KPMG Peat Marwick & Partners

Management Consultants

NATIONAL FAMILY PLANNING BOARD

THE DEVELOPMENT OF A FIVE-YEAR STRATEGIC PLAN

TECHNICAL PROPOSAL

NATIONAL FAMILY PLANNING BOARD
5 SYLVAN AVE., KINGSTON 6

Prepared by
KPMG Peat Marwick & Partners
APRIL, 1999

Contents

APPENDICES

1 Introduction

1.1 Overview

KPMG takes pleasure in submitting this proposal for the development of a five-year strategic plan for the National Family Planning Board of Jamaica (NFPB). The output of this assignment is intended to assist the NFPB in managing its affairs over the five-year period 1999 to 2004, especially with regards to the development of its programmes in:

- Family health
- Reproductive health
- Health promotion/advocacy
- Management Information Systems
- Finance.

1.2 Background

Established in 1967, the National Family Planning Board (NFPB) is a Government agency empowered to ensure the orderly and sustainable growth of Jamaica's population. Since its incorporation in 1970, the NFPB has attempted to fulfil its mandate by the design and implementation of carefully designed family planning programmes and projects. In this regard it has been assisted by several bilateral aid agreements between the Government of Jamaica, USAID, the World Bank, UNFPA and certain local organisations. Within recent times, this assistance has come mainly from the USAID-funded POLICY Project which, acting in conjunction with The Futures Group International, has undertaken to develop the performance of the NFPB in all areas of operation.

One of the objectives of the current bilateral Family Planning Initiative Project has been institutional strengthening through the establishment of proper management structures, an output of which was the formation of a strategic plan for the period 1993 – 1998. As a continuation of such efforts encouraging a shift from project implementation to program co-ordination, it is necessary for the NFPB to chart its direction for the next five years. To inform this process, the NFPB has seen it fit to produce, for review, an evaluation of the implementation of its previous five-year strategic plan (1993 – 1998).

We understand that over the next five years, the main areas targeted for action comprise:

- family health education, including family life education (non formal sector), males, adolescents, young adults and with high parity women;
- reproductive health education, focusing on family planning, sexually transmitted diseases and maternal health;
- health promotion/advocacy, especially with regards to chronic diseases; cervical & breast cancer, lifestyle disorders, and training and health education;
- the development of management information systems, including the proper maintenance of logistics, accounts, financial reports, human resource development, the development of norms and standards and the development of inter-sectoral linkages; and
- the establishment of financing initiatives, including the structure of policies for financing, sustainability/cost recovery procedures, establishment of resource management and the exploration of partnerships with Non-Governmental Organisations.

It is important that the plans of action and the goals expressed be made in the context of current developments. Significantly, the NFPB is expecting reductions in funding inflows for the coming fiscal year 1999/2000, which requires that its priorities be set and decisions made regarding the continuation of activities. Additionally, current efforts at reorganisation within the Ministry of Health (MOH) may see an increased emphasis on the strategic program co-ordination role of the NFPB, as against efforts aimed at policy implementation. It is expected that the work of the NFPB may soon form a critical base component into the output of other Government agencies, particularly in the MOH. Similarly, the establishment of Government departments as Executive Agencies to improve accountability and service delivery in the public sector may be extended to the NFPB, making it critical that it develops plans that serve to maximise its potential contribution to nation development. These plans would therefore differ from past constructs in the emphasis placed on the necessity of the NFPB to strategically liase with other public and private sector bodies in the fulfilment of its mandate.

In the midst of uncertainty, it is therefore essential that the framing of a strategic plan pay particular attention to expectations on future operations and performance flowing from these developments. Plans should be sufficiently forward-looking to reinforce the role of the NFPB as an initiator of population management measures, and having a sufficient impact on the health services affected by population levels in a comprehensive healthcare-management system for Jamaica.

1.3 Structure of proposal

The arrangement and content of this document is intended to show:

- the background to the development of a need for a strategic vision over the period identified;
- our understanding of your requirements;
- an outline of our approach to meeting these requirements;
- the deliverables expected to be provided by us; and
- the proposed work schedule involved in the completion of these tasks, including an estimate of the workload and other resources required for the achievement of stated goals.

Mention is also made of the particular strengths of KPMG in meeting your needs, including an outline of the firm's skills and experience inventory, and their applicability to this project. As per your instructions, details on the costs involved are provided under a separate cover.

2 Study Scope and Objectives

It is expected that the strategic planning exercise will address what the NFPB wishes to achieve, its current as against desired position, how it plans to get there and the financing necessary for this process. From the terms of reference provided, it is understood that the NFPB requires consultants to:

- lead the NFPB through a strategic planning exercise, ensuring that all staff comprehend the strategic planning process;
- meet with the NFPB and other stakeholders to discuss priority areas for the 1999-2004 strategic plan;
- produce a strategic plan for the years 1999 – 2004, including a financial analysis that will state how the priority areas will be financed;
- prepare a budget for the first fiscal year of the strategic plan, the timing of which will depend on when the strategic plan is completed; and
- lead the NFPB through an exercise to define the contents for the National Youth Reproductive Health Policy and to draft a plan for developing the policy.

Adherence to these terms will then result in the provision by KPMG of:

- a work plan on the intended direction to complete the tasks in the subcontract;
- a progress report on the issues emerging from an analysis of the operating situation and the external environment, including

- the 1999-2004 Strategic Plan;
- a plan for developing the National Youth Reproductive Health Policy.

3 Approach and Methodology

3.1 Overview

Success in meeting your stated objectives will come not only from employing appropriate technical skills, but by involving you, the NFPB, in a collaborative effort involving strong project management and the co-ordination of effort among the various team-members. In addition, we will draw on the wealth of experience and technical resources that our previous work with similar projects, as well as our international connections, affords us.

KPMG will assemble a team of consultants with skills and experience in:

- Healthcare Management
- Strategic Planning
- Financial Management and Analysis
- Change management
- Project management.

Our approach will be based on a partnership arrangement with the NFPB from the outset, utilising the "working together" methodologies of Process Consultancy. This will ensure that the NFPB obtains value-for-money and receives tangible benefits from the results. KPMG will therefore act in collaboration with senior management to guarantee:

- early clarification and discussion of the issues, and focus on the particular requirements of the NFPB; and
- an increased level of compliance in the implementation of recommendations.

As the diagram below shows, we adopt a collaborative approach in which your needs inform our processes, which then impact on the final product. Underlying all activities is a recognition of and adherence to international standards of competence.

Methods Employed in the Development of a Strategic Plan for the NFPB

A key factor in the success of this process on improving the efficiency and effectiveness of the NFPB will be the proper understanding and implementation of the plans devised. We thus intend to ensure skills transfer to impress upon staff the relevance of this process, both by conducting formal initiation sessions and by the maintenance of open lines of communication.

As mentioned before, it is our expectation that the MOH and the NFPB, in conjunction with selected public health agencies, will be required to provide inputs on the overall direction of population management issues. In addition, the work of the NFPB will inform the work of other Ministry activities, such as plans on the number of clinics, hospital beds or medical supplies required over a period. This will therefore ensure that the NFPB retains a place as a primary component as a formulator of a comprehensive health management programme. It is also an expectation that the amounts of foreign bilateral aid will reduce, and the NFPB will be required to generate operational funding internally. Therefore, new sources of financing will have to be identified, possibly encompassing the development of a marketing programme for the generation of revenue.

With the above in mind, the plans to be created by the NFPB have added significance in terms of their internal and external impact. It is therefore our intention to ensure practical realism and implementability in the framing of plans. We would also seek to ensure efficiency and effectiveness.

The engagement summaries in **Appendix II** details KPMG's experience in the area of strategic planning and financial management. It is instructive to note that we have experience, both of a general nature in the design of strategic planning schemes for varied bodies, as well as specific experience among healthcare institutions. This is coupled with our intimate knowledge of issues involved in the public sector, to include the health sector, gained from our prior and ongoing work with the Government of Jamaica (GOJ) in the delivery and management of its services.

It should be mentioned that clarification on the above expectations, and their implications on the development and content of the strategic plan, would be one of the objectives of the first stage of our assignment.

3.2 Project Definitions

For clarity we have segmented the engagement into the following phases:

- Phase I: Project Start-up and strategic analysis.
- Phase II: Development of Strategic Plan.

Details on these stages are provided below. Although these are identified as discrete phases, in practice some steps will be done simultaneously to ensure that the engagement is conducted efficiently and effectively.

3.2.1 Phase I: Project Start up and Strategic Analysis

3.2.1.1 Objectives

For the construction of an effective plan, it is critical to clearly identify and establish or clarify NFPB's long-term business direction at the outset of the project. We will undertake to review the mission, vision, value system, corporate objectives, strategies, critical success factors and goals of the NFPB, to establish a common understanding of the activities, deliverables and the input required of the NFPB and KPMG. We will therefore seek to analyse the current operations to identify the current paths, identify success factors paramount to the achievement of objectives and targets, determine relevant measures of success, and examine the issues impacting on the achievement of the same. Depending on our findings, the preliminary project work-plan may be revised and adjustments made as necessary.

3.2.1.2 Approach

To achieve the above, we would convene a number of workshops with officials from the MOH and senior managers from NFPB, to clarify/establish the strategic parameters. It will also be important at this point to determine how NFPB will operate, in light of the changes occurring in the MOH. We will also utilise information from previous studies that have been conducted on behalf of the NFPB, documents generated from your offices, available relevant local and international reference material, and information from KPMG's international databank relating expected trends in population management issues on a global scale.

The other workshops will be with decision-makers. They will, with our assistance, identify those items that NFPB must do well if it is to accomplish its objectives, and identify those processes, which would contribute most to achieving the strategic direction. Workshops will also be held with staff to ensure that staff understands the strategic planning process. A schedule of key dates of interviews and workshops will be prepared.

