



CURRICULUM VITAE: MOTLANA, Rita

Personal details:

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Email	rita.motlana@devpartconsult.com
Date of birth	1 August 1972
Sex	Female
Nationality	South African
Marital status	Married

PROFESSIONAL & QUALIFICATIONS:

Institution	Qualification
Heriot-Watt Graduate Business School, Edinburgh, Scotland (199 – 2001)	Masters in Business Administration (MBA)
Post-Graduate Studies, Faculty Of Law, University Of Witwatersrand, Johannesburg, South Africa (1996)	Certificate for the Recognition of a Foreign Law Degree in the Republic of South Africa (this was necessary to convert the Uganda LLB degree in line with South African Law)
Makerere University, Kampala, Uganda (1992-1995)	Bachelor of Law degree (LLB)

KEY EXPERIENCE:

I am an independent consultant with over 14 years of international consulting experience in the development sector. Prior to 2009, I was a senior manager of the International Development Assistance service line at PricewaterhouseCoopers Namibia, and also previously worked with Deloitte Zambia and Deloitte South Africa in similar capacities. My work experience mainly comprises the provision of consultancy services to different types of donors, public and private sector companies, NGOs and the Governments of Namibia, South Africa, Uganda, Zambia and Zimbabwe. Key coverage areas included monitoring and evaluation (M&E), strategy development, organisational development, resource mobilisation, governance, project management and coordination, and project / concept development (details of these assignments are presented at the end of the CV). Most of my independent consulting work has been as an M&E expert for several PricewaterhouseCoopers offices – in Namibia, Uganda, Ukraine, Rwanda, Swaziland, Zambia and Zimbabwe.

I have a Bachelor of Laws degree (LLB) and a Masters in Business Administration (MBA). I am also a certified FranklinCovey trainer for the 7 Habits of Highly effective people, and the 5 Choices towards Extraordinary productivity. I am computer literate in MS word, MS excel, MS power point, and have basic knowledge of MS Access.

PROFESSIONAL WORK EXPERIENCE:

INDEPENDENT / DEVPARTCONSULT CONSULTANT: Development assignments (2008 to current)

Rita has provided a variety of consulting and technical support services since 2008, mainly working within the health sector providing M&E and Strategic planning services to international partners and NGOs. Rita is also a Director at DevPartConsult, a consulting services company established in 2012. Descriptions of consulting assignments and clientele she has served are provided below:

- May** – Part of a team of two consultants to develop a Dashboard for PEPFAR Implementing Partners to
September enable management track critical performance indicators in key operational areas (financial,
2012 programmatic, human resources and logistics) in a dynamic and easily understandable manner. The assignment includes a Process improvement component that enhances the capacities of the Implementing Partners to collect data and report on the identified parameters.

