

JOHN BROOKS – ANJO Global Consulting Ltd

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John has over 30 years of experience in a wide range of commercial activities in the public and private (construction and manufacturing) sectors in Canada, Europe, Russia, USA, South America, the Caribbean, Africa and Asia. A procurement expert who rose to the executive cadre in multinational corporations Petro-Canada (now Suncor) and Asea Brown Boveri (ABB). John established ANJO Global Consulting Limited in 2000. Over the past 13 years, John has advised on procurement governance, macro/micro-level strategies and capacity development with the highest ranks of national and sub-national governments, international multilateral and bilateral agencies and major international private sector clients with annual procurement 'spends' reaching up to \$US 3 billion/yr.

John's procurement experience encompasses all types of goods, works, consulting and non-consulting services, concession-type and outsourcing contracts, including Public-Private-Partnerships. John has applied his expertise to:

- Assessing procurement needs and capacity of organizations
- Conducting macro and micro 'spend analysis'
- Designing procurement organizations, policies, procedures, systems & contract templates
- Designing and executing procurement capacity development programs
- Designing and conducting training, mentoring and change management programs
- Providing procurement risk management advice to achieve optimal results
- Supporting complex and high value procurements
- Advising clients on strategies for Public-Private-Partnerships and Outsourcing
- Auditing procurements for compliance and value for money

John's clients include ABB (USA, India and Russia), ExxonMobil (USA and Russia), Kentz Construction (Eire/Middle East, Australia, Russia, Canada and the Republic of South Africa), the governments of Canada, Ethiopia, Ghana, Guyana, Ireland, Jamaica, Kenya, Kosovo, Malawi, Mozambique, Nigeria, Tanzania and Zambia; the governments of the states, and the Secretariat, of the Organization of Eastern Caribbean States, the Caribbean Community Administration (CARICAD), the Inter-American Development Bank (USA), UNESCO (France), and the Food and Agricultural Organization of the United Nations (Italy), the National University of Colombia, Bogota and Algonquin College, Ottawa.

CITIZENSHIP, EDUCATION & LANGUAGES

Citizenships: *Canadian and British*

Education: *MSc* - Public Administration and Development – University of Birmingham, UK: 2011.

Languages - *English* – native; *Russian* – working knowledge; *French* – basic.

PAPERS PRESENTED & PUBLICATIONS

University of Birmingham – September 2011 – MSc dissertation “The Ethiopian Experience: Applying the UNDP Model for Capacity Development to Public Procurement Reform”.

Canadian Government Executive Magazine - April 2011 – article “Procurement in Developing Countries”.

National University of Colombia - August 2009 - paper presented “Managing Contract Risks in Construction Programs” at seminar on Public Procurement. Paper now incorporated in NUC's textbook on public procurement for use at tertiary level educational institutions in Colombia and other countries in South America.

SUMMARY OF CONSULTING EXPERTISE

AREA OF EXPERTISE	SCOPE	ORGANIZATIONS
1. Assessments of procurement capacity and analysis of 'spend'	<p>Using tools of: Public Expenditure and Financial Accountability (PEFA), Methodology for Assessing Procurement Systems (MAPS – OECD-DAC), Country Procurement Assessment Report (CPAR), Rapid Assessment - USAID, Fiduciary Risk Assessment Tool (CIDA).</p> <p>Consideration of: legislation, policies, procedures, systems, budgets, procurement plans, organisation, staff qualifications, governance, control and audit, contract templates, value, volume, types of purchases and procuring strategies.</p>	<ul style="list-style-type: none"> • Governments of: Guyana, Jamaica, Ghana, Kenya, Ethiopia, Nigeria, Mozambique, Tanzania and OECS member states • Organization of Eastern Caribbean States Secretariat (OECSS) • Kentz • ABB
2. Procurement capacity development	<p>Recommend and design vertical strategies to address capacity development needs including: legal framework, organisational design, strategic plans, policies, procedures, systems, including e-Procurement, training and mentoring programs – 3-5 year development plans</p>	<ul style="list-style-type: none"> • Governments of: Jamaica, Ethiopia, Trinidad, OECS member states and Zambia • UNESCO & FAO • OECSS • Kentz
3. Training and mentoring	<p>Design and execute: "Train the Trainer"; Intermediate and Advanced procurement; Complex procurement – major works and consulting services.</p> <p>Mentor senior procurement staff; lecture in business degree and diploma programs</p>	<ul style="list-style-type: none"> • Governments of: Ethiopia, Zambia, Ireland and OECS member states • FAO • OECSS • Kentz • National University of Colombia • Algonquin College
4. Auditing Procurement	<p>Conduct audits as part of capacity assessments (refer Item 1 above) for compliance and 'value for money'. In addition, conduct specialised and directed forensic investigations to determine mis-procurement and fraud.</p>	<ul style="list-style-type: none"> • Governments of: Guyana, Zambia, Tanzania, Malawi and Kosovo • Kentz • ABB
5. Operational support of complex procurements, contract management, claims and litigation, and supply market assessments	<p>€25 million - program manager selection; \$US 10 million - pharmaceuticals; \$US 200 million - education texts; \$US 1 billion construction projects \$US 75 million agriculture project \$US 2 billion oil and gas project \$US 20 million legal claim Markets assessed: India, Russia, China.</p>	<ul style="list-style-type: none"> • Governments of: Ireland, Tanzania, Nigeria, Ethiopia and Malawi. • Kentz • ABB • Exxon-Mobil