During this phase a SWOT/C (Strengths, Weaknesses, Opportunities, Threats and Challenges) analysis will be conducted, examining both internal factors and external environmental influences on performance.

3.2.1.3 Outputs

Deliverables of this phase will be:

- refinement of our preliminary work-plan;
- a progress report on the analysis of the external environment, including:
  - a SWOT/C analysis;
  - a clear definition of the mission, shared values, and direction;
  - identification of critical success factors; and
  - identification of the change management issues that must be addressed.

3.2.2 Phase II - Development of the Strategic Plan

3.2.2.1 Objectives

The main focus of this phase is to integrate the above analysis, various agreed business objectives, issues and strategies into a cohesive yet flexible Strategic Plan that clearly outlines the path to be taken that will lead the organisation into the next century. The Strategic Plan will demonstrate what the organisation will be like in the future, assuming the achievement of the agreed long-term objectives and will show:

- The agreed mission statement and goals from the previous phase;
- The strategies and objectives for these established goals;
- Activities and work-plan identifying responsibilities and resources required for the coming year;
- Financial plan for the five years stating expected capital purchases, revenues and expenses.

3.2.2.2 Approach

In conjunction with our internal plan development processes, we will involve senior management and other senior officials of the NFPB in interactive workshops. The aim of these workshops is to provide an opportunity to obtain consensus and agreement, resolve inconsistencies, assist in communication and in understanding how the various elements of the strategic plan evolved. Management should feel comfortable with the final document and should show ownership of the contents of the Plan. To assist management decision making over the period of transformation, we will:

- Prepare a budget for the first financial year of the strategic plan; and
- Lead the NFPB through an exercise of defining contents for the National Youth Health Policy and to draft a plan for developing the policy.

3.2.2.3 Outputs

Deliverables from this section will be:

- The 1999-2004 strategic plan.
- An estimation of the financing costs for the first financial year of the strategic plan.
- The plan for developing the National Youth Reproductive Health Policy.

3.3 NFPB Responsibilities

In working on any engagement, we believe that certain **client responsibilities** are necessary to ensure success. The major requirement that we request is the designation of a Project Director. This individual will be responsible for working with the KPMG Project Manager and, as such, will serve our central point of contact with the NFPB. Other responsibilities of this person would include:

- establishing a Steering Committee to review and approve deliverables and recommendations in a timely manner;
- along with the KPMG Project Manager, reporting to the Senior Management on the status of the engagement on a regular basis;
- serving as the interface between the KPMG project team and NFPB staff participating in this engagement;
- obtaining and providing information, data, decisions and approvals, within a mutually agreed upon timeframe;
- resolving engagement issues and the escalation of such with the NFPB as necessary;

- scheduling and/or identifying an assistant to work with the KPMG project team in scheduling NFPB personnel for interviews and joint sessions.
- upon project initiation, provide to the KPMG project team, the required documentation.

NFPB's personnel should also be available to participate in one or more work sessions and interviews, as well as in the review and approval of the deliverables produced during this engagement.

4 Our Firm

4.1 Project Team

KPMG utilises a multi-disciplinary team approach in the conduct of assignments of this nature. This is facilitated by the availability of technical expertise in various disciplines of our firm. For this exercise, resources will be drawn primarily from the Human Resource and Performance Improvement department of our practice. The core KPMG project team will comprise:

- Mr. Henry Williams, Partner, Human Resource and Performance Improvement (HRPI), who will act as Engagement Partner, with overall responsibility for the project. Mr. Williams is an Industrial Engineer and has been involved in organisation and operations management for over 19 years. He also holds qualifications in Human Resource Management and a Masters in Business Administration. His areas of specialisation include project management, management audits and organisational reviews for both the private sector and the GOJ. He has been instrumental in the present Public Sector Modernisation Programme (PSMP), including Executive Agency development. His main responsibility will be to monitor quality and conduct high level discussions to ensure your satisfaction throughout the project.
- Mr. John Beman, Partner with responsibility for Corporate Services, will act as the engagement Manager. Within our firm, Mr. Beman has also held responsibilities for the departments Enabling Technologies and Financial Management Services. He is a qualified accountant with experience in public sector reform, privatisation and divestments within Jamaica and the wider Caribbean. This is inclusive of extensive work on projects involving healthcare management issues, and the review of strategic visions for organisations. He is currently involved with the Public Sector Reform programme in Jamaica, and currently serves as the Engagement Partner for the Human Resource Development Project of the MOH.

- Mr. Aubrey Pereira, a Senior Manager in the Human Resources – Performance Improvement department, will be the Lead Consultant for KPMG. He will be responsible for monitoring activities and costs, and directing relevant activity. With experience in Sri Lanka, Canada and Jamaica, Mr. Pereira has had significant experience in the review of strategic visions for organisations and the implementation of financial systems. He is a key member of the KPMG team involved in the PSMP, particularly Executive Agency development.
- Mr. Dudley Barrett, a consultant in the Human Resources – Performance Improvement (HRPI) department will serve as our Financial Systems specialist. He has achieved the certification of the Association of Certified Chartered Accountants, and has experience in the review, design and implementation of financial and operating systems, plans and budgets. Most recently he was involved in the design and implementation of financial systems in the public sector.
- Mrs. Alison Blackwood, a consultant in HRPI at KPMG, is an Industrial Engineer who has worked on several institutional development engagements. She has also been involved in organisational reviews and business process reengineering (BPR) projects, market salary surveys, benchmarking and job evaluation exercises.
- Mrs. Sandra Willacy, Consultant - HRPI, has a post-graduate qualification in Human Resource Development. She has been involved in organisational analysis and development, including the review of operating systems, including a Strategic Review of the MOH, and involvement in the PSMP.

Further details on these persons are presented in the résumés provided in **Appendix I.** Resources will be drawn from other areas of the consulting firm, as required, during the course of the engagement. A project team chart is also shown, illustrating the various interactions.

4.2 Project Management and Control

We anticipate that the engagement will take a total of 505 staff hours. The provision of details on this area is the subject of **Appendix IV**. At the beginning of this engagement, our work-plan will be reviewed with your project management team. We therefore intend to agree with you the specific tasks and sub-tasks assigned to individuals within our team.

KPMG Peat Marwick & Partners

Management Consultants

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Cables veritatem

Mrs. Ellen Radlein
Director of Projects and Research
National Family Planning Board
5 Sylvan Avenue
Kingston 5

April 16, 1999

Dear Mrs. Radlein,

Addendum to Technical Proposal – Five-year Strategic Plan

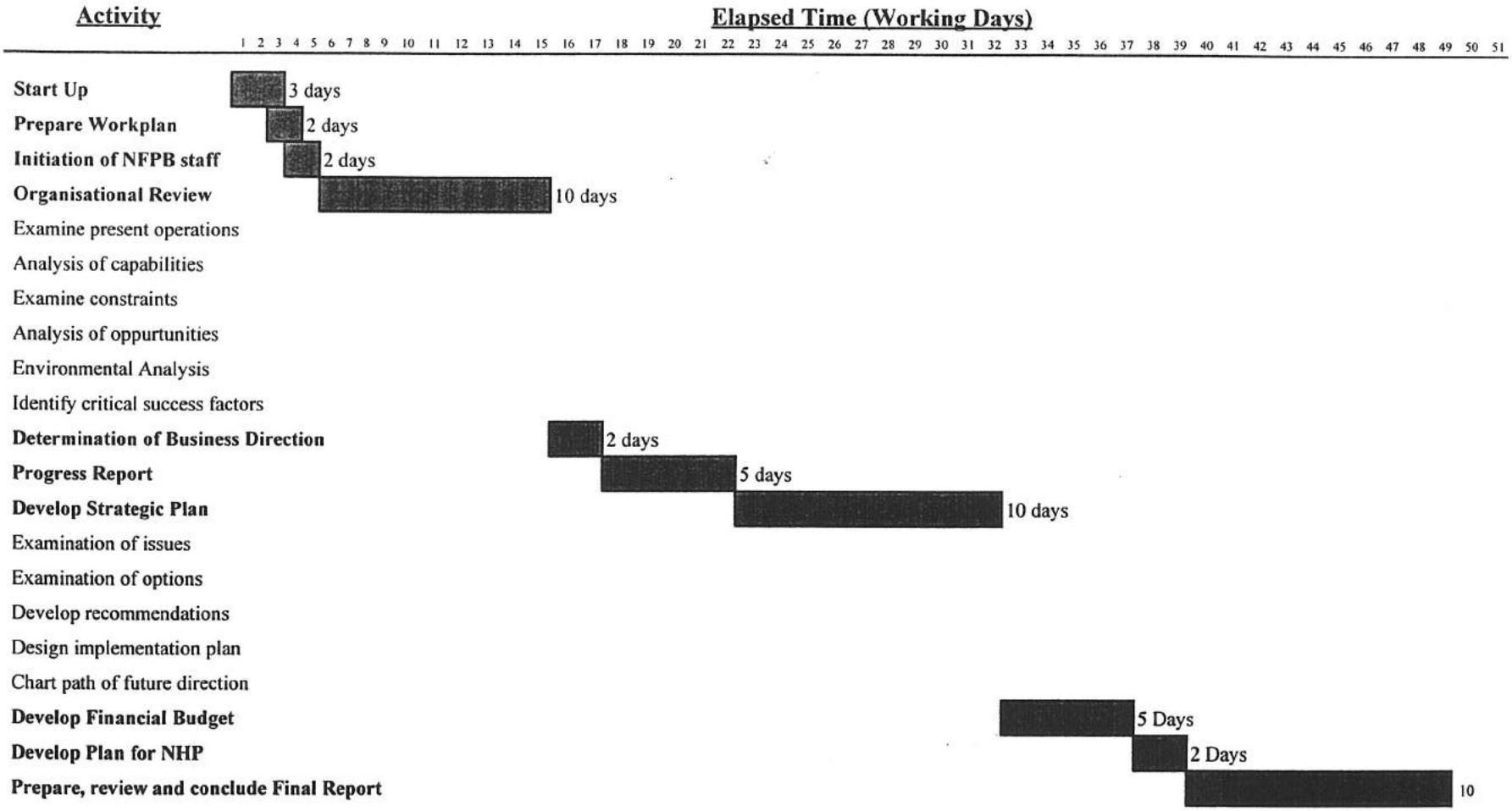
In keeping with your requirement of Section D – Deliverables, our work plan as presented requires the phasing of the workload over four (4) calendar months. The delivery schedule in Section D will be adhered to.

