK)];
  -  Environmental audit of public enterprises slated for privatization [for BPE, in partnership with Geomatic Technology Corporation (US)];
  -  Design of procurement system and procedure, National Fadama Development Program II (NFDPII) [Federal Ministry of Agric. / World Bank];
  -  Design, supervision of Urban Upgrading Project in Bauchi State [World Bank].
- 9. **Founder: Global Projects Consortium –**
  -  National Lead Monitoring and Evaluation Consultant for DRG’s funded MDGs projects and programs in Nigeria;
  -  National Coordinating Consultant, grain storage silo complexes at 20 sites across the Nigeria with a total combined capacity of 1.05 million metric tonnes [Federal Ministry of Agriculture];
  -  Interim National PM and QA Consultant (2008) for the NICEP project [Galaxy Backbone PLC] - 5,000 nodes of Internet access across Nigeria to improve nationwide digital inclusion.
- 9. **Principal: DIYAM CONSULTANTS –**
  -  Completion of Kano River Irrigation Project Phase I: 6,500 Hectares: 2003 - 2008
  -  Consultancy Services for the Hadejia-Jama’are-Komadugu-Yobe (HJKY) Basin: Improved hydrology, dam safety, integrated water resources management, river training and feasibility studies (Kano River and Hadejia Valley irrigation projects): with Royal Haskoning – DHV of Netherlands [World Bank], ongoing.
- 10. President of the Association of Consulting Engineers of Nigeria ACEN (2011 - 2013), Council member, COREN (Council for the Regulation of Engineering in Nigeria), 2013 to 2016.

## POSITIONS OCCUPIED WITH DATES

## KEY RESPONSIBILITIES AND ACCOUNTABILITIES IN EACH POSITION

## SUPERVISORY OR MANAGERIAL SCOPE

## SPECIAL CHALLENGES AND ACHIEVEMENTS




## EMPLOYMENT RECORD

### 1999 to 2016: Afri-Projects Consortium (and affiliate firms), Abuja.






Position: Partner / Executive Consultant

Responsibility: Delivery of project services, quality assurance, projects control, building capacity of professional staff.

#### Scope / projects:

-  Study on Rural Development Strategy / Poverty alleviation in Nigeria – Component 5: Human Capital Development
-  Legal and Regulatory Framework for the Nigerian Telecomm. Sector – BPE.
-  Rehabilitation works, Bakolori Irrigation Project [about 8,000 Ha.]: FMWR.
-  Procurement system and procedure for the National Fadama Development Program II (NFDPII) [PCU, Federal Ministry of Agric.]
-  Roads development Program, Yobe State – Feasibility Study.
-  Urban Upgrading Project, Bauchi State (World Bank) – surveys, designs.
-  Urban Upgrading Project, Bauchi State (World Bank) – supervision, contracts administration.
-  Completion of 7,000 Hectare Kano River Irrigation Project Phase 1: Supervision, contract administration.
-  Business development, corporate registrations and project bids in the oil and gas sector: (as Energy Projects Consortium (EPC) Ltd.)
-  [2008] - Interim National Consultants for NICEP project (GBB plc.): QA, QC, stakeholder relationship management.
-  Co-National Co-coordinating Consultants for the Strategic Silos Project [2009. 20 no. Silo complexes across the country.]
-  Lead National Consultant, Monitoring and Evaluation (M&E) of DRG's funded MDGs projects and programmes, in Nigeria – for the Presidency. Coordination and M&E reports compilation (2006 to 2009. Over 18,000 projects and programmes; worked with Civil Society Organizations; reported to Presidential MDGs committee meetings; present at the UN MDG+10 summit at New York, 2011.

