

## 2.1

Location	Riyadh, Saudi Arabia
Client	Ministry of Interior through the Technology Control Company (TTC Limited)
Position	
Description	<p><b>Development &amp; Management of the Organization Reform &amp; Change Program</b></p> <p>Provided Senior Project Leader &amp; Secretary to the Ministry's of the Interior's (MOI) Organization Reform Program Steering Committee. The Ministry of Interior is a large organization composed of 10 Security Sectors with a combined staff of 330,000. It is responsible for all the Kingdom's internal security. Reporting to the Deputy Minister for the Kingdom's internal security the objectives were as follows:</p> <ol style="list-style-type: none"> <li>1. Established the Project Management process and management structure using the PMBOK methodology;</li> <li>2. Determined the needs and make recommendations, where necessary, for the effective governance, structure, composition, role and operations of the (MOI) Organization Reform Steering Committee";</li> <li>3. Established and managed a Secretariat Office to assist and support the operations of the Deputy Minister and Chairman of the Modernization Steering Committee;</li> <li>4. Developed and managed, attached to the Steering Committee Secretariat, an Auditing Unit for the monitoring and assessment of the program;</li> <li>5. Supported the Steering Committee and Project Management Group in its planning and decision-making by providing them with expert advice and best practices;</li> <li>6. Facilitated and Supported the Steering Committee to prepare the Modernization Program's Vision, Implementation Strategy and Five Year High Level Plans for the Modernization Program;</li> <li>7. Developed the methodology and implementation plan for the Strength, Weakness, Opportunities and Threats (SWOT) Analysis;</li> <li>8. Developed and implemented a business process reengineering methodology required for identifying the ministry's person year requirements and redundancies.</li> <li>9. Worked closely with and supported the Manager of the MOI Reform Project Implementation Unit, on behalf of the Steering Committee, to develop the Project Management Methodology and Approach;</li> <li>10. Developed the methodology and approach for preparing the detailed and performance-based Modernization five year Change Management and Reengineering plan and budget.</li> </ol>

## 2.2

Location	Riyadh, Saudi Arabia
Client	Technology Control Company Ltd.
Description	<p><b>Establishment of a Project Management / IT Organization – Saudi Arabia</b></p> <p>The objective was to conduct the Start-up of the Technology Control Company Ltd. (TCC) by designing the Governance, Organization &amp; Planning Structure, Roles, Policies, Project Management Methodology, Financial and Human Resource systems. TCC has as its objective to become, in the next 5 years, the largest IT company in the Gulf Region. Reporting to the <b>Chairman of the Board</b> this assignment included:</p> <ol style="list-style-type: none"> <li>1. Definition of the Overall TCC Ltd. Governance framework, management and Business Strategies;</li> <li>2. Establishment and design of the PMBOK project management processes &amp; methodology;</li> <li>3. Development of the TCC organization structure and the framework for the development of the Functional Consulting Practice Areas;</li> <li>4. Development of Organization Chart and outlines of the Job Descriptions for the key Project Management positions;</li> <li>5. Development and Management of the contract opportunity process and procedures</li> <li>6. Development of the recruitment and management of the consultant Identification process and procedures (CVs);</li> <li>7. Development of partnering approaches and contract templates;</li> <li>8. Develop the overall functional requirements for the project management, control process and procedures of a Project Office;</li> <li>9. Develop the overall Human Resource Management System and Policies for both TCC personnel and contracted consultants.</li> </ol>

## 2.3

Location	Afghanistan
Client	Afghanistan Civil Service Commission / The World Bank
Description	<p><b>Public Sector Reform and Change Management - Government of Afghanistan</b></p> <p>Project Team Leader for the situational analysis and development of the Strategic Plan and Inception Report for the "Reform of the Core Ministries" World Bank pilot project. The overall objective was to develop an organization development model for other development organizations to consider. This study and report included the pilot ministries of Finance (MoF), Agriculture, Irrigation and Livestock (MAIL), Public Works (MoPW), Reconstruction and Rural Development (MRRD) and the Civil Service Commission (CSC). The program included the development of the governance framework, organizational change and capacity building strategies, community development approach and project implementation plans. This project required extensive coordination with other international development organizations, NGOs and governments.</p>