Yours faithfully,

KPMG Peat Marwick & Partners.

GBS:HJW:sd

The National Family Planning Board
Suggested Workplan
The Design of a Five-Year Strategic Development Plan



Along with the detailed work plan, we will be preparing Project Control worksheets for the use of our team. These sheets will outline the task objective, suggested inputs and comparisons of targets with actual output achieved. Throughout the engagement we will conduct regular status meetings with the project team members and report to the NFPB any issues, problems or items for resolution.

4.3 Experience

For over twenty (20) years, KPMG's management consulting practice in Jamaica has conducted assignments in the nature of financial analysis and review; change management; strategic planning; operations review; management auditing; organisational restructuring and improvement; performance appraisal; productivity improvement; and computer systems design.

Several organisations have seen tangible benefits directly resulting from our efforts. This is due to our approach, emphasising working together and skills transfer to ensure the effective implementation of recommendations. Foremost among our advantages are our available resources. We are able to draw upon the wealth of experience and expertise of our local staff and partners. In addition, we have direct access to our international offices, thereby providing you with global support for your venture.

The engagement summaries identify some of the more recent projects that we have conducted in the areas mentioned above. Brief summaries of some of our most recent experiences in conducting engagements of this kind are shown in **Appendix III.**

4.4 Resource usage

4.4.1 Time Estimates

We estimate that this engagement would take approximately 505 staff hours for completion over an estimated elapsed time of three months. The Gantt chart provided **(opposite page)** at the end of this document shows an outline of a preliminary work-plan. This plan is subject to review, especially in Phase I. We would make changes only following discussions with you.

4.4.2 Professional fees

Details on the costs likely to be faced by you are provided under separate cover.

5 Conclusion

In closing, we wish to thank you for considering KPMG to assist you in this challenging venture. We remain convinced that our local and international skills pool and databank, range of services, and relevant experience in the conduct of similar engagements place us in a position to fully meet your expectations. We enjoyed meeting with you, and look forward to the prospect of working with your organisation on this important exercise.

APPENDICES

APPENDIX I

RÉSUMÉS

Attachment #2

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

1. Name *(Last, First, Middle)* Williams Henry Joscelyn		2. Contractor's Name	
3. Employee's Address *(include ZIP code)* 6 Duke Street, Kingston		4. Contract Number	5. Position Under Contract
		6. Proposed Salary	7. Duration of Assignment
8. Telephone Number (include area code) (876) 922 6640	9. Place of Birth Kingston, Jamaica	*10.* Citizenship *(if non-U.S. citizen, give visa status)* Jamaican	

11. Names, Ages and Relationship of Dependents to Accompany Individual to Country of Assignment

12. EDUCATION *(include all college or university degrees)*

NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE
Barry University, USA		MBA	
University of Miami, Florida.	Industrial Engin.	BSc.	
University of Technology	Personnel Mgmt.	Certificate	

13. LANGUAGE PROFICIENCY *(See instructions on reverse)*

LANGUAGE	Proficiency Speaking	
English	English	

14. EMPLOYMENT HISTORY

a. Give last three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related proposed assignment.

b. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTRACT AND TELEPHONE #	Dates of Employment (M/D/Y)		Annual
		From	To	Dol.

15. SPECIFIC CONSULTANT SERVICES (give last three (3) years

SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT AND TELEPHONE #	Dates of employment (M/D/Y/)		Days at Rate	
		From	To		

16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.

Signature of Employee	Date
[signature]	15/4/99

17. CONTRACTOR'S CERTIFICATION (To be signed by responsible representative of Contractor)

Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contract form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The certifications that are false, fictitious or fraudulent, or that are based on inadequately verified information may result in appropriate remedial action by USAID's consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.

Signature of Contractor's Representative	Date
[signature]	15/4/99

KPMG

Henry J. Williams

Date of Birth:	September 19, 1950
Nationality:	Jamaican
Date of Joining:	July 1, 1984
Title:	Partner
Business Unit:	Management Consulting
Education:	Master of Business Administration - Barry University. B.Sc.. (Industrial Engineering) - University of Miami, Florida. Certificate (Personnel Management) - University of Technology.
Professional Qualifications:	Senior Member, Institute of Industrial Engineering. Member of the Institute of Management Consultants of Jamaica. Member of Jamaica Manufacturers Association (JMA) Member of Jamaica Employers Federation (JEF)

Key Areas of Experience:

Organisation and Operations Management
Business Transformation
Performance Improvement
Compensation Systems
Business Process Re-engineering
Quality Management
Productivity Incentive Systems
Human Resources Development

Publications:

Article - Business Processing Re-engineering (BPR) - Flavour of the Month - Jamaica Computer Society magazine - 1995

Article - Business Process Re-engineering Jamaica Association of Training and Development Conference - 1997.

Article - Introduction to Business Process Re-engineering - Institute of Chartered Accountants of Jamaica 1995.

Language:

English

Country Experience:

Jamaica, Trinidad & Tobago, Barbados, St. Vincent, St. Lucia, British Virgin Islands, Antigua, Dominica, USA, Canada, UK.

Background

Mr. Williams is a Partner in the Jamaican office with responsibility for the Human Resource and Performance Improvement Consultancy Practice. His particular blend of qualifications in Business Administration, Industrial Engineering and Human Resources Management, along with his work experiences for over nineteen (19) years, provide the background for his work in organisation and operations management. He is our in-house Quality Co-ordinator and works with our quality practitioners in our international offices.

Mr. Williams has conducted and managed Institutional Development engagements in both the private and public sectors in Jamaica and the wider Caribbean. These engagements have been carried out for financial, insurance, manufacturing, public utilities, airlines, tourism, food processing, health services, agriculture, public media, and transportation institutions within both unionised and non-unionised environments.

Experience Prior to KPMG

Prior to joining KPMG, Mr. Williams spent two (2) years with Esso West Indies Limited, Jamaica, in oil refining and six (6) years as Managing Partner of Williams Furnishings, a manufacturing and retail company in Jamaica. He also undertook a comprehensive feasibility study which focussed on new product development and the use of local materials in the furniture industry. Mr. Williams also worked in Personnel Administration for the Mutiny Hotel in Florida, USA.

Market/Industry Sector Experience

Financial	Business Transformation; Compensation System; Quality Management; Business Process Re-Engineering.
Insurance	Organisation and Operations Management; Compensation System.
Manufacturing	Organisation and Operations Management; Compensation Systems; Quality Management.
Government & Public Utilities	Business Transformation; Compensation Systems; Productivity Incentive systems; Human Resources Development; Quality Management.
Airlines	Productivity Incentive Systems; Compensation Systems.
Tourism	Compensation Systems.
Food Processing	Organisation and Operations Management.
Health Services	Business Transformation.
Agriculture	Performance Improvement; Compensation Systems.
Public Media	Business Transformation; Productivity Incentive Systems; Human Resources Development; Compensation Systems.
Transport	Productivity Incentive Systems; Compensation Systems; Performance Improvement; Quality Management; Business Process Re-Engineering.

Professional Service Experience

Mr. Williams has worked as a management consultant within the industry sectors and the key areas of experience previously mentioned over the past fourteen (14) years. Additionally, he has been instrumental in the development of the Firm's capabilities in Business Process Re-Engineering and Quality Management, including ISO Registration requirements. Mr. Williams' main areas of expertise are performance improvement, institutional development and compensation systems, while his industry knowledge is greatest in Government and public utilities, manufacturing and transport.

Specific Experience available on request.

Attachment #2

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

1. Name *(Last, First, Middle)* Beman John C.		2. Contractor's Name	
3. Employee's Address *(include ZIP code)* 6 Duke Street, Kingston		4. Contract Number	5. Position Under Contract
		6. Proposed Salary	7. Duration of Assignment
8. Telephone Number (include area code) (876) 922 6640	9. Place of Birth Britain	9. Citizenship *(if non-U.S. citizen, give visa status)*	

11. Names, Ages and Relationship of Dependents to Accompany Individual to Country of Assignment

12. EDUCATION *(include all college or university degrees)*

NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE
Grammar School to GCE A'Level, Community College			

13. LANGUAGE PROFICIENCY *(See instructions on reverse)*

LANGUAGE	Proficiency Speaking	
English		

15. EMPLOYMENT HISTORY

a. Give last three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related proposed assignment.