Some Special Challenges / achievements:

-  Led the National M&E Team, the clearinghouse for the activities of the Zonal and State M&E Teams.
-  Prepared monthly and yearly reports of feedback from the field teams, gave recommendations for successful implementation of the MDGs projects and programs.
-  Undertook field data collection and analysis. Created a web-based portal that enabled a centralized real time collection, upload and reporting of analyzed information from locations across the country.
-  Designed and maintained a web-based M&E reporting portal, which collated and analysed field M&E reports. The portal was used in the reporting at the UN's MDGs review summit in New York, in 2010.
-  Successes achieved towards the institutionalization of M&E into the governance structure. Led a group of professionals from the consulting industry and civil society to found the Society for Monitoring and Evaluation in Nigeria (SMEAN), a chartered professional body now consisting of over 500 individual memberships and 60 corporate memberships.
-  Participated in the National Planning Commission (NPC)'s scored card presentation for MDA's; was involved in the NPC's National Integrated Infrastructure Master Plan (NIIMP); SMEAN has participated in a meetings with IDPs [international development partners] on M&E capacity development framework for Nigeria.

**2014 to 2016:**                    **Director, Legacy Pensions; a Pension Fund Administrator [PFA] regulated by PenCom, Nigeria.**

Position:                         Member of the Governing Board

Responsibility:                A Director of the Board.

Scope / Projects:             Board, committee meetings; member of 2 Board Committees: F & GPC, Risk Management Committee.









**2012 to 2013: Association for Consulting Engineering in Nigeria (ACEN).**

Position:                         President

Responsibility:                Chairman, ACEN Council. President of the association, Leader of ACEN delegations to FIDIC and affiliated international conferences; member of Council of the NSE, member of COREN Council committees.

Scope / projects:             Lead representative of the engineering consulting industry in Nigeria.

Some Special Challenges / achievements:

-  Advocacy enhancement programme: A capacity building programme (special training sessions, seminars, reach out to stake holders in the industry, including the NASS, Federal MDA's, other professional associations, etc.) to enhance the ability of ACEN to conduct advocacy for the engineering industry in general and engineering consultancy in particular.
-  Utilised a partnership with DFID (Department for Foreign and International Development of UK) to obtain DFID support for the advocacy programme.
-  Led the formation of the Engineering Leadership Forum (ELF), where ACEN, COREN and NSE collaborated to advance the course and demands of the engineering industry.
-  Coordinated the formation of a Forum of professionals of the built environment [engineers, architects, builders, quantity surveyors, town planners, land surveyors, estate surveyors] to push the NASS for the enactment of a Construction Industry Nigeria Content Act.
-  Facilitated and led a joint harmonization for professionals of a common benchmark for remunerations for professionals of the built environment industry.
-  Comprehensive review and reorganisation of the ACEN secretariat, in a drive to obtain higher efficiency, productivity and regular performance reviews.
-  Relocation of the ACEN secretariat office to a location (Adeniyi Jones, Ikeja area in Lagos) that was more suited to its professional needs, corporate status and providing a more conducive environment
-  Opened an Abuja liaison office for ACEN.


**2009 to 2011: Nigerian Maritime Administration and Safety Agency (NIMASA).**




Position: Member of the Governing Board

Responsibility: A Director of the Board; Chairman Board Committee on establishment, administration and maritime labour.

Scope / Projects: Board, committee meetings, Nigerian delegate at meetings of the International Maritime Organization IMO (London), The International Seabed Authority ISA (Kingston) and the International Labour Organization ILO (Geneva).

Some Special Challenges / achievements:

-  Led a NIMASA exercise for the review of Staff employment handbook. The review was conclusive and it was successfully implemented.





-  Led an exercise for the review of NIMASA staff remunerations based on benchmarking with similar organizations in the maritime industry. The review was conclusive and it was successfully implemented.
-  Led a committee on a review for the organizational re-structuring of NIMASA, based on a review of NIMASA's statutory mandate, strategic focus and business imperatives, a benchmarking of similar agencies, locally and internationally and a consultative process with stakeholders. This review was nearing conclusion, but the Board was dissolved.
-  Led the committee to conduct a comprehensive review of the staff scheme of services. This was to support the re-structuring initiative, by defining for each position the schedules of duties, qualifications and entry requirements. This review was nearing conclusion, but the Board was dissolved.