## 2.4

Location	Washington, DC, USA
Client	The World Bank
Description	<p><b>Capacity Building – The World Bank</b></p> <p>Designed and conducted a workshop for World Bank staff on “Managing People and Productivity within optimum stress levels”.</p>

## 2.5

Location	Yemen
Client	Ministry of Civil Service / The World Bank / UNOPS
Description	<p style="text-align: center;"><b>Ministry of Civil Service – Yemen Civil Service Reform Project</b></p> <p>This major project included the following consulting activities:</p> <ul style="list-style-type: none"> <li>• Developed the Civil Service institutional and governance reform and change management strategy. The new strategy proposed a step-by-step business process reengineering approach with an integrated comprehensive and results driven formal and on-the-job capacity development program;</li> <li>• Developed the Change Management and Business Process Reengineering and Capacity-building approach, plans and methodology for the reform of core and pilot ministries and agencies;</li> </ul> <p>The strategy involved reengineering the Core Ministries of Civil Service and Finance as well as the Prime Minister's Office. The strategy proposed integrating local civil service staff with the consultant team to first reengineer the Ministry of Civil Service. Key staff from the Ministry of Finance and Prime Minister's Office were also added to the team to provide them both formal and on-the-job training for their subsequent deployment back to their respective organizations. It was expected that an ever-increasing number of local staff would be trained to deploy to eventually all ministries and agencies. (As local expertise increases a decrease in outside consultants is expected).</p> <ul style="list-style-type: none"> <li>• Developed the process and policies for the national census of civil servants and a World Bank redundancy fund for dismissal or retraining of surplus staff. We succeeded in reducing the civil service from 411,000 to 302,000.</li> <li>• Developed the World Bank Strategic Overview Reform and Capacity-building Document. (The Summary Strategic overview document is available on request.);</li> <li>• Developed the (SIP) Strategic Implementation Plan, (PIP) Project Implementation Plan and Reform Budget. These documents were the basis for the overall budget for the <b>change</b> program and the basis for The World Bank loans;</li> <li>• Assisted the World Bank representative to prepare the reform program and documentation for presentation to the WB Board for loan approval. (<i>Initial loan of 30 million approved</i>)</li> <li>• Developed the detailed performance based operational project plan and implementation budget;</li> <li>• Assisted the Canadian Government and the Canada-Arab Business Council to organize the official state visit to Canada of the President of Yemen and his delegation. This included the presentation of the keynote address to the Canadian business community and NGOs on public sector reform strategy in Yemen.</li> </ul>

## 2.6

Location	Yemen
Client	Ministry of Finance / The World Bank / UNDP
Description	<p><b>Yemen Ministry of Finance - Financial Management Accounting and Information System Reporting to the Minister of Finance and Deputy Prime Minister</b> conducted the following activities:</p> <ul style="list-style-type: none"> <li>• Developed with the IMF the specifications for the Yemen Computerized Financial Management Information System (AFMIS). The approach is integrated with the overall reform strategy and involves a strong training and capacity development program;</li> <li>• Developed the bid documents, supervised and conducted the bid assessment and contracting for the International Two-Step World Bank Request for Proposal for the Ministry of Finance's (AFMIS) (<i>The system has been successfully implemented.</i>);</li> <li>• As part of the development of the AFMIS, travelled to and studied the administrative and financial systems and approaches of the governments of Morocco, Egypt, United Arab Republic, Jordan and South Korea;</li> </ul> <p>Continued support and advice on AFMIS project management, capacity development, contract interpretations and problem solving.</p>