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SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT AND TELEPHONE #	Dates of employment (M/D/Y/)		Days at Rate	
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Signature of Contractor's Representative	Date 15/4/99

KPMG

John C. Beman

Date of Birth:	June 22, 1952
Nationality:	British/Jamaican
Date of Joining:	May 2, 1983
Title:	Partner
Business Unit:	Management Consulting
Education:	Grammar School to GCE A' Level, Community College, Professional Training
Professional Qualifications:	Fellow of the Association of Chartered Certified Accountants Affiliate Member of the Institute of Chartered Accountants of Jamaica Member of the Institute of Management Consultants of Jamaica (Immediate Past President of the Institute) Member of the Jamaican Institute of Management Member of the Jamaica Computer Society

Key Areas of Experience:

Feasibility Studies and Project Appraisals

Development of Feasibility Studies
Development of Business Plans
Preparation of Financial Projections
Preparation of Project Proposals

Financial Management

Company Valuations
Preparation of Offer Documents, Company Fact Sheets, etc.
Development of Systems of Financial Management
Preparation of Budgets
Financial Planning
Provision of Accounting Services
Conduct of Special Studies
Receiverships and Liquidations
Provision of General Advisory Services

Systems Development

Preparation of Policy Statements
System Design
Policies and Procedures Manuals
Information Systems Requirements Analysis
Project Planning and Management

Management and Operations Audits

Strategic Reviews
Diagnostic Reviews
Management Audits
Operations Audits

Institutional Management

Operational and Strategic Management
Institutional Planning and Design
Special Investigations and Projects

Public Sector Management

Privatisation Studies
Value for Money Studies
Project Management
Government Restructuring Programmes
Administrative Reform

Publications

Languages English, French (Read)

Country Experience Jamaica, Trinidad & Tobago, Barbados, Dominica, Haiti, The Bahamas, United Kingdom

Background

Mr. Beman is a Partner in the Jamaican Consulting Firm. He joined KPMG Peat Marwick & Partners in May, 1983, as an Assistant Manager in the Firm's Information Technology practice, ultimately leading that business unit as a Principal in the firm. Latterly he has focussed on his core profession of accounting, having headed the consulting firm's Financial Management Services practice and participated in the operations of the audit firm's Corporate Services practice.

In 1996 Mr. Beman undertook a two-year assignment, temporarily withdrawing from the KPMG Partnership, to hold the position of Campus Bursar at the Mona Campus of the University of the West Indies. As chief financial officer of the campus, which, through funding from regional governments, students and other sources, has an annual budget in excess of J$3 Billion, he held responsibility for the following functions:

- Day-to-day management of the Bursary's operations.
- Reporting to the University's management on the finances of the Mona Campus.
- Development of annual budgets.
- Preparation of annual financial statements for statutory audit.
- Interaction with the University's stakeholders, notably representatives of the contributing governments.

Central to Mr. Beman's assignment was the restructuring and modernisation of the operations of the Bursary.

On his return to the firm Mr. Beman has worked on Corporate Recovery engagements, having been appointed Receiver/Manager for two companies. He has also participated in two studies, funded from the United Kingdom, in the Ministries of Health and Education in the Governments of Dominica and Jamaica, respectively.

Experience Prior to KPMG

Prior to coming to Jamaica, Mr. Beman worked with:

- Debenhams Limited, a major UK-based department store group, where he gained his accounting training. His final position with the company was Assistant Group Management Accountant.

- Carreras Rothmans Limited, the tobacco company where, employed as a Systems Development Accountant, he participated in the design of an export finished goods inventory system.

In Jamaica, he has worked with the following organisations:

- Cigarette Company of Jamaica - supervising the transfer of their accounting system to processing by a computer service bureau. This work involved the use and adaptation of existing packages and specifying requirements for new applications.

- Management Control Systems Limited - participating in the design and development of their software products and supervising their implementation with company's bureau clients.

- International Computers Limited (now Fujitsu-ICL Caribbean (Ja) Limited) - held the position of their Professional Services Manager where his responsibilities covered consultancy services, sales support, and the marketing and administration of customer training.

Market/Industry Sector Experience

In his fifteen (15) years with KPMG, Mr. Beman has worked with companies and public sector entities in a wide range of Market/Industry Sectors including Banking and Finance, Manufacturing, Central Government, Education, Transportation and Public Utilities. He has also worked extensively on engagements connected with the Government of Jamaica's Privatisation Programme.

Professional Experience

Mr. Beman's main area of expertise lies in the areas of Financial and Operational Management. Latterly, he has focussed these skills and experience on engagements for clients in Central Government and the Public Sector. Through his involvement with the Information Technology practice, he is also proficient in the areas of Systems Analysis, System Requirements Definition, Hardware and Software Selection, and System Implementation.

Mr. Beman has also served on the Board of Directors for two community-related organisations, namely:

- Jamaica Computer Society Education Foundation;
- Metropolitan Parks & Markets Limited.

In both cases, he held oversight responsibility for the finance and accounting functions of the companies.

Specific Experience

Feasibility Studies and Project Appraisals

Mr. Beman has undertaken or has managed the development of Feasibility Studies, Business Plans, Financial Projections, Funding Proposals and other documentation for investment projects in the following industries:

- Agriculture (Banana and Dairy Farming);
- Tourism;
- Limestone Quarrying;
- Insurance (Life Insurance and Insurance Premium Financing);
- Transportation (Railways);
- Print Media;
- Information Technology.

In addition, he has reviewed project documents prepared by clients and reported on their technical content and overall feasibility.

Financial Management

He has assisted a number of clients in the overall management of their financial affairs and in the restructuring of their finances and the mobilisation of new capital. Services provided include:

- Company Valuations;
- The Preparation of Offer Documents, Company Fact Sheets, etc.;
- The Development of Systems of Financial Management;
- Preparation of Budgets;
- Corporate Planning;
- Preparation of Business Plans;
- Accounting Services;
- Special Studies;
- General Advisory Services;
- Corporate Recovery (Receiverships and Liquidations).

Policies & Procedures Development

A major feature of the service offerings of KPMG's consulting practice is the preparation of Policies and Procedures Manuals. Mr. Beman has participated in the successful development of Accounting and other Operating Manuals for clients in the following industries:

- Banking;
- Manufacturing;
- Distribution;
- Government Regulatory Agencies;
- Health Care;
- Public Utilities.

He has also been responsible for the review and update of clients' existing manuals, and the appraisal of controls, etc., documented therein.

Management And Operations Audits

Mr. Beman has been responsible for, and has participated in a number of Management and Operations Audits for clients in the following industries:

- Container Operations;
- Airport Management;
- Manufacturing and Distribution;
- Telecommunications;
- Public Utilities.

He was also responsible for the conduct of a Management Audit of various administrative areas of **The University of the West Indies.**

Institutional Management

In addition to his line duties as Campus Bursar of **The University of the West Indies'** Mona Campus, Mr. Beman led a business process review exercise within the Bursary, and, as a consequence, the management and staffing structure of the unit was radically changed, bringing about a significant reduction in staffing. This was largely achieved through increased usage of information technology, a major component in the assignment being the re-implementation of the Banner Finance System, a large-scale Oracle-based application designed for public institutions.

Also as a member of the campus' management team, Mr. Beman participated in its administration at a senior level through membership of various committees and attendance at Campus Council Meetings, etc. In addition he was appointed to the Board of Directors of two companies owned by the University, namely:

- Mona Institute of Business
- Mona Informatix Limited.

Mr. Beman was also a Trustee of the George Beckford Foundation, an entity formed to promote the teaching of economics.

He was the Co-ordinator of a marine shrimp culture and farming project funded by the Inter-American Development Bank. The project entailed the formation of a joint venture company with the Jamaica Agricultural Development Foundation called Caribbean Mariculture Products Limited, of which Mr. Beman was a Director.

Health Care Management

Mr. Beman has conducted a number of engagements for the **University Hospital of the West Indies**. They include:

- The development of a computer system requirements analysis.
- Advising on the privatisation of certain operational functions.
- Managing the rationalisation of financial management systems.
- The development of a Business Plan for the Hospital.

In undertaking these assignments he had extensive interaction with the Hospital's management, staff and the University's Faculty of Medical Science.

As a member of a consulting team formed by KPMG's International Advisory Services in London, Mr. Beman was responsible for the Financial Management components of a Value for Money Study conducted in the **Ministry of Health & Social Security of the Government of the Commonwealth of Dominica**. The engagement was part of an overall review of the overall review of that government's administration funded by the Department for International Development (DFID) of the British Government.

Special Engagements

- Acted as consultant to **National Investment Bank of Jamaica** in the formation of a venture capital institution (the **Jamaica Venture Fund**).
- Acted as a consultant to the **Office of the Prime Minister** and **the Ministry of Foreign Affairs** for the development of administrative mechanisms relating to returning residents.
- Participated in the conduct of engagements relating to the **Government of Jamaica's Privatisation Programme**, notably:
  - The conduct of a case study on the post-privatisation performance of three companies;
  - A feasibility study on the privatisation of ancillary services in public hospitals in the Kingston Region;

- Providing assistance in the sale of the **Government Printing Office** to its management and employees;

- Acting as advisor to the **National Investment Bank of Jamaica** in the privatisation of **Sangster International Airterminal Limited**.

- Acted as consultant to a group of private sector investors interested in acquiring the assets of the **Jamaica Railway Corporation** from the Government of Jamaica.

- Developed the design of a Farm Management System for use on micro-computer equipment, involving the specification of an accounting structure in addition to development of the system's input and output requirements.

- Undertook a Computer System Requirements Analysis exercise in respect of a Purchasing System for Jamaica Public Service Company Limited.

- Project managed the transfer of data processing facilities for the **National Water Commission**, and the operation of its billing system.

- Managed the conduct of a study for submission to the Government of Jamaica's Anti-Dumping Committee relating to the impact on the Jamaican Dairy Industry of the importation of subsidised bulk milk solids from the European Community and the United States.

- Participated in a KPMG International Advisory Services team undertaking a DFID-funded Strategic Review in three key ministries of the **Government of Jamaica** as part of its **Public Sector Modernisation Programme** (PSMP). Mr. Beman was responsible for undertaking the review in the statutory agencies and tertiary education institutions of the **Ministry of Education & Culture**.

- Providing project management support to the **Ministry of Transport & Works** in the commercialisation of the **Island Traffic Authority**, and the Management Audit of **Aeronautical Telecommunications Limited (Aerotel)**, a stae-owned company falling with the portfolio of that Ministry.

- Managing a study commissioned by the **Coffee Industry Board** in relation to the procurement of cherry coffee from farmers. The underlying objective of the project is to improve the quality and quantity of exportable coffee.