**1995 to 1999:** Afri-Projects Consortium, Nigeria.

Position: Partner / Executive Consultant, engineering services

Responsibility: Preparing and tracking programmes of services delivery, time inputs, fee invoicing, setting up an engineering design office and design staff team; quality assurance.

Scope / projects: Consultancy for the Petroleum (Special) Trust Fund (PTF, Nigeria) projects.

-  Terms of Reference and Project Briefs for proposed projects and programmes;
-  Management and co-ordination of agric. / rural sector projects:
  - Procurement and distribution of agricultural / veterinary inputs and agric. implements nationwide;
  - Pastoralists' livestock development programme (grazing reserves and stock routes; a mass vaccination programme for livestock; rehabilitation of facilities of the national veterinary research institute (NVRI), Vom, Plateau State; support for research for livestock drugs, vaccines and control of livestock epidemics;
  - Master plan study for the development of fishery sub-sector in Nigeria;
  - A programme for the control of migratory pests; rehabilitation of the agro aviation unit of the Nigeria Federal Ministry of Agriculture
-  A country wide National Rural Water Supply Program
-  Design and preparations for selected urban, semi urban, regional and rural water supply projects.



- ✚ Design and project preparations for selected irrigation and other water sector projects across Nigeria;
- ✚ Counterpart Funding of selected multilateral funded water supply projects;
- ✚ The National Highways and Urban Roads Rehabilitation Project (over 12,000 km of national highways rehabilitated)
- ✚ Design of selected national highways for construction and / or realignment (about 660 km of road alignments and pavements designed)
- ✚ National Rural Telecommunications
- ✚ Program for the Improvement of National Bulk Power Electricity Transmission;

Some Special Challenges / achievements:

- ✚ Reorganised the firm to provide project management services to a huge independent domestic intervention agency. Projects of over N175b over a 4-year period.
- ✚ Expansion of the firm, from 30 to a peak of over 350 professional employees.
- ✚ Technical support to the Petroleum (Special) Trust Fund, PTF in: the formulation of structure, processes and procedures, fund's allocation policy, intervention criteria, and information management system.
- ✚ Engagement and coordination of consultancy services from over 620 consultancy firms, local and international.
- ✚ Deployment of several thousand professionals and firms in an efficient, responsive and equitable system.
- ✚ PTF interventions in several sectors of the Nigerian economy.
  - ✓ Engagement of over 10,000 contractors and suppliers, 620 professional firms, 15,000 other professionals and 500,000 other cadre personnel in the private sector.
  - ✓ New standards of public accountability and due process of public procurement.
  - ✓ Official commendations locally and internationally - World Bank, AfDB, FAO, Global 2000 (and ex-US President Jimmy Carter), WHO, UNICEF, local Chambers of Commerce, the Manufacturers Association of Nigeria (MAN) and the Nigeria Stock Exchange (NSE).
- ✚ In 1999, the firm of Afri-Projects Consortium received the prestigious National Productivity Order Merit Award (NPOM).
- ✚ In May 1999: attended and successfully completed "*Private Finance of Infrastructure*", awarded by the International Law Institute (ILI) / Georgetown






University, Washington DC. [Design, negotiation and financing of private participation in infrastructure: legal, banking, finance and public policy considerations in the funding of PPPs.]

**1991 to 1995: Afri-Projects Consortium, Kaduna.**





Position: Partner, Engineering services

Responsibility: Project services: pre-commissioning; pre-contract; post contract.

Scope / projects:

-  Kagara Dam and 1 MGD Treatment Plant (Upper Niger RBDA, Minna).
-  Kebbi State Water Supply Project – Feasibility Study
-  Multi-State Health Projects - Kaduna, Sokoto, Kebbi States (AfDB financed.)
-  Kaduna Refinery Complex, Unified Access Project: KRPC, Kaduna.
-  NNPC Pipelines & Depots Project Ph. III, Enugu-Makurdi-Yola. With ILF.