- April 2011 - ongoing** - M&E expert on the Uganda Local Fund Agent team (PricewaterhouseCoopers Uganda) that oversees Global Fund grants against HIV, TB and Malaria in Uganda. Have undertaken various M&E procedures including: M&E capacity assessments for Ministry of Finance, Planning and Economic Development / Ministry of Health, and The AIDS Support Network (TASO); Phase II assessments (mid-term reviews) for the Round 7 HIV and Malaria grants, and undertaken verifications of implementation (routine monitoring of reported results).
- August 2010 – ongoing** - M&E expert on the PwC Ukraine LFA team to undertake a M&E PR Assessment, for the Round 9 TB grant. In 2011, undertook M&E capacity assessments for three organisations (Principal Recipients). Also undertook On-Site Data Verifications for two HIV grants in September 2011 and August 2012.
- March 2010 – Feb 2011** - M&E expert on a Grant Management Solutions project to assist a new civil society Principal Recipient – the Namibia Network of AIDS Services Organisations (NANASO) – to prepare for Grant signing under the Global Fund Namibia Rolling Continuation Channel HIV grant.
- Jan. – Dec 2010** - Team leader and M&E expert on a Grant Management Solutions project to strengthen the capacities of the Mauritius National AIDS Secretariat – one of two Principal Recipients under the country's first Global Fund grants.
- Nov. 2009 – Feb. 2010** - Conducted a Program management capacity assessment and M&E assessment for NANASO, a new PR under Namibia's Rolling Continuation Channel Global Fund grant. Also assisted the organisation develop a new Strategy for the period 2010-15 in line with the country's new National Strategic Framework and its new PR role under the Global Fund grants.
- July to Nov. 2009:** Part of a team of consultants that developed the Namibian National Strategic Framework for the period 2010-2015. Specific responsibilities included writing the Treatment Care and Support component as well as Workplace Programs and M&E components, undertaking regional consultations and developing respective regional operational plans; facilitating and developing sector plans; and contributing towards the development of the National Operational Plan.
- April 2009 to Ongoing:** Work with PricewaterhouseCoopers Zambia to responsible for performing several functions related to the Zambia Global Fund grants. Specific functions include reviewing of undertaking PR Assessments, reviewing PR M&E Plans, undertaking Verifications of Implementation (VoI), reviewing budgets and undertaking On-Site Data Verification for all 4 PRs across 12 grants for all three diseases since 2009.
- April to Dec. 2009** - Part of a Grant Management Solutions (GMS) team that assisted with the roll-out of a newly designed Country Coordination Mechanism (CCM) toolkit in Namibia that aims to help CCM's strengthen their oversight role and capacities. As part of the assignment we also developed various Governance documents that were deemed necessary to strengthen the CCM's execution capacities.
- Jan 2009 – Ongoing** - Worked with PricewaterhouseCoopers Swaziland to undertake the M&E assessment as part of the PR Assessments for the Global Fund for the following Round 8 grants: Malaria, TB and Health Systems Strengthening (HSS) grants. Have also undertaken two Phase II (mid-term) assessments for the Malaria and TB grants, and undertaken verifications of implementation (routine monitoring) and On-Site Data Verifications.
- Jan. 2009** - Assisted the Namibia Principal Recipient (Ministry of Health and Social Services) in the preparation of its application for the Rolling Continuation Channel (RCC) for the Round 2 HIV/AIDS grant.
- Nov. 2008 to Feb. 2009** - Part of a consulting team that assisted in the development of the 2008 WHO Namibia Annual Report.
- Nov. 2008 to September 2009** - Worked with PricewaterhouseCoopers Zimbabwe, the LFA for the Global Fund Zimbabwe programmes, where I provided M&E and various project management support functions. This included conducting Sub Recipient capacity assessments, conducting on-site data verifications for HIV/AIDS and Malaria grants, reviewing M&E Plans and conducting verification of implementation for several reporting periods for the Round 5 grants, amongst other activities. Also conducted an M&E PR assessment under the Round 8 grants for UNDP.

PRICEWATERHOUSECOOPERS (PwC) NAMIBIA, April 2006 to Oct. 2008

Manager & Senior Manager – responsible for establishing the consulting department under the International Development Assistance (IDA) service line. Responsibilities included:

- Providing consulting services such as research studies, concept note development, resource mobilisation, strategy development, undertaking M&E activities including conducting periodic monitoring reviews, on-site data verifications, mid-term reviews, baseline studies and longer term impact assessments, reviews of work-plans and budgets, amongst others;

- Project management for the Local Fund Agent (LFA) account, which is a long term contract to provide independent advisory services to the Global Fund against HIV/AIDS, TB and Malaria. I was specifically responsible for M&E and programming components and report preparation covering programmatic, financial and procurement aspects. I was also responsible for team management and regular liaison with the Fund Portfolio Manager in Geneva and the Principal Recipient (Ministry of Health and Social Services);
- Supporting other LFA's in the region, for example, recently assisted the PwC Swaziland team to undertake an M&E assessment for the Round 7 Principal Recipient. Also provided training in Zambia to several LFA teams on M&E;
- Undertaking marketing and business development initiatives for the IDA department, for example the 2007 Business decision maker's survey on HIV/AIDS, the 2006 PricewaterhouseCoopers and Bank Windhoek Women's breakfast, and participating in panel discussions such as an anti-corruption panel discussion in 2006 (USAID initiative); and
- Growing the IDA portfolio and pursuing business opportunities across various service lines (audit, tax and advisory), including proposal development.