2000 TO PRESENT – MANAGING CONSULTANT WITH ANJO GLOBAL CONSULTING LTD

2013 Government of Jamaica

JAMAICA: 50 day consultancy to redesign the contractor registration procedure and introduce a performance management program for 3,000 contractors for annual public purchases totalling \$US 400 million/yr. – **on-going**

2013 Government of Ireland – Irish Aid

ETHIOPIA: 20 day consultancy to conduct an assessment of governance architecture for 25 million – five year contract with British Council (program manager) of the Civil Society Support Program.

2012 - 2013: Inter-American Development Bank:

TRINIDAD: 7 day consultancy to conduct brief assessment of current procurement legislation and procurement capacity. Providing **on-going**, as and when required, support to redrafting procurement legislation.

JAMAICA: 30 day consultancy to assess (using MAPS) key aspects of the Government of Jamaica's procurement system (with a 'procurement spend' of \$US 400 million/yr.). Specific focus on: legislation, policies, procedures and systems that will result in a 3-5 year procurement development plan including legislation and organisational changes, integration of e-Procurement and use of Public-Private-Partnerships.

2003 – 2013 - Canadian International Development Agency (CIDA):

GUYANA: 30 day consultancy to assess public procurement and overall supply chain capacity for all levels of government with a 'procurement spend' of \$US 300 million/yr. Assessment tools PEFA and OECD-DAC – MAPS; recommendations for capacity development delivered.

GHANA: 20 day consultancy (2012) to assess public procurement, internal and external audit, anti-corruption and finance for \$US 2.4 billion water and sanitation SWAp. Assessment tool – USAID Rapid Appraisal and OECD-DAC MAPS.

ZAMBIA: 100 day consultancy (2008-12) with the Government of Zambia, Ministry of Health to: conduct a procurement assessment of 'spend' of \$US 85 million/yr., including construction of health facilities; develop a procurement manual, supplier data base and standard bid documents; conduct five training seminars on revised procedures for a total of 150 staff.

ETHIOPIA – 75 day consultancy (2009) to; provide procurement technical assistance and capacity building to the Min. of Agriculture for a construction and food distribution program of \$US 75 million.

A 150 day consultancy (2009-11) with the federal government of Ethiopia to; assess overall procurement capacity for all levels of government with a 'procurement spend' of \$US 3 billion/yr.; design a 5 year plan to develop the capacity of the Federal Public Procurement Authority and mentor senior staff; organise and facilitate a ministerial level procurement study trip to Canada; conduct workshops on bidder appeals, supplier data bases and procurement audit- total of 150 staff.

TANZANIA: - 30 day consultancy (2009) to: conduct a PEFA procurement assessment, of four major parastatals (medical, educational, water treatment and infrastructure/works) with a total 'procurement spend' of \$US 300 million/yr. Development plan delivered to government of Tanzania and World Bank (sponsor of assessment).

A 25 day consultancy (2008) to assist the Ministry of Health plan for, and procure, anti-retroviral pharmaceuticals valued at \$US 10 million.

KENYA, MOZAMBIQUE, UGANDA & MALI: 75 day consultancy (2003-11) to: identify risks and design risk mitigation and capacity building strategies for procurement activities for (in total \$US 5 billion) agricultural, infrastructure, education & health initiatives.

