



Ref no.	Project title		“Identification of a project to Support Democratic Governance in Libya” Specific Contract Nr 2013/334973					
Name of legal entity ¹⁸	Country	Overall project value EUR	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
Municipal Solutions, LLC	LIBYA	€ 40,000	100%	1	European Commission	European Commission (EC)	01/05/2014 – Present	B&S Europe
Detailed description of project						Type of services provided by the legal entity		
<p>Conduct an assessment of the existing EU Public Administration Facility (PAF) programme implemented since Dec 2011.</p> <p>Assess the results and impact of on-going support programs financed and supported by other international partners in the area of public administration and governance.</p> <p>Prepare an analysis of the current situation of key Libyan public institutions relevant to democratic governance in light of the constitutional process & need for improved management capacities and internal systems.</p> <p>Total Contract Amount: €41,048 (\$55,415)</p>						<p>Conducted a comprehensive review of program materials and reports, for Public Administration Facility reform project in various Ministries in Libya. Conducted interviews with more than 50 Ministers, program officials and consultants.</p> <p>Assisted in the development of the 2015-2017 Action Fiche for the European Commission’s next phase public administration reform projects in Libya.</p>		



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Ref no.	Project title		Municipal Capacity Development (MCD)						
	Name of legal entity ¹⁸	Country	Overall project value EUR	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Municipal Solutions, LLC	BANGLADESH	€ 1.167.457,00	3.6%	2.5	Local Government Engineering Department (LGED)	Asian Development Bank (ADB)	01/07/2012 – 01/07/2014	-
Detailed description of project							Type of services provided by the legal entity		
<p>The Government of the People's Republic of Bangladesh is in the process of receiving \$170,000,000 in financing from the Asian Development Bank for infrastructure construction and capacity development in 53 local governments. The City Region Development Project (CRDP) was conceived to assess and develop capacity of local governments, then provide financial investment payments to cities and towns which have developed and demonstrated improvements in their institutional capacity and ability to manage the planning, budgeting, procurement and financial management of infrastructure once it is in place. The Municipal Capacity Development (MCD) component was designed to assess and improve governance and institutional capacity in 25 cities, towns and regional governments.</p> <p>Total Contract Amount: €41,480 (\$56,000 USD)</p>							<p>The Project focuses on 3 areas: resource mobilization, citizen participation, and urban planning. MCD is designed to:</p> <ul style="list-style-type: none"> a) assess institutional capacity of 23 local governments (City Centers, Pourashavas and Urban Centers), a) develop unique change management & capacity development plans for the same 23 local governments; b) provide hands-on change management and capacity development training, and c) improve the performance of local governments, specifically in the areas of municipal funding (tax assessment & collection), financial management, organizational efficiency, urban planning, development of public-private partnership, and increase community mobilization and participation in local government. <p>MCD also includes change management and capacity development of local professional staff, local oversight boards, commissions and elected officials resulting in better funded local governments, better managed, more efficient in service delivery, and effectively engaged with local residents and businesses.</p>		



Ref no.	Project title		Support to the Iraqi COR					
Name of legal entity ¹⁸	Country	Overall project value EUR	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
Municipal Solutions, LLC	IRAQ	€ 5.107.625,00	0.35%	1	Iraq Council of Rep. (Parliament) and General Secretariat through European Union (EU) and European Commission (EC)	European Commission (EC)	01/03/2013 – Present	Human Dynamics
Detailed description of project						Type of services provided by the legal entity		
<p>The EU-funded Change Management and capacity building program for the Iraqi Council of Representatives (Parliament). This project is a two-year program designed to enhance the institutional and human capacity to effectively create a permanent training unit within the Parliament necessary to serve its 317-member Parliament. This initiative addresses 8 directorates in all 8 political blocks, 7 offices, 26 committees, and approximately 1212 employees accomplish the following overall result:</p> <ul style="list-style-type: none"> • Build a professional, non-partisan and flexible human resources regime within the administrative arm of Parliament, • Establish a fully functioning Training Unit enabled to coordinate and administrate training activities for CoR employees. • Provide a means of expanding and coordinating training and human resource development across directorates, • Provide important linkages across the CoR Secretariat by coordinating training priorities and assisting in the identification of training needs. • Assist in coordinating activities between the CoR Secretariat and the Presidency Council by serving as a focal point for both staff and MP training • Build internal support the processes and procedures necessary for a fully functioning Parliament. <p>Total Contract Amount: €17,850 (\$24,097 USD)</p>						<ul style="list-style-type: none"> • Conducted a programmatic audit / assessment of the current internal institutional and personnel capacities and to developed a fully-functional (permanent) training unit within the Council of Representatives (Parliament); • Developed the Best Practices in Training Management curriculum, training tools and lesson plans for trainers and training managers; • Increased skills and expertise in overall training management; combined with specific project; • Improved the ability to effectively 'reach-out' and position the Council of Representatives (Parliament) as a professionally-trained organization; • Developed the capacity of training staff to identify institution-wide training deficiencies, design effective institution-wide training programs, and upgrade existing individual skills and add additional skill sets which will augment both the individual employee, their department and the effectiveness of the Council of Representatives (Parliament) as a whole; • Positioned and enhanced Parliament's ability to effectively and efficiently use its own resources in conjunction with on-budget support; and • Strengthened internal and external communications within the system, improve dissemination and information sharing enabling increased assistance and service delivery to end-users 		



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Ref no.	Project title		Afghanistan Ministry of Agriculture Capacity Building / Change Management Program (CBCMP)					
Name of legal entity ¹⁸	Country	Overall project value EUR	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
Municipal Solutions, LLC	AFGHANISTAN	€ 21.889.821,00	0.15%	2.5	Ministry of Agriculture, Irrigation & Livestock (MAIL), US Dept. of Agriculture (USDA)	USAID & US Department of Agriculture	01/01/2011 – Present	-
Detailed description of project						Type of services provided by the legal entity		
<p>The USDA-funded Change Management and Capacity Building Program (CBCMP) for the Ministry of Agriculture, Irrigation and Livestock (MAIL) is a three-year program designed enhance the institutional and human capacity to effectively serve its multitude of customers – from investors to producers. This initiative addressed 10 key directorates in all 34 provinces and 364 districts and impacts approximately 9,600 people. Agriculture is one of the primary drivers of the Afghan economy and provides services to approximately 80% of the population involved in the agricultural sector.</p> <p>Total Contract Amount: €33,705 (\$45,503 USD)</p>						<ul style="list-style-type: none"> • Conducted a programmatic audit / assessment of CBCMP and developed a process improvement plan for