DELOITTE & TOUCHE SOUTH AFRICA, June to December 2005

Manager – responsible for identifying consulting opportunities and undertaking assignments in the Development sector. Responsibilities are similar to those in Deloitte Zambia (see below).

DELOITTE & TOUCHE ZAMBIA, July 2003 to March 2005

Senior manager and Manager – Management Solutions department in various service lines including economic development, human resources, organisational design, strategy development, financial systems, amongst others. Responsibilities included:

- Providing consultancy services in strategic development, organisational design, resource mobilisation, monitoring and evaluation, financial systems and general economic development (public sector projects);
- Planning and organising multiple tasks within the department including technical and administrative aspects;
- Undertaking project management functions including developing work-plans, coordinating project activities, quality assurance over deliverables, monitoring project budget;
- Country consultant for the DFID-funded Business Linkages Challenge Fund, responsible for marketing the Fund and conducting preliminary assessments of applications;
- Providing guidance to consultants within the Management Solutions department;
- Reviewing key documentation including Reports, Proposals, etc;
- Preparing departmental weekly accounts and developing the annual Business plan; and
- Client liaison – marketing of Management Solutions service lines.

DELOITTE & TOUCHE ZAMBIA, April 2002 – June 2003

Senior Consultant – covering the development, business and legal aspects for the Firm's Management Solutions department. Responsibilities included:

- Providing consultancy service in strategic development, organisational design, resource mobilisation, monitoring and evaluation, and general economic development (public sector projects);
- Preparation of bid documents, Expressions of Interest and Proposals, in various sectors including organisational design, strategy development, economic development, utilities;
- Preparation of departmental financial statements on a weekly basis, as well as individual project budgets for on-going assignments;
- Providing advisory support to applicants to the DFID-funded Business Linkages Challenge Fund and receiving applications; and
- Managing day-to-day client relations and coordinating associate consultants' schedules and activities.

UNITED NATIONS DEVELOPMENT PROGRAM, NEW YORK, NY, April - May 1998 (Short-term consultancy)

Consultant – Prepared and performed an evaluation of a newly adopted standardized program implementation framework, the "Program Approach", that addressed the implementation of and mobilization of resources for UNDP country projects. The report covered twenty countries worldwide and examined 80 projects with budgets of US\$20 to 80 million.

HUMAN RIGHTS WATCH INTERNATIONAL, NEW YORK, NY, July - October 1997 (Short-term consultancy)

Legal Research - Monitored and reported on Political, Social and Legal aspects pertaining to human rights in Gabon, Senegal, Swaziland and Uganda. The Reports were integrated into the division's segment in the 1998 Human Rights Watch World Report.

UNITED NATIONS DEVELOPMENT PROGRAM, NEW YORK, NY, February – April 1997 (Short-term consultancy)

Consultant in the Bureau for Policy and Procedure whose mandate was to:

- Conduct and prepare an Evaluation Report on the level of co-operation in development-efforts between UNICEF, WHO and UNDP country offices, as per the mandate of the UN Secretary General's Reform program.
- Review and assess the extent of implementation of the aforementioned Program Approach system.

GOVERNMENT OF THE REPUBLIC OF UGANDA, KAMPALA, UGANDA, July - October 1996 (Short-term consultancy)

Legal Research Assistant to the research team established to draft the first Bill addressing Condominium regulation in Uganda. Responsible for assessing the compliance of the Bill with relevant International Instruments that Uganda is a signatory to.

UNITED NATIONS DEVELOPMENT PROGRAM, KAMPALA, UGANDA, March - April 1995 (Short-term consultancy)

Legal Research Assistant to a consulting team established to review the 1994 Draft Mining Bill of the Republic of Uganda. Responsible for the review of mining operations and practices in Uganda, their impact on the environment, and the Bill's compliance with International Instrumental requirements to which Uganda is a signatory to.