Additional Details:

Surname:	Beman
First Name(s):	John Christopher
Preferred Name:	John Beman
Discipline:	Management Consulting
Reporting to:	Partner-in-Charge

Contact Details

Telephone General:	(876) 922-6640
Telephone Direct:	(876) 967-0809
Fax General:	(876) 922-7198 / 922-4500
Fax Direct:	

KPMG Practice Details

Firm Name:	KPMG Peat Marwick & Partners
Country:	Jamaica, West Indies
Office:	Kingston

Attachment #2

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

1. Name *(Last, First, Middle)* Pereira Aubrey		2. Contractor's Name	
3. Employee's Address *(include ZIP code)*		4. Contract Number	5. Position Under Contract
		6. Proposed Salary	7. Duration of Assignment
8. Telephone Number (include area code) (876) 922-6640	10. Place of Birth Sri Lanka	10. Citizenship *(if non-U.S. citizen, give visa status)*	

11. Names, Ages and Relationship of Dependents to Accompany Individual to Country of Assignment

12. EDUCATION ***(include all college or university degrees)*** — **13. LANGUAGE PROFICIENCY** ***(See instructions on reverse)***

NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	
Sri Lanka	Chartered Acct.					
USA	Public Acct.					
England	Airline Mgmt.	IATA Certificate				
Sri Lanka	Bus. Studies	Certificate				
Canada	Small Bus. Mgmt.	Certificate				
Sri Lanka	Computer Studies	Certificate				

16. EMPLOYMENT HISTORY

a. Give last three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related proposed assignment.

b. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTRACT AND TELEPHONE #	Dates of Employment (M/D/Y)		Annual
		From	To	Dol.

15. SPECIFIC CONSULTANT SERVICES (give last three (3) years

SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT AND TELEPHONE #	Dates of employment (M/D/Y/)		Days at Rate	
		From	To		

16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.

Signature of Employee	Date
A. Pereira	15/4/99

Attachment #2

17. CONTRACTOR'S CERTIFICATION (To be signed by responsible representative of Contractor)	
Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contract form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The certifications that are false, fictitious or fraudulent, or that are based on inadequately verified information may result in appropriate remedial action by USAID's consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.	
Signature of Contractor's Representative	Date 15/4/99

KPMG Peat Marwick & Partners

AUBREY PEREIRA, A.C.A., C.P.A.
SENIOR MANAGER

EDUCATION:	Chartered Accountant (Sri Lanka) Certified Public Accountant (U.S.A.) I.A.T.A. Certificate in Airline Management (England) Certificate in Business Studies (Sri Lanka) Certificate in Small Business Management (Canada) Certificates in Computer Studies (England & Sri Lanka)
AFFILIATION:	Associate of the Institute of Chartered Accountants of Sri Lanka
EXPERIENCE:	21 years

AREAS OF PROFESSIONAL COMPETENCE

Mr. Pereira is a Senior Manager in the Jamaican firm and is attached to the Financial Management consulting practice. He re-joined KPMG Peat Marwick & Partners in July 1993 after having served the firm during the period January 1983 to December 1984. Mr. Pereira brings with him a wide range of expertise gained in various accounting and financial administration positions.

During the period January 1985 to July 1993 Mr. Pereira was employed at Air Jamaica as the Director, Financial Administration (January 1985 to November 1987) and subsequently took up residence in Canada for a period of six years (November 1987 to July 1993).

Mr. Pereira is currently engaged in and responsible for the following projects:

1. A diagnostic review of operating and recording systems, the reengineering of accounting and business procedural systems and the implementation of recommended systems at the National Irrigation Commission of Jamaica.

2. The due diligence audit of Air Jamaica in connection with the privatisation of this government-owned international airline.

3. The reegineering and implementation of the business procedural system and organisational review of CarnaudMetalBox Jamaica Limited, the leading manufacturer in Jamaica of tin-based products.

4. Ascertaining the viability of commercialising the Postal Service of Jamaica.

As the Director, Financial Administration, at Air Jamaica, Mr. Pereira was based in Kingston and was responsible for all financial accounting and administrative matters of the airline. Additionally, Mr. Pereira:

- Conceived, negotiated and implemented a link-up between Air Jamaica and one of the leading electronic banking networks in North America. Air Jamaica was amongst the pioneers, if not the first, to achieve this level of sophistication in financial management in the non-banking sector in Jamaica.

- Conceived, jointly designed (with programmers and other staff) and implemented various computer-based measures that contributed materially to the productivity and efficiency of the Finance Department and of Cash Management. One of the tangible results was a saving of approximately $10 - $15 Million in overdraft interest costs.

- Was appointed Chairman of the In-Flight Service Committee. Within 3 months of appointment, organised and introduced a full-scale Duty-Free Sales programme on all Air Jamaica flights to/from North America.

- Appointed Chairman of the Cost Reduction Committee and was jointly responsible for the planning and implementation of a staff suggestion scheme on an incentive basis.

In Canada, Mr. Pereira held the following positions:

- Financial Consultant with three Toronto-based airlines operating out of Pearson International Airport and the downtown Toronto Island Airport.

- Financial Controller at the Toronto base of AMR Corporation's (Parent company of American Airlines) Ground Handling operations.

- Contractual employment with Gordon Black and Company (a firm of Chartered Accountants) and Robert Half Inc., to perform accounting and financial management assignments for various clients.

Prior to coming to Jamaica in January 1983, Mr. Pereira was employed with:

- Ford, Rhodes Thornton and Company, a leading firm of Chartered Accountants in Sri Lanka where he served his articleship and gained his accounting training. His final position with the company was Senior Auditor with in-charge responsibility.

- International Enterprises Limited, a real estate development and construction company where he was employed as the Chief Accountant.

Since re-joining KPMG Peat Marwick & Partners, Mr. Pereira's portfolio includes:

- Participation in the finalisation of the Natural Resources Conservation Authority's accounting structure and systems.

- Responsibility for the design and implementation of improved Internal Controls and Accounting (Systems/Procedures) of a major Resort Hotel, a post-graduate (foreign-sourced) Educational Institution, an Importer/Retailer of consumer products, a development bank, a commercial bank and the Central Bank of Jamaica.

- Recommendation of an accounting system and preparation of a Policies and Procedures manual for Mango Walk Hotels, a newly constructed resort hotel.

- Updating of the Policies and Procedures manual of the Seprod Group, a major manufacturer and distributor in Jamaica, consequent to decentralisation of operations and accounting.

- Responsibility for the following assignments at the Airports Authority of Jamaica:

  - Diagnostic Review and Recommendations of the Finance Department to enhance effectiveness of and internal controls within the finance department, including improvements to some operational aspects.

  - Verification of Concession Fees and related recommendations to improve capture, accounting and monitoring of concession fees.

  - Recommending a procedural system for Revenue and Capital Expenditure.

  - Staffing Needs Analysis of the finance department.

  - Procedural system for payment/reimbursement of employee-incurred expenses and perquisites pertaining to senior management.

  - The implementation of a Capital and Revenue Budgeting system.

- Responsibility for financial management activities of the first phase of a Public Sector Modernisation Project for the Government of Jamaica. This involved the conduct of diagnostic review, issues identification and the development of recommendations for four (4) public sector entities slated for transformation into Executive Agencies.

During his earlier tenure with KPMG Peat Marwick & Partners, Mr. Pereira had accomplished consultancy projects with the JECIC, the Export Development Fund and the Rehabilitation fund, with a view to enhancing the efficiency of these organisations.

Attachment #2

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

1. Name *(Last, First, Middle)* Barrett Dudley Peter		2. Contractor's Name	
3. Employee's Address *(include ZIP code)*		4. Contract Number	5. Position Under Contract
		6. Proposed Salary	7. Duration of Assignment
8. Telephone Number (include area code) 876 922-6640	9. Place of Birth Jamaica	10. Citizenship *(if non-U.S. citizen, give visa status)*	

11. Names, Ages and Relationship of Dependents to Accompany Individual to Country of Assignment

12. EDUCATION *(include all college or university degrees)*

NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE
UWI, Mona	Economics & Acctg.	B.Sc.	
	Certified Accts.		

13. LANGUAGE PROFICIENCY *(See instructions on reverse)*

LANGUAGE	Proficiency Speaking	
English		

17. EMPLOYMENT HISTORY

a. Give last three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related proposed assignment.

b. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTRACT AND TELEPHONE #	Dates of Employment (M/D/Y)		Annual
		From	To	Dol.

15. SPECIFIC CONSULTANT SERVICES (give last three (3) years

SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT AND TELEPHONE #	Dates of employment (M/D/Y/)		Days at Rate	
		From	To		

16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.

Signature of Employee	Date
	15/4/99

17. CONTRACTOR'S CERTIFICATION (To be signed by responsible representative of Contractor)

Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contract form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The certifications that are false, fictitious or fraudulent, or that are based on inadequately verified information may result in appropriate remedial action by USAID's consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.

Signature of Contractor's Representative	Date 15/4/99

KPMG

Dudley Peter Barrett

Date of Birth	October 28, 1971
Nationality	Jamaican
Date of Joining	November 16, 1998
Title	Management Consultant I
Business Unit	Management Consulting
Education	B.Sc. Economics & Accounting (University of the West Indies), Chartered Association of Certified Accountants
Professional Qualifications	ACCA
Key Areas of Experience	Commercial Banking Securities Management Systems Automation Accounting Auditing Systems Review and Implementation Management and Planning Cost Analysis Policy Formulation
Languages	English
Country Experience	Jamaica

Background

Dudley Barrett is currently a Consultant specializing in financial systems in the Human Resource & Performance Improvement department of our practice. While his functions are centered on the financial aspects of systems review and design, he has prior experience in administration and operations management, and has been selected as a member of teams assembled to undertake structural changes in organizations.