Some Special Challenges / achievements:




-  Pioneering of a multi-disciplinary and multi sectoral consultancy in northern Nigeria.
-  Feasibility studies and support to Client States (Kaduna, Sokoto and Kebbi) to design a health sector programme consisting of the rehabilitation of primary health care centres.
-  Support to Clients to advance the programme’s proposal through an appraisal process by the African Development Bank AfDB.
-  Successfully secured financing from the AfDB for the “multi-state health sector programme” intervention, covering 5 states (KD, SO, KB, OG and OD) and a funding of US\$80million.

**1987 to 1990: In government service. Kaduna State. Katsina State.**




Position: Principal Engineer; Assistant Director

Responsibility: Projects engineer overseeing field coordination of public sector irrigation projects, and the running of existing schemes

Scope / projects:

-  **1987 – 1991:** Katsina State Ministry of Agriculture. Assistant Director – Irrigation: Irrigation schemes in newly created Katsina State;
-  Head of Task Force on Accelerated Wheat Production.
-  **1987 – 1987:** Kaduna State Ministry of Agriculture. Principal Irrigation Engineer – planning /design of capital projects in irrigation.




Special Challenges / achievements:

-  1987: Planned the annual operations of 20 small irrigation schemes (20 to 80 hectares) in 14 LGA's of the old Kaduna State. Total of over 600 hectares.
-  1987 – 1991: Set up of an irrigation department in the newly created Katsina State. Expanded public irrigation schemes - from 7 irrigation schemes with a total of 300 hectares to 10 irrigation schemes with about 1,000 hectares.
-  Head of Task Force on Accelerated Wheat Production, under irrigation - in public irrigation schemes and in smallholder Fadama farms, total of over 10,000 hectares.

**1984 to 1986:** **M.Sc. Studies at ABU, Zaria. Water Resources and Environmental Engineering. Project thesis in Irrigation / Engineering Hydrology.**

**Scope / projects:** Course works in: Engineering hydrology; irrigation and drainage; water and wastewater engineering; environmental engineering; also in numerical methods, statistics, operations research, business methods, economics.



Special Challenges / achievements:

-  Passed course works with distinction;
-  Conducted a series of sand tank seepage flow model laboratory research - on non-linear analysis of irrigation drainage flow.
-  A technical paper on: **“Non-Linear Analysis of Steady State Seepage into Drains.”** ASCE.





**1982 to 1986:** **In government service. Sokoto-Rima River Basin Development Authority (SRBDA); Kaduna-Karaduwa RBDA**

**Position:** Pupil Civil Engineer

**Scope / projects:**

-  **1984 – 1986:** Kaduna – Karaduwa River Basin and Rural Development Authority KKRBRDA. Civil Engineer: Zobe dam, Katsina State; design and construction of small dams on direct labour, with task force teams.
-  **1982 – 1984:** Sokoto-Rima River Basin Development Authority, Sokoto State. Goronyo Dam construction, Sokoto State.

Special Challenges / achievements:


-  1983-84: A special report on dam control and safety instrumentation on Goronyo dam.
-  1985-86: Task team - survey, design and construction of two small dams: Koza dam (Daura LGA, Katsina) and Kerawa dam (Zaria LGA, Kaduna).
-  1984-86: Dam safety monitoring, Zobe.
-  Construction of drainage relief wells, Zobe dam.

**1981 to 1982: NYSC. At Lagos State.**



Position: Youth Corp, Civil Engineer

Responsibility: Field engineer, building supervision.




Scope / projects:










-  **Construction works at** Citizenship and Leadership Training Centre, Sea School Island, Apapa - Lagos.




Special Challenges / achievements:

-  Participated in Man-O-War survival / leadership training courses.
-  Commendation for contribution in development of facilities for the sea school.

SOME PUBLICATIONS ON ENGINEERING / RESEARCH / MANAGERIAL PRACTICE

-  The Consulting Industry, Engineering And Development In Nigeria: Problems And Potentialities: International Conference of the Association of Consulting Engineers of Nigeria (ACEN), themed "Engineering is Development: A Multi-Dimensional Framework for National Development", Abuja, 8<sup>th</sup> November 2010.
-  Non-Linear Analysis of Steady State Seepage into Drains. Published in the Journal of Irrigation and Drainage Engineering, Vol. 115, No. 3, June 1989. ©ASCE, ISSN 0733-9437/89/OO03-0358/-. Paper No. 23544.
-  Ethics and Procedures in Engineering Practice [Business Integrity Management and the Future]: Keynote paper delivered at the Annual Conference of the Nigerian Society of Engineers, NSE, Abuja Branch 26th September, 2007.