WORLD HEALTH ORGANISATION, KAMPALA, UGANDA, March - April 1994 (Short-term consultancy)

Team leader of a university research group established to study the attitudes of students to HIV/AIDS. Responsibilities included the formulation of questionnaires, data collection and assessment.

UNITED NATIONS DEVELOPMENT PROGRAM, KAMPALA, UGANDA, September 1993 (Short-term consultancy)

Research Assistant to the HIV/AIDS micro-projects division undertaking an evaluation and monitoring effort to determine the viability of the UNDP funded micro-projects programme. The programme was adopted as a strategy to alleviate poverty in communities devastated by HIV/AIDS. Prepared initial report that covered financial, economic and social aspects.

DETAILS OF CONSULTING EXPERIENCE BY SECTOR:

HEALTH:

The Global Fund against HIV/AIDS, Tuberculosis and Malaria - Local Fund Agent accounts (since 2006)

Activities on these projects have included the following:

- Namibia: Project manager for the Global Fund's Local Fund Agent (LFA) team in Namibia, specifically responsible for covering programmatic and M&E aspects. Conducting quarterly verifications of implementation, specifically covering programmatic and M&E aspects for 5 grants (Round 2 HIV/AIDS, TB and Malaria, Round 5 TB and Round 6 Malaria);
- Namibia: Conducted Phase 2 assessments (similar to mid-term reviews) for the Round 2 and 5 grants, specifically covering Institutional and Programmatic, and Monitoring and Evaluation aspects, and preparing the overall Report;
- Namibia: Conducted the Institutional and Programmatic, and Monitoring and Evaluation capacity assessments as part of a PR (Repeat) assessment for the Round 6 Malaria grant, and preparing the overall Report;
- Namibia: Reviewing and reporting on all key documents submitted by the Principal Recipient including Performance Frameworks (indicators, proposed targets, etc), M&E and Procurement plans, technical reports, annual budgets, work-plans and annual reports;
- Conducted on-site data verifications for HIV/AIDS, TB and Malaria grants in Namibia, Zambia and Zimbabwe;
- Namibia and Zimbabwe: Managing the LFA team resources and liaising with the FPM on various operational (Program Update & Disbursement Request submissions) and ad-hoc aspects regarding the LFA's role in-country;
- Swaziland: Conducted M&E PR capacity assessments for the Round 7 HIV grant in Swaziland (July 2008) and the Round 8 Malaria, TB and HSS grants.
- Ukraine: Conducted the M&E PR assessment component for the proposed PR (the Foundation for the Development of Ukraine) under the Round 9 TB grant.
- Zambia: Reviewed PR M&E Plans and reviewed Round 8 budgets, for three PRs. Also conducted an on-site data verification for all four Principal Recipients, for the three diseases and undertook various Verifications of Implementation.
- Zimbabwe: Undertook the M&E capacity assessment for the new PR under the Round 8 grants.

Grant Management Solutions (GMS) – Strengthening the M&E capacity of the Namibia Network of AIDS Services Organisations (NANASO) in preparation for a Principal Recipient role (March – December 2010)

Member to a team of three M&E experts on the above assignment that comprises the provision of technical assistance in M&E to NANASO which is a first-time civil society sector Principal Recipient under the Namibia Rolling Continuation Channel grant. The assignment entails assisting the PR, in the absence of an M&E manager, to prepare key grant documents such as the Performance Framework and M&E plan, training SR and PR staff in M&E, assessing SRs' capacities to appropriately implement the grant and developing the necessary data collection and reporting tools for effective programmatic reporting during implementation.

Grant Management Solutions (GMS) – Strengthening the capacity of the Mauritius National AIDS Secretariat for Global Fund grant implementation (January – October 2010)

Team leader and M&E expert on the above assignment that comprises the provision of technical assistance in grant management, M&E and finance to enable the NAS fulfil its Principal Recipient responsibilities effectively. The NAS is the larger of the two PR's under the Round 8 HIV/AIDS grant - Mauritius' first Global Fund grant. The assignment entails working directly with the PR's staff and conducting training workshops as well as supporting the development of tools and procedures for effective grant management.