Experience prior to KPMG

Immediately prior to joining KPMG, Mr. Barrett served as a full-time director of B&B Institute of Business, a tertiary level training institution. There, he was responsible for the administration of the financial and operations management functions of the business. This included the maintenance of the finance system, the development of new business opportunities/strategies, the marketing of programmes, and the co-ordination of relationships with internal and external clients. Mr. Barrett has also worked as:

- a Financial Analyst at the securities firm, Mayberry Investments Ltd. His primary role was in funds management, as the departmental head for a fixed-income investment product at that firm. He also served as assistant to the chairman and contributed to the design and implementation of business improvement projects;

- an Auditor with the auditing firm Barrett & Company where he conducted accounting and audit work for clients in retailing, manufacturing and professional services. While at Barrett & Company, he was also responsible for the implementation of new consultancy service offerings at that firm.

In addition to the above, Mr. Barrett has been exposed to several roles in retail banking, financial sector administration, public utilities management (energy generation) and healthcare.

Industry Sector Experience

Securities Management (equity and fixed-income)

Healthcare

Commercial Banking

Tertiary Education

Energy generation and distribution

Retail distribution

Professional Service Experience

Specific Experience

Client: Government of Jamaica - Ministry of Agriculture and Mining - Forest Industry Development Company Ltd. (FIDCO)

Sector: Agriculture- Forestry

Role: Member of team assessing financial management of FIDCO

Skills Used: Auditing - investigative and analytical skills; knowledge of financial processes and efficient business practices

Details: Undertook trend analysis of receivables management function, assessed equity position of the entity, investigated particular allegations of impropriety, examined issues involved in closing down or divesting operations

Year: 1998

Client: Government of Jamaica/World Bank Public Sector Modernisation Project Cluster I (Administrator General's Department; Office of the Registrar of Companies and Registrar General's Department)

Sector: Estates and trust administration, company and personal legal documentary requirements

Role: Member of team assisting in establishment of Executive Agency concept in above cluster of government agencies

Skills Used: Analytical

Details Focused on assisting in the development of the financial systems of each department in achieving compliance with financial standards established for Executive Agencies. Involved in the review and design of operating systems, including the design and implementation of Activity Based Costing systems and the review of planning and budgeting processes. Analytical tools used centered around gap analysis and benchmarking, in ensuring that re-designed systems achieved compliance with the Government of Jamaica dictates.

Year: 1998 - 1999

Client: Government of Jamaica/World Bank Public Sector Modernisation Project Cluster II (JAMPRO)

Sector: Investment and Export trade promotion

Role: Member of team assisting in establishment of Executive Agency concept at statutory body

Skills Used: Analytical

Details Assisted with benchmarking process focusing on the development of the financial systems of JAMPRO. Examined status of existing system, recommended changes for strengthening in line with prescribed standards and drafted financing plan with projections on the costs to be faced by the agency over three years.

Year: 1998 - 1999

Additional Details Required

Personal Details:

Surname: Barrett

First Names: Dudley Peter

Preferred Name: Peter

Discipline:	Management Consulting
Reporting to:	Henry Williams

Contact Details

Telephone General:	922-6640
Telephone Direct:	
Fax General:	922-7198/922-4500

KPMG Practice Details

Firm Name:	KPMG Peat Marwick & Partners
Country:	Jamaica, West Indies
Office:	Kingston

Attachment #2

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

1. Name *(Last, First, Middle)* Blackwood Alison R.		2. Contractor's Name	
3. Employee's Address *(include ZIP code)*		4. Contract Number	5. Position Under Contract
		6. Proposed Salary	7. Duration of Assignment
8. Telephone Number (include area code)	9. Place of Birth	10. Citizenship *(if non-U.S. citizen, give visa status)*	

11. Names, Ages and Relationship of Dependents to Accompany Individual to Country of Assignment

12. EDUCATION ***(include all college or university degrees)*** — **13. LANGUAGE PROFICIENCY** *(See instructions on reverse)*

NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	
University of the West Indies, Trinidad	Indus. Eng.	BSc.		English		

18. EMPLOYMENT HISTORY

a. Give last three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related proposed assignment.

b. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTRACT AND TELEPHONE #	Dates of Employment (M/D/Y)		Annual
		From	To	Dol.

15. SPECIFIC CONSULTANT SERVICES (give last three (3) years

SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT AND TELEPHONE #	Dates of employment (M/D/Y/)		Days at Rate	
		From	To		

16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.

Signature of Employee	Date
A. Blackwood	15/4/99

17. CONTRACTOR'S CERTIFICATION (To be signed by responsible representative of Contractor)

Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contract form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The certifications that are false, fictitious or fraudulent, or that are based on inadequately verified information may result in appropriate remedial action by USAID's consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.

Signature of Contractor's Representative	Date
[illegible]	15/4/99

KPMG

Alison R. Blackwood

Date of Birth	May 30, 1968
Nationality	Barbadian
Date of Joining	September 1, 1995
Title	Management Consultant III
Business Unit	General Management Services
Education	BSc, Industrial Engineering; University of the West Indies, Trinidad
Professional Qualifications	
Key Areas of Experience	Job Evaluation Salary Survey Business Process Re-engineering Organisational Review
Publications	
Languages	English
Country Experience	Barbados Jamaica

Background

Alison Blackwood is currently a Consultant in the General Management Services Department, participating mainly in conducting interviews, writing job descriptions and preparing internal and external rationalisation reports for job evaluation projects. Other functions include preparing salary survey reports and developing flow charts and new process steps for business process re-engineering exercises.

Experience prior to KPMG

Prior to joining KPMG, Mrs. Blackwood worked in the manufacturing sector where her responsibilities included scheduling the purchasing of raw materials and developing a training department for the production staff. Mrs. Blackwood was responsible for writing training manuals, developing assessment criteria, recruiting two (2) trainers, and co-ordinating the activities of the Training Department.

Mrs. Blackwood also worked in the Financial Sector where she was part of a team providing technical support to the branches, training staff in the use of the computerised teller system, reviewing and flowcharting operational procedures, and making recommendations for improvement.

Market / Industry Sector Experience

MANUFACTURING	Job Evaluation and Market Survey
FINANCIAL	Job Evaluation and Business Process Re-engineering
SHIPPING	Job Evaluation and Market Survey
HEALTH	Job Evaluation

Professional Service Experience

Specific Experience

Client	City of Kingston Credit Union
Sector	Financial
Role	Preparation of flow charts and participated in developing the new process flow
Skills	Flow charting techniques and analytical skills
Details	Re-engineered process for the Loans Department
Year	1996

Client	Tax Administration Reform Project
Sector	Government
Role	Interviewed and collected data from the Commissioners of the various tax collecting agencies.
Skills	Interviewing and data collecting
Details	The aim was to review the procedures followed in the acquisition, management and disposal of assets, making recommendations for improvement.
Year	1996

Client	Desnoes and Geddes Limited
Sector	Manufacturing
Role	Requested and collected salary data from market participants and generated recommended salaries, based on internal and external rationalisation.
Skills	Mathematical and computer
Details	
Year	1996

Client	Student Loan Bureau
Sector	Public
Role	Participated mainly in the design and development of the application form, and the writing of job descriptions
Skills	Computer and design
Details	
Year	1996

Employment History

Employer	Solar Dynamics
Sector	Manufacturing
Role	Production Supervisor/Inventory Control Officer
Skills	Planning
Details	Scheduling production and developing ordering schedules of raw materials
Period	September 1990 - March 1991

Employer	EDI (Barbados) Inc.
Sector	Manufacturing
Role	Training Officer/industrial Engineer

Skills	Manual writing, management and line balancing
Details	Developing the Training Department, defining the process for the manufacture of new products and designing simple fixtures to aid in their manufacture.
Period	June 1991 - June 1992
Employer	Serv-wel
Sector	Manufacturing
Role	Production Engineer
Skills	Data collecting and flow charting
Details	Flow chart the production of stoves manufactured
Period	October 1993
Employer	Citizens Bank Limited
Sector	Financial
Role	Productivity Analyst
Skills	Time and motion study, flow charting and training
Details	Provided technical support to the branches, assisting in the correction of errors and training in the use of the computer teller system
Period	November 1993 - August 1995

Attachment #2

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

1. Name *(Last, First, Middle)* Willacy Sandra A.		2. Contractor's Name	
3. Employee's Address *(include ZIP code)*		4. Contract Number	5. Position Under Contract
		6. Proposed Salary	7. Duration of Assignment
8. Telephone Number (include area code)	9. Place of Birth	10. Citizenship *(if non-U.S. citizen, give visa status)*	

11. Names, Ages and Relationship of Dependents to Accompany Individual to Country of Assignment

12. EDUCATION ***(include all college or university degrees)***

NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE
UWI, Mona, Kingston 6	Human Resource Dev.	MSc.	
UWI	Econ. & Mgmt.	BSc.	
UWI	Marketing	Certificate	

13. LANGUAGE PROFICIENCY ***(See instructions on reverse)***

LANGUAGE	Proficiency Speaking	
English		

19. EMPLOYMENT HISTORY

a. Give last three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related proposed assignment.

b. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTRACT AND TELEPHONE #	Dates of Employment (M/D/Y)		Annual
		From	To	Dol.

15. SPECIFIC CONSULTANT SERVICES (give last three (3) years

SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT AND TELEPHONE #	Dates of employment (M/D/Y/)		Days at Rate	
		From	To		

16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.

Signature of Employee	Date
SWillacy	15·4·99

17. CONTRACTOR'S CERTIFICATION (To be signed by responsible representative of Contractor)

Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contract form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The certifications that are false, fictitious or fraudulent, or that are based on inadequately verified information may result in appropriate remedial action by USAID's consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.