## 2.7

Location	Argentina
Client	La Administracion Nacional Del La Seguridad Social (ANSES) / The World Bank / UNOPS
Description	<p><b>Public Sector Reform - La Administracion Nacional Del La Seguridad Social (ANSES)</b> Working with The World Bank and UNOPS and reporting to the Executive Director of ANSES, the objective was to support the Argentine Government in strengthening administration and control for the national social security administration (<b>ANSES</b>). <b>ANSES</b> represent nearly 50% of the Government's total expenditures. This project included:</p> <ul style="list-style-type: none"> <li>• Conducted community consultations</li> <li>• Developed the methodology and approach for change management, governance and the reengineering of the Social Security Administration;</li> <li>• Developed the methodology for managing the level of customer service satisfaction in the national Service Centres;</li> <li>• Developed the ANSES strategic and operational planning system;</li> <li>• Re-engineered and developed the ANSES's Informatics Division's long-term and intermediate term strategy, short-term plans and migration strategy for: <ul style="list-style-type: none"> <li>• Upgrading the quality of in-house informatics resources and outsourcing capabilities;</li> <li>• Development of a client-centred and managerial culture;</li> <li>• Realignment towards a service orientation;</li> </ul> </li> <li>• Assisted in the design and implemented the ANSES Human Resource and Capacity Development System;</li> <li>• Assisted ANSES training division to revise the training policies, methodologies and administrative systems.</li> </ul>

## 2.8

Location	Argentina
Client	Ministry of Economia / The World Bank / UNOPS
Description	<p><b>Strategic Planning - Ministry of "Economia"</b> Reporting to the Deputy Minister of Provincial Affairs, developed the strategic planning system and methodology for the planning and evaluation of the capital project funding submissions from provincial authorities. This included community consultations, identification and preparation of the training specifications and methodology,</p>

## 2.9

Location	Peru
Client	Ministry of Education / The World Bank
Description	<p><b>Public Sector Reform - The Government Of Peru - Ministry Of Education</b> As the lead consultant to the Minister for Management and Institutional Strengthening, provided advice on the development of the strategic and operational planning systems, performance management systems and the change management model and methodology for the process reengineering of the Ministry's management and administrative systems. This included community consultations, and training workshops for senior and key staff.</p>

## 2.10

Location	Trinidad and Tobago
Client	Ministry of Transport / The World Bank
Description	<p style="text-align: center;"><b>Public Sector Reform - Ministry of Transport</b></p> <p>Reporting to the Minister of Transport, developed with The World Bank the reform program for the Transport Licensing Division. Assisted the Government in analyzing and deciding on the most effective governance, re-engineering and structuring approaches to institutional change for the Transport Licensing Division (TLD). The institutional approaches considered and analyzed were: 1) Status quo public service structure; 2) Special Operating Agency Status within the public service; 3) Executive Agency Status within the public service; 4) Statutory Corporation; and 5) Privatization. The consultancy focused on the need to find a made-in-Trinidad, client-centred solution and the building and obtaining of a public commitment from all stakeholders to this approach, such as:</p> <ul style="list-style-type: none"> <li>• Conducted community and stakeholder consultation workshops;</li> <li>• Assisted the Government in translating this strategic choice into a strategic change management plan for achieving performance improvements at the TLD;</li> <li>• Assisted in the design and conduct of a client-centred re-engineering of the governance structure and licensing business processes;</li> <li>• Organized and hosted a study tour to Canada for the Deputy Minister of Transport to study the Canadian Public Service renewal approaches and the Traffic Licensing systems used by the Canadian provinces of Québec and Ontario.</li> </ul>

## 2.11

Location	Jamaica
Client	Government of Jamaica.
Description	<p style="text-align: center;"><b>Capacity Development</b></p> <p>Prepared and presented, (<i>with Horizon Consulting Ltd., - Jamaican partner company</i>), to the Permanent Secretary to the Cabinet for the Government of Jamaica, a paper on the application of multi-media and internet technology to provide managerial, technical training and education to Jamaican public institutions.</p>

## 2.12

Location	Jordan
Client	Institute of Administrative Sciences
Description	<p style="text-align: center;"><b>Institute of Administrative Sciences</b></p> <p>Designed and conducted a three week "Organizational Change and Business Process Re-engineering" workshop for senior consultants from nineteen Arab countries.</p>

## 2.13

Location	Guyana
Client	Government of Guyana
Description	<p style="text-align: center;"><b>Public Sector Reform</b></p> <ul style="list-style-type: none"> <li>• Conducted a management and organization culture review and analysis;</li> <li>• Conducted community consultation workshops;</li> <li>• Developed the organization's strategic and re-engineering plans;</li> <li>• Developed the governance structures;</li> <li>• Designed and conducted managerial training.</li> </ul>