Namibia Network of AIDS Services Organisations (NANASO) – Strategy development and Organisational Capacity Assessments (Program management and M&E) (November 2009 – February 2010)

Facilitated at NANASO's 2009 strategic planning session. NANASO already had a strategic plan in place however it was necessary to review and revise it in line with several key developments that occurred with respect to NANASO in 2009. One of these developments was the CCM's decision to nominate NANASO as a second PR under the Rolling Continuation Channel (RCC) proposals for the HIV/AIDS and TB grants. The other major development was the new Namibia National Strategic Framework (NSF) (2010-15) which emphasised the role of CSOs and specifically recognised NANASO's role as a lead agent in the civil society sector.

As part of its preparatory measures with regards to the PR role, NANASO also opted to undergo a “mock” PR assessment in three operational areas – finance, program management and M&E. The intention was to identify any challenges that might affect NANASO’s performance when the organisation is assessed by the LFA, and to pre-empt this by putting measures in place to address the identified challenges. I was responsible for conducting the Program management capacity (PMC) and the M&E assessments. The assessment entailed applying the Global Fund / LFA PMC and M&E tools and developing appropriate recommendations in consultation with staff and relevant stakeholders.

Ministry of Health and Social Services, Namibia – Development of the National Strategic Framework for the period 2010-2015 (July – November 2009)

I was part of a team of four consultants that developed the National Strategic Framework for Namibia (2010-15), which is the successor plan to the third medium term plan (MTPIII) for HIV and AIDS for Namibia that ended in 2010. The development of the NSF entailed conducting wide-ranging research and consultations with various interest groups at all levels including national and regional levels which I helped facilitate at. I was responsible for preparing the Treatment, Care and Support component, as well as covering Workplace programs and M&E components. The project deliverables included the NSF itself, regional operational plans, sector plans and the national operational plan.

Grant Management Solutions (GMS) - Rolling-out of a Dashboard and development of Governance documents for the Namibian Country Coordination Mechanism (April – December 2009)

Namibia was one of seven countries selected by the Global Fund against HIV/AIDS, TB and Malaria to participate in the piloting of a CCM Dashboard that has been designed to assist CCMs with their oversight functions. CCMs are organs that form part of the in-country structures where Global Fund support is provided. Grant Management Solutions (GMS) is responsible for developing and rolling out the Dashboard, and in Namibia a team of four was identified to assist the NaCCATuM (the Namibian CCM) with this process. Eight Dashboards (for TB and Malaria) were developed over the course of the assignment.

Further to the above, additional support was provided to develop various Governance documents that were non-existent yet necessary to provide a basis on which to operate and access financial support for the NaCCATuM Secretariat. These documents included the following: the Constitution, Governance manual, Oversight plan, CCM budget and work-plan. We also revised the Conflict of Interest policy, as well as the Terms of Reference for the three Sub-Committees of the NaCCATuM. In total, eight documents were either developed or revised.

My responsibilities on this assignment included facilitating at several workshops; developing the Constitution, Conflict of Interest policy and the Sub-Committee’s Terms of Reference; participating in the development of the Dashboard guideline manual, and working directly with the people responsible for up-dating the Dashboard to ensure they become familiar with the tool.

Ministry of Health and Social Services and UNAIDS - Desk review on male circumcision in Namibia (2008)

Project manager and researcher conducting a desk review on male circumcision in Namibia. The overall objective of this desk review was to analyse existing data and documentation on male circumcision practices in Namibia and other similar sub-groups. Specific study areas included assessing the personal and environmental characteristic associated with male circumcision, attitudes of Namibians toward male circumcision based on recent media releases, examining historical perspectives on why male circumcision was initiated or ended among populations within the country, reviewing current traditional male circumcision practices in Namibia, reviewing the legal framework in which male circumcisions are currently conducted, and mapping of sites that currently carry out male circumcision.