-  Human Resource Management In Consulting Firms: A workshop paper on Building The Capacity Of Consulting Firms, organized by the Association Of Consulting Engineers Of Nigeria (ACEN), Lagos, 19th April 2005.
-  Procurement Procedures: A workshop paper presented annually (2004 – 2007) at NSE refresher courses. Presented at workshop centres in Lagos, Abuja, Enugu, and Kano.
-  Continuing Professional Development In Quality Management: 2004 Annual Conference of the Association Of Consulting Engineers Of Nigeria (ACEN). Lagos, Wednesday 15th December 2004.
-  Formation of Consortia: Perceptions, Essential Elements And Challenges: Keynote address; 19<sup>th</sup> Annual General Assembly of the Association Of Professional Bodies Of Nigeria (APBN), on Thursday 24<sup>th</sup> July, 2003, Victoria Island, Lagos.
-  Formation of Consortia: Perceptions, Essential Elements And Challenges: Annual Conference of the Nigerian Society Of Engineers; 9<sup>th</sup> December 2002, at Kaduna.
-  The Young Professional Engineer In A Developing Economy - What Prospects? Annual Conference of the Association Of Consulting Engineers Nigeria (ACEN). Lagos, 18th December 2002.
-  Packaging the Private Financing of an Infrastructure Project: National Conference of the Association of Consulting Engineers, Nigeria (ACEN), at Lagos - November 2000.
-  Sustainable growth in Infrastructural Development: Nigerian Engineering Practice and the PPP: 17<sup>th</sup> Engineering Assembly of the Council for the Regulation of Engineering in Nigeria [COREN], held on 23<sup>rd</sup> - 24<sup>TH</sup> SEP. 2008, at Abuja.
-  Monitoring the Millennium Development Goals in Nigeria - The National Monitoring and Evaluation Team Experience: Centre for Research and Documentation (Mambayya House) of the Bayero University Kano; at 2009 annual Research Training Workshop for Post Graduate Research Students from Nigerian Universities (Damina School), October 19-30, 2009, in Kano.

-  On procurement reforms and Consultant Selection and Practices in Nigeria. FIDIC DAVOS Conference, October 2011, at Switzerland. Main theme “Local Resources - Global Perspective”; sub-theme Ensuring Quality and Harmonizing Best Practice. With Engr. Emeka M. Ezech, DG of BPP – Nigeria.
  
-  Monitoring and Evaluation of MDGs Projects: Engineering Consultancy In Collaboration With Civil Society. 2012 GAMA Conference. At the Zambezi Sun Hotel, Livingstone, Zambia. Monday, 30th April 2012. Theme: *“Engineering As A Driver Of Sustainable Social And Economic Development”*
  
-  Making Decisions About Water. Presented at 2012 Africa CEO Roundtable & Conference On Corporate Sustainability & Responsibility (AR-CSR™). Theme: “Sustainable Development: Expanding Economic Opportunities for Public-Private Synergy”. June 28-29, 2012 at the Tinapa Business Resort, Calabar, Cross River State, Nigeria
  
-  Procurement Planning and its Impact On The Efficiency Of Projects Delivery: Highlight of Challenges Encountered in the Nigeria Public Sector Reform. FIDIC-GAMA 2013 Conference. Theme: “Consulting Engineers: Key Partners in Sustainable Infrastructure Development”, Khartoum. 7<sup>th</sup> – 10th April 2013.
  
-  Procurement Planning And Its Impact On The Efficiency Of Projects Delivery. NIQS Zonal Seminar, Multi-Purpose Hall, Gombe State University, Gombe. 11<sup>th</sup> – 12<sup>th</sup> June 2014.