MALAWI: 30 day consultancy (2010-11) to: provide operational procurement support including bidder prequalification, develop procurement strategies and bid packages for a wide range, and total value \$US 200 million, of educational goods, works and consulting services.

NIGERIA: 30 day consultancy (2009) to: conduct an assessment of public procurement and supply market capacity in Nigeria; and, develop the procurement plan for a \$US 20 million health sector construction project.

KOSOVO: 40 day consultancy (2006) to: conduct an on-site evaluation of "value for money" achieved by UNFPA (using CIDA's \$CAD 10 million contribution) for renovating and equipping hospitals in Kosovo.

2010 – 2012: Kentz International

MIDDLE EAST, SOUTH AFRICA, IRELAND, CANADA, AUSTRALIA AND RUSSIA: 60 day consultancy to: assess procurement strategies for construction projects valued at \$US 1 billion/yr.; develop procurement manual and standard bid documents, including for wide range of 'framework agreements' and 'supplier alliances': conducted training seminars and 'roll-outs' on new procurement procedures to all subsidiaries with total audience of 700 staff.

2010 – 2012: Organisation of Eastern Caribbean States Secretariat (OECSS):

SAINT LUCIA: 60 day consultancy to; assess and develop procurement capacity for the OECSS \$US 30 million/yr. spend; establish a supplier data base; create a procurement manual and standard bid documents; and conduct procurement workshops and training for OECSS staff.

2007-2010 - CARE Canada

PARIS: 30 day consultancy with UNESCO to: develop a procurement manual and standard bid documents addressing goods, works and services.

ITALY: 35 day consultancy with FAO to: develop a procurement manual and standard bid documents; conduct a number of "Train the Trainer" sessions.

2009 – 2010 - CRC Sogema/CARICAD:

CARIBBEAN: 80 day consultancy to: develop draft public procurement legislation for the member states of the Organisation of Eastern Caribbean States (OECS) with a collective 'procurement

spend' of \$US 540 million/yr.; create a procurement manual for goods, works and services; design and conduct a 30 day training program for a total of 100 OECS staff.

2008 – 2010 - Ministry of Foreign Affairs, Ireland - Irish Aid – Ethiopia:

ETHIOPIA/LIMERICK: 80 day consultancy to: provide procurement consultancy to select a Managing Agent for a five-year Civil Society capacity building program valued at € 25 million. All procurement complied with EU regulations.

2002 to 2004 - Algonquin College – Ottawa

OTTAWA: Lecturer/Tutor: courses - New Product Development, Personal Selling, and Marketing Communications - for three year Business Diploma program.

2000 to 2002 – Asea Brown Boveri (ABB) & ExxonMobil

EUROPE/USA/RUSSIA/INDIA: Consulting services for 200 days to:

- Assess capabilities of suppliers/contractors in Europe, Asia and Africa.
- Co-ordinate evidence for litigation for \$US 20 million construction contract claim.
- Design a procurement strategy for goods/works/services for \$US 2 billion Russian project.
- Develop procurement policies and procedures for construction contracts for worldwide projects.

EMPLOYMENT 1974-2000

1994 to 2000 - Asea Brown Boveri (ABB)

- **Director of Transformation** (Moscow, Russia) – delivery of a \$US 30 million investment/transformation/technology transfer program for a 300+ employee, Russian design/engineering company.
- **Director of Procurement** (The Hague, Netherlands) - with 65 staff, managed purchases (for construction projects) of goods/services/works of \$US 500 million/yr.

1980 to 1993 - PETRO CANADA (now Suncor)

- **Business Director of Russian operations** (Moscow, Russia) with 10 staff, exercised commercial responsibility for a Canadian/Russian Joint Venture (JV), with a Canadian investment of \$US 25 million.
- **Manager, Drilling - Finance/Administration** (Calgary, Canada) with 40 staff, conducted all financial and administrative requirements for projects valued at \$CAD 75 million/year in Canada, Africa, Pakistan and South America.

1974 to 1980 - Federal Government of Canada

- **Quality Assurance Officer** - Ottawa - managed QA on the contractual aspects of a broad range of scientific and professional services totalling \$CAD 100 million/yr.
- **Senior Policy Advisor** – Ottawa - a team member supporting the reform of the federal public procurement environment by developing policies to reflect the commercial, industrial, socio-economic and international objectives for \$CAD 1 billion/yr. purchases required to support all federal initiatives