GTZ – HIV/AIDS Impact Assessment Study for the Namibian Transport sector (2006-7)

Project manager on an HIV/AIDS impact assessment study in the Namibian transport sector, sponsored by GTZ. The assignment sought to determine both the quantitative and qualitative impact of the disease. Recommendations were made on appropriate interventions specifically designed for the transport sector. The study findings are to be used by the Ministry of Works, Transport and Communications to develop a sector-wide policy for HIV/AIDS.

Namibia Business decision makers’ survey on HIV/AIDS (2007)

Led a business decision makers’ survey on HIV/AIDS in 2007 that was undertaken by PricewaterhouseCoopers as part of its World AIDS day activities. The initiative covered over 40 private sector and parastatal companies operating in Namibia. The survey questionnaire completed during the interviews addressed the respondents’ views and opinions on how HIV/AIDS is impacting on their businesses, the actions undertaken to reduce the impact, and the extent to which HIV/AIDS is considered in strategic and business decisions. The survey also probed for best practice examples and for any factors that would, in the opinions of decision makers, lead to greater success of

initiatives. Results were compiled into a publication and launched at an event targeting the private sector and other interested stakeholders (http://www.pwc.com/na/eng/pdf/pwc_HIV-AIDS_Survey08.pdf)

JICA / NAC Zambia – Development of a Cooperating Partner database for the NAC Secretariat (2004-5)

Led a team of consultants that developed a Cooperating Partner database for the NAC Secretariat in Zambia. The database was necessary for NAC to be able to effectively undertake its mandate of coordinating M&E HIV/AIDS-related activities in Zambia, and to have a better awareness of which organisations are operating in Zambia, their geographic coverage and the intervention areas that they address with regard to HIV/AIDS.

JICA Zambia – National Health Facility Census (2004-5)

Project Manager on a JICA funded assignment to support the Ministry of Health and Central Board of Health in conducting a nationwide health facility census as part of the Government of the Republic of Zambia's efforts to improve health service delivery in Zambia.

JICA Zambia – Baseline survey on VCT and PMTCT services in Zambia (2004)

Project Manager on an assignment to conduct a baseline survey on VCT and PMTCT services in Zambia as part of the country's HIV/AIDS Control Programme. The project included assessing the existing VCT and PMTCT services available countrywide, and relating the developments and needs on the ground to national policies and cooperating partner funding efforts. It also included developing appropriate recommendations on the improvement of the delivery of VCT services in Zambia, and the designing of a comprehensive and qualitative model on VCT and Care services at national and district levels. Other deliverables included a national database and national directory of VCT and PMTCT service delivery sites in Zambia.

National HIV/AIDS Council (NAC) Zambia – Needs Assessment Study (2002)

Lead consultant on an assignment to conduct a Needs Assessment study at the Zambia NAC Secretariat to identify organisational, human resource, financial, infrastructural and other logistical constraints inhibiting the organisation's performance. Subsequently developed options and recommendations to strengthen the Council to enable it fulfil its mandate. Further developed a medium term plan for the strengthening of the NAC.

World Health Organisation Uganda - Survey on attitudes and responses of students to HIV/AIDS (1994)

Team leader of a group of University students that conducted a survey on attitudes and responses of students at Makerere University (Uganda), to the HIV/AIDS scourge. The Report also documented recommended actions for effective programmes on HIV/AIDS prevention from the youth's perspectives. The assignment was funded by WHO.

United Nations Development Programme Uganda - Viability of HIV/AIDS Micro-projects (1993)

Team member of a consulting group engaged to evaluate and determine the viability of the micro-projects system, which comprised various income generating activities that the UNDP in Uganda had adopted as part of its strategy to alleviate poverty in communities devastated by the HIV/AIDS scourge.

General Monitoring and Evaluation:

European Commission (Zambia) – Technical Evaluation of the 8th EDF Roads Department Project (2004)

Rita was part of a consulting team that was selected to undertake the final evaluation for the Technical Assistance support to the Zambia Roads Department Project. The assignment was in accordance with the European Commission's Financing Agreement. The objective of the evaluation was to provide the Government of the Republic of Zambia and the European Commission with sufficient information as to the outcome of the project; its impact on the management of the road sector in the country; and its preference in terms of project purpose and results.