Signature of Contractor's Representative	Date
[illegible]	15/4/99

Sandra Willacy

Date of Birth:	November 24, 1965
Nationality:	Jamaican
Date of Joining:	October 1, 1992
Title:	Consultant II
Business Unit:	Human Resource and Performance Improvement
Education:	MSc. Human Resource Development (Hons) University of the West Indies, Mona Jamaica B.Sc. Economics and Management (Hons) University of the West Indies, Mona, Jamaica Certificate - Marketing, University of the West Indies School of Continuing Studies
Professional Qualifications:	
Key Areas of Experience:	Reward and Compensation System Development Performance Management Human Resource Development Organisational Analysis and Development Training and Development
Publications	
Languages	English, Spanish (beginners)
Country Experience	Jamaica Barbados British Virgin Islands

Background

Mrs. Willacy is a Consultant II in the Human Resources and Performance Improvement group of the KPMG Jamaican Office. She has worked on various consulting assignments in a number of industry sectors. Her role is to act as lead consultant on client consulting assignments and to undertake business development.

The areas in which Mrs. Willacy has managed assignments include Human Resource Development, Compensation System Development and institutional strengthening.

Experience Prior to KPMG

Mrs. Willacy worked for National Commercial Bank for four (4) years and worked in various departments including current accounts, savings, auditing and foreign exchange. Her responsibilities included auditing of the branch's work, opening and monitoring of savings and current accounts, balancing of the branch's cash book and suspense accounts and management of pre-authorised payments and standing order units.

Market/Industry Sector Experience

Banking and Finance
Government
Transportation
Utilities
Manufacturing
Hospitality
Health
Education

Specific Experience

Client	Barbados Agricultural Management Company (BAMC)
Sector	Manufacturing
Role	Lead Consultant, responsible for job evaluation and classification exercise for unionised positions.
Skills	Project management, training and group facilitation, job analysis, human relations, benchmarking, financial analysis and report writing.
Details	Undertook job analysis, developed job descriptions, trained and facilitated a job evaluation committee, developed a grade structure and an associated salary structure along with recommendations for implementation. Undertook financial analyses and provided recommendations and financial implications.
Year	1994

Client	Jamaica Mutual Properties Limited (JMP)
Sector	Financial
Role	Lead Consultant responsible for the evaluation and classification of management and non-management personnel.
Skills	Project management, training and group facilitation, job analysis, human relations, benchmarking and report writing.
Details	Undertook job analysis, developed job descriptions, trained, facilitated a job evaluation committee and conducted a salary survey. Developed grade structures and associated salary structures along with recommendation for implementation.
Year	1995

Client	The Port Authority of Jamaica (PAJ)
Sector	Public
Role	Consultant, responsible for completing job evaluation and classification exercise.
Skills	Project management, training and group facilitation, job analysis, human relations, benchmarking and report writing.
Details	Facilitated a job evaluation committee and conducted a salary survey. Developed grade structures and associated salary structures, along with recommendations for implementation.
Year	1996

Client	Jamaica Broadcasting Corporation (JBC)
Sector	Public
Role	Consultant, part of a project team responsible for undertaking an operations audit.
Skills	Time management, analysing, monitoring, human relations and data gathering, organisational design and analysis, cost benefit analysis, staff assessment, staff rationalisation.
Details	Gathered data on operations and personnel through interviews and observations in order to review the operations of the Jamaica Broadcasting Corporation. The recommendations identified strategies that should lead to immediate improvements in the Corporation's performance.
Year	1994/1995

Client	British Virgin Islands (Tortola) Social Security Board
Sector	Public
Role	Lead Consultant
Skills	Project management, training and group facilitation, job analysis, human relations, benchmarking, financial analysis and report writing.
Details	Conducted orientation sessions, designed a job evaluation instrument, undertook job analysis, developed new job descriptions, trained and facilitated a job evaluation committee in the evaluation of jobs, designed grading and associated compensation classifications and recommended implementation procedures.
Year	1997

Client	National Development Bank
Sector	Public
Role	Lead Consultant
Skills	Project management, training and group facilitation, benchmarking, data collection, job analysis, financial analysis and report writing.
Details	Conducted orientation sessions, designed a job evaluation instrument, undertook job analysis, designed grading and associated compensation classifications, undertook financial analyses and recommended implementation procedures.
Year	1996

Client	Government of Jamaica – Agency Development Programme (funded by an overseas Development Agency)
Sector	Public
Role	Consultant responsible for assisting in Human Resources elements to facilitate agency development of the Registrar General's Department, Administrator General's Department, Management Institutions for National Development and Office of the Registrar of Companies.
Skills	Job analysis, benchmarking, data collection and change implementation.
Details	Assisted in the development of a salary structure and job specifications and descriptions for the Agencies.
Year	1998

Client	Government of Jamaica – Review of Key Ministries –National Security and Justice and Ministry of Health
Sector	Public
Role	Consultant responsible for providing assistance in the fact-finding phase of the exercise.
Skills	Data gathering, interviewing, analysis and judgement and report writing.
Details	Conducted interviews with key personnel, conducted research and prepared reports and recommendations.
Year	1998

Client	Government of Jamaica – Agency Development Programme
Sector	Public
Role	Consultant responsible for the development of a performance appraisal systems and performance compensation system for Jamaica Investment Promotion Agency (JAMPRO) and the national news agencies JAMPRESS AND JIS.
Skills	Data collection, data analysis, benchmarking and report writing.
Details	Presently gathering information on present system to develop an objective performance appraisal system as well as an appropriate performance-related compensation system.
Year	1999

Client	West Indies Pulp and Paper Limited
Sector	Manufacturing
Role	Lead Consultant
Skills	Organisational design and analysis, cost benefit analysis, financial analysis, staff rationalisation, time management, human relations and report writing.
Details	Reviewed the operations of the West Indies Pulp and paper Company in order to develop recommendations that would enable the company to remain viable in light of the market pressures and strategic thrust. Undertook financial analysis of staff costs and proposed structure. The recommendations identified strategies that should lead to immediate and long term improvements in the Company's performance.
Year	1997

Client	Jamaica Public Service Company Limited (JPS)
Sector	Public
Role	Consultant, part of a project team responsible for the conduct of a motor vehicle audit.
Skills	Time management, data gathering, analysing and human relations.
Details	Gathered data on the number, description and use of the vehicles in the Company's fleet. This resulted in the development of alternative models for satisfying transport needs to ensure efficiency of operations.
Year	1993

Client	West Indies Glass Company Limited (WIG)
Sector	Manufacturing
Role	Lead Consultant responsible for job evaluation and classification exercise for non-management and unionised positions.
Skills	Project management, training and group facilitation, job analysis, human relations, benchmarking and report writing.
Details	Undertook job analysis, developed job descriptions, trained and facilitated a job evaluation committee. Developed a grade structure and an associated salary structure along with recommendations for implementation.
Year	1996/97

Client	CarnaudMetalBox Jamaica Limited (Metal Box)
Sector	Manufacturing
Role	Lead Consultant responsible for developing a suitable compensation package for the Chief Executive Officer.
Skills	Project management, time management, analysing, benchmarking, data gathering, report writing.
Details	Selected a sample of companies, gathered compensation data, analysed data and developed recommendations for a suitable compensation package for the Chief Executive Officer.
Year	1992

Client	Horizon Group of Companies (HG)
Sector	Financial
Role	Lead Consultant, responsible for streamlining positions and developing an appropriate salary structure for a company in the group.
Skills	Project management, job analysis, benchmarking, data gathering, human relations, report writing.
Details	Evaluated positions, conducted salary survey, developed grade and associated salary structure and presented this along with recommendations for implementation in a report.
Year	1993

Client	Jamaica National Building Society (JNBS)
Sector	Financial Sector
Role	Lead Consultant, responsible for evaluating jobs and providing salary recommendations.
Skills	Job analysis, benchmarking, data gathering, human relations.
Details	Evaluated the positions, conducted a salary survey and developed grade and associated salary structures. Prepared report outlining the results and recommendations.
Year	1993

Client	Jamaica Co-operative Credit Union League (JCCUL)
Sector	Finance
Role	Lead Consultant, responsible for streamlining positions and developing an appropriate salary structure for the Credit Union League.
Skills	Project management, job analysis, benchmarking, data gathering, human relations, report writing.
Details	Evaluated positions, conducted salary survey, developed grade and associated salary structure and presented this along with recommendations for implementation in a report.
Year	1993

Client	Norman Manley & Hugh Wooding Law School
Sector	Education
Role	Lead Consultant responsible for conducting a compensation study to determine the appropriateness of the Law School's compensation system.
Skills	Project management, training and group facilitation, benchmarking, data collection, job analysis, financial analysis and report writing.
Details	Conducted orientation sessions, carried out a detailed assessment of the compensation structure of professionals within similar teaching environment, designed a job evaluation instrument, undertook job analysis, designed appropriate structures, undertook financial analyses and recommended implementation procedures.
Year	1998

Client	Dominican Aid Bank
Sector	Public
Role	Consultant, part of a project team responsible for the development of a performance appraisal/merit award system for the Bank.
Skills	Data collection, data analysis, benchmarking.
Details	Assisted in the development of objectives and criteria for appraisal assessment.
Year	1993

Client	Jamaica Mutual Life
Sector	Financial
Role	Consultant responsible for conducting training aimed at developing competencies in the administration of the organisation's compensation system.
Skills	Training and group facilitation, human relations and time management.
Details	Conducted workshops for management team to facilitate the administration of the compensation system. Facilitated coalition building for the team and provided recommendations to ensure maintenance of the system.
Year	