Zambia Social Investment Fund (ZAMSIF) – Mid Term Review (2003)

Rita was part of a consulting team on an assignment to review the World Bank funded ZAMSIF program, including its specific components and strategies, and its operational processes. This further included an assessment of how well the ZAMSIF institutional and operational structure is equipped to meet the programme objectives, and how appropriate the ZAMSIF program objectives and design are, based on the findings of the study on institutional and operational structure.

Strategy and Organisational development:

Namibia Sports Commission - Development of a Strategic plan (2008)

Project manager and consultant on the above assignment to develop a strategy for the Namibia Sports Commission. Activities included stakeholder consultations and facilitation at a two-day workshop to develop the institution's vision, mission, value statement, broad strategy and strategic objectives.

Erongo Regional Council – Concept note and proposal development (2006-7)

Project manager and consultant on an assignment designed to assist the Erongo Regional Council to identify potential development projects to be implemented in the region to alleviate poverty, and to develop proposals that were submitted to the EU's Rural Poverty Reduction Programme for financing. Activities included organising and facilitating at a consultative workshop for over 20 of the Region's senior government officials which resulted in the identification of various development concepts, and conducting detailed research and analyses of various development proposals to evaluate their probability of success, and finally development of detailed project proposals for selected proposals.

Ministry of Agriculture, Wildlife and Forestry, Namibia - Development of a Strategy and Programme documents for the Plant Sector Development Forum (2006)

Project manager and lead consultant on the above project to develop a Strategy for the Plant sector that was expected to feed into the Ministry's overall Strategy. Also developed proposal documents for various potential sponsors, including the donor community, in order to help operationalise key aspects of the Strategic plan. Project proposals were subsequently prepared on behalf of the client for submission to the EU's Rural Poverty Reduction Programme and the Millennium Challenge Account.

National Assembly of Zambia – Strategy development and Organisational re-design (2005)

Manager on an assignment assisting the Zambia National Assembly to develop a Strategic Plan following recommendations that were made as part of the on-going Parliamentary Reform process. Following the development of the strategy, the organisational structure was examined and re-aligned to facilitate the full realization and implementation of the adopted Strategy, at Corporate and Business unit level. A Performance Management System was designed to encourage maximum effectiveness and efficiency throughout the National Assembly's operations.

Development of a Human Resources Development Strategy – Gauteng Department of Education (2005)

Project manager of the above project during its final stages during which she was responsible for managing client relations, coordination of the consulting team, general project administration and finalisation of the project reports. The project required the consultants to research the Province's economic and social situation and develop an appropriate strategy for the improved human resource delivery of the various departments of the Gauteng Provincial Government in line with the various major economic activities foreseen within the province such as the development of the Gautrain and the 2010 soccer world cup.

COMESA – Mid Term Review of the Organisational Structure (2004-5)

Project Manager on an assignment to review the organisational structure of COMESA, in order to assess whether it was appropriate for the organisation's planned regional economic integration activities and programmes, vision and priorities - the ultimate goal of which is the establishment of a Common Market, Investment Area and a Monetary Union. Specifically responsible for the review of COMESA's alignment of the business operational units to the business and corporate strategies, as well as reviewing the organisation's progress in the adoption of the Programme Approach.

Zambezi River Authority - Development of a Survival Plan (2003)

Senior Consultant on an assignment to develop a survival plan for Zambezi River Authority following adverse economic developments in the region. Activities included coordinating and reviewing potential strategies, assessing the organisation structure, reviewing terms and conditions of service, formulating human resources policies, and formulating a financial plan.

Education sector:

Establishment of the Technical Education and Vocational Training (TEVET) Fund – World Bank

Consultant on an assignment to develop the operational framework for the above Fund. The role of the Fund is to act as a vehicle that mobilises donor resources and channels resources to the country's TEVET Training institutions in order to improve training standards, curricula and learning programmes.

Responsible for addressing governance issues, organisational design (including development of basic HR policies, job descriptions), financial management aspects, including the development of the disbursement modalities, Management Information Systems, amongst others.