Client	Churches Co-operative Credit Union
Sector	Financial
Role	Consultant, part of a project team responsible for undertaking an Organisation Review and Staff Assessment exercise. Lead consultant responsible for conducting a Job Evaluation Exercise for the Credit Union.
Skills	Time management, analysing, monitoring, human relations, data gathering, organisational design and analysis, cost benefit analysis, project management, training and group facilitation, job analysis, benchmarking and report writing.
Details	Reviewed the operations of the Credit Union in order to develop recommendations that would enable the organisation to increase its market share and operate more efficiently. The recommendations identified strategies that would increase productivity and improve the Credit Union's performance. Also undertook staff assessment exercise. For the Job Evaluation Exercise – undertook job analysis, trained and facilitated job evaluation committee and conducted a salary survey. Developed grade structures and associated salary structures along with recommendation for implementation. Presented the findings to the Union and management team.
Year	1997

Client	Civil Aviation Authority of Jamaica
Sector	Public
Role	Lead Consultant responsible for conducting a Job Evaluation Exercise and a rating system for Air Traffic Controllers at the Authority.
Skills	Time management, analysing, human relations, training and group facilitation, job analysis, benchmarking and report writing.
Details	Conducted orientation sessions, designed a job evaluation instrument, undertook job analysis, trained and facilitated a job evaluation committee in the evaluation of jobs, designed a grading and associated compensation classification and recommended implementation procedures. A rating system was also designed for Air Traffic Controllers and a financial analysis of the proposed salary structure was undertaken and presented in a report.
Year	1998

Additional Details Required

Surname:	Willacy
First Name(s):	Sandra Ann Marie
Preferred Name:	Sandra Willacy
Discipline:	Management Consulting
Reporting to:	Henry Williams

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Telephone General:	922-6640
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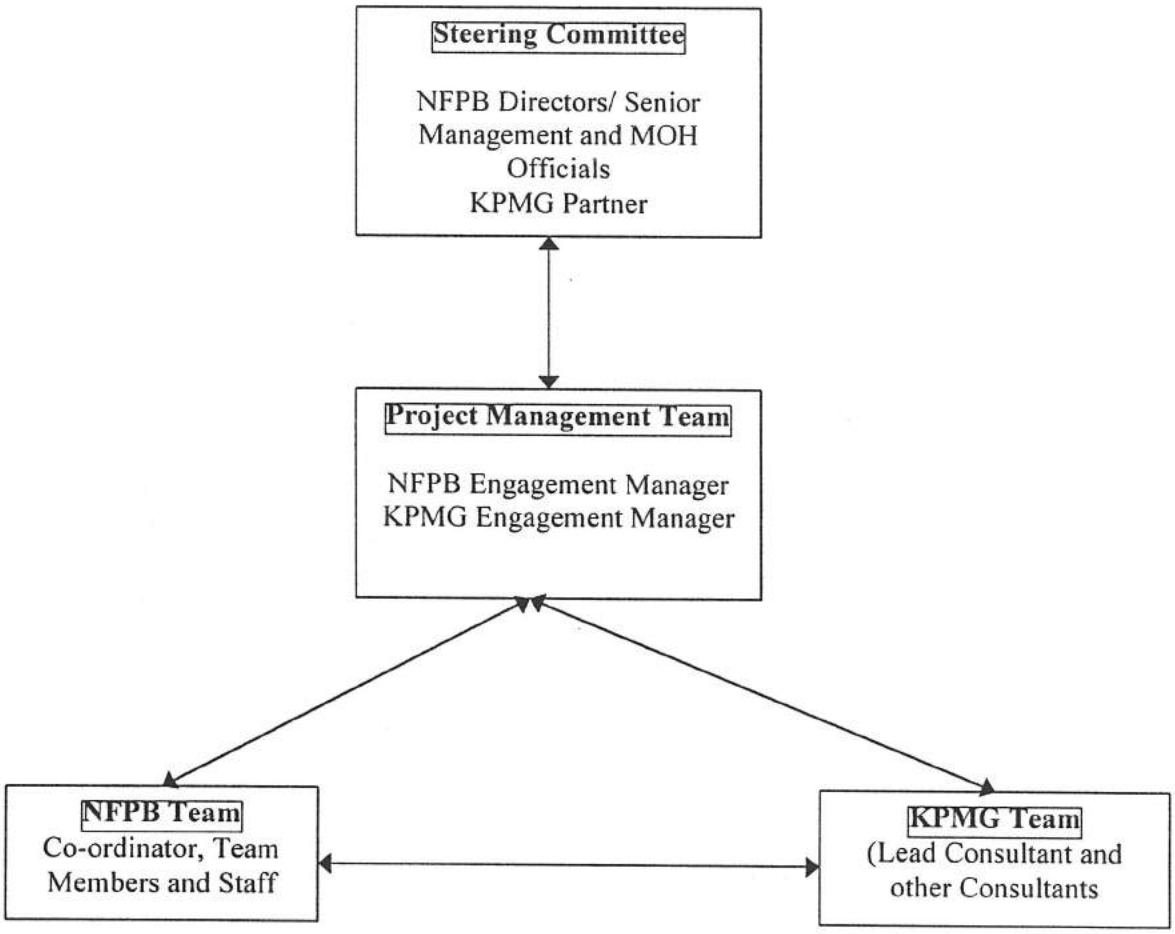
KPMG Practice Details:

Firm Name:	KPMG Peat Marwick & Partners
Country:	Jamaica West Indies
Office (City Name):	Kingston

APPENDIX I.1

TEAM INTERACTION

Appendix I.1: Team Interaction



APPENDIX II

SUMMARY OF ENGAGEMENTS

Appendix II: Summary of Engagements

We at KPMG have developed extensive experience in designing models expressing business goals. This work spans a range of industries in both the public and private sector. Within the past eight years, the work that we have undertaken involving the analysis of organisational systems, the determination of plans and the charting of vision include the conduct of:

- Strategic plans for the St. Lucia Sea & Port Authority, Issa Insurance Brokers and Hi-Pro Farms Ltd.
- Business plans at Caldon Finance Group, West Indies Publishing, The Book Shop, Infochannel Ltd. and Couples – Negril.
- Management audits of the Bank of Jamaica, Forest Industries Development Company Limited, Container Services Ltd, Jamaica Public Service Co. Ltd, the United Nations Industrial Development Organisation (UNIDO) – Jamaica chapter and Seprod Group Ltd.
- Organisational reviews and restructuring at the Banana Board, British Caribbean Insurance Company, Churches Co-operative Credit Union, the Port Authority of Jamaica and The University of the West Indies.
- Financial projections and feasibility studies at Beverley Heights Resorts, Jamaica Producers Group; Port Royal Development Company Limited, the National Development Foundation of Jamaica, The Low Income Family Foundation and Jentech Consultants Ltd.
- Institutional development plans for the Public Sector Modernisation Unit of the Office of the Prime Minister. These were done in the Ministries of Education, Health, and National Security & Justice.
- Business process designs at the National Development Bank of Jamaica, Blue Cross of Jamaica, The City of Kingston Co-operative Credit Union and Grace Kennedy and Company Ltd .

APPENDIX III

RELEVANT SECTOR EXPERIENCE

Appendix III: Relevant Sector Experience

The trust felt in our competence among our clientele has led to several engagements in the healthcare sector. These have given us exposure to the issues involved in the provision of healthcare services. In relation to your particular needs, these have included the provision of:

- A **Five-Year Business Plan** at the **University Hospital of the West Indies – March 1998.** This required the provision of plans for institutional development in keeping with previous studies and GOJ strategies. These plans were framed against the background of broader issues likely to affect performance, such as the introduction of a National Health Insurance Scheme and the establishment of Executive Agencies to improve service delivery and accountability in public sector. Work on this project involved a review of the current position through various analytical means (including SWOT analysis, analysis of available data, the use of reference material, an interview process with interested parties and direct assessments of operating issues), and the development of strategies for improvement. This necessitated consideration of operational, human resources and finance improvements.
- A **Strategic Development Plan** at the **Hyacinth Lightbourne Memorial Association – January 1994**. This involved a review of the organisation's professional community nursing services, including their pattern of use, the projected demand for those services and their cost. We were asked to develop a plan outlining areas of activity, priorities and needs, and how these were to be achieved. The processes used by KPMG focused on an analysis of internal operations and the benchmarking of the resultant data with international statistics. This therefore allowed us to chart a vision of where the organisation should be while remaining cognisant of limiting factors. This resulted in a determination of the strategic direction for the organisation, and the development of operational and financial business plans.
- A **Strategic Review** of **The MOH (December 1998)** and continued work on institutional development involving the drafting of a **Medium-Term Strategic Plan** at the **MOH.** Involving the utilisation of our global resources, this project has entailed an examination of the current affairs at this Ministry, focusing on future direction and the structure necessary to achieve the same. A primary goal has been the charting of vision, taking into recognition key issues affecting the delivery of effective and efficient service. Acting with consultants from our London offices, we have undertaken analysis of the operational, human resources and financial operations. This has then resulted in the formulation of recommendations for improvement in line with internationally accepted standards.
- A **Business Plan** for the **Development of a Private Patient Wing** at the **Bustamante Hospital for Children – May 1995.** This necessitated an analysis of the viability of expanding operations, and a charting of a plan for the achievement of the same. We provided an examination of the issues involved in operations and projections as to future performance. Our work centered around the use of investigative techniques, such as diagnostic reviews, consultations with internal and external stakeholders and SWOT analysis, which resulted in an appreciation of the issues involved in the proposed course of action.

- An **Organisational Review** at **Blue Cross of Jamaica – April 1997.** This involved an assessment of the present organisational structure at this organisation, and the identification of improvement possibilities. We relied on collaborative approaches in this engagement, involving the use of questionnaires, the holding of investigative workshops with staff members and the use of our international network to determine standards on operations.
- A **Value for Money Study** in the **Ministry of Health and Social Security and the Establishment and Training Division** of the **Government of the Commonwealth of Dominica – October 1998** . In conjunction with our partners at KPMG London, we undertook a detailed examination of the operations in the above ministries in Dominica, to ascertain areas of waste and avenues for performance improvement. These were presented along with recommendations for remedial action.