Situational Analysis of the Mansa Trades Training Institute (MTTI) and the Northern Technical College (NORTEC)

Part of a team contracted by the Technical Education and Vocational Training Authority (TEVETA) to conduct a situational analysis of two Training Institutes – MTTI and NORTEC. The objective of the assessment was to help TEVETA develop appropriate approaches towards the improved management of the MTTI and NORTEC by their Management Boards. The situational analysis included a review of the following aspects:

- Assessing the performance of management including the collaboration between the management individually and collectively, and subordinate staff, the basis for decision-making and the appropriateness of decisions taken;
- Assessing the division of roles and responsibilities including job descriptions in relation to day-to-day operations;
- Assessing the collaboration of the Training Institutions with the Management Board, MSTVT and TEVETA;
- Assessing the progress made by management towards achieving the Board, Ministry and TEVETA guidelines;
- Assessing the financial status and financial management of the institutions;
- Discussing obstacles, especially in the discharge of Management Board decisions; and
- Developing appropriate recommendations for the improved performance of the two Institutions.

Other Development experience:

UNDP, New York - Review of the “Programme Approach” Implementation framework (1997)

Performed an evaluation of a newly adopted standardized program implementation framework, the “Program Approach” that addressed the implementation of and mobilization of resources for UNDP country projects. The UNDP intended to address sectors of interest as a whole (Poverty alleviation, Environment, HIV/AIDS, Gender), and to provide assistance in areas where other donors were not operating, or where their assistance would be complimentary to on-going assistance. The report covered twenty countries worldwide and examined 80 projects with budgets of \$20 million to \$ 80 million. The mandate was:

- To establish whether the programs being funded were in adherence to national objectives, as identified by respective Governments, and the targets approved for the country by the UNDP Executive Board;
- To examine and ascertain the level of resource allocation as per the Program Approach requirements; and
- To determine the level of resource mobilization and interaction with other UN agencies addressing similar development strategies.

USAID Zambia - Agricultural Consultative Forum (ACF) & Zambia Agricultural Commodity Agency (ZACA) Pre-Award Assessments (2005)

Member of a consulting team that carried out pre-award assessments of two of Zambia’s agricultural organisations on behalf of the United States Agency for International Development (USAID). Was particularly involved with the assessment of the operational framework and the procurement processes of the organisations. Also reviewed their structures and personnel policies and procedures.

DFID - Business Linkages Challenge Fund (BLCF) (2002-5)

Between 2002 to 2005, served as a country consultant then country manager for the Business Linkages Challenge Fund (BLCF) in Zambia that is sponsored by DFID. The fund makes grants for the development of business linkages that improve competitiveness and bring benefits to the poor.

World Bank Zambia - Establishment of the Technical Education and Vocational Training Fund (2004)

Consultant on an assignment to develop the operational framework for the above Fund. The role of the Fund is to act as a vehicle that mobilises donor resources and channels resources to the country’s TEVET Training institutions in order to improve training standards, curricula and learning programmes. Was responsible for addressing governance issues, organisational design (including development of basic HR policies, job descriptions), financial management aspects, including the development of the disbursement modalities, Management Information Systems, amongst others.

Chilanga Cement Plc – Preparation of a Submission document

Part of a consulting team contracted by Chilanga Cement Plc to prepare a Submission document stating the company’s case against the influx of artificially priced cement into the market, and elaborating upon the potential ramifications on the Zambian economy.

Undertook analysis of the various issues and the preparation of the Submission document that was prepared on behalf of the company for the Government of the Republic of Zambia. The document addressed various issues including:

- The impact on company profitability and its subsequent impact on the country's revenues;
- The company's strategic economic contribution to the Zambian economy;
- The potential ripple effect on other industries in the country; and
- Potential courses of action that could be undertaken by the Government in order to level the playing field.

Languages

Language	Spoken	Writing	Reading
English	Excellent	Excellent	Excellent

REFERENCES:

Name: Dr. Magda Robalo

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Name: Patty Karuaihe-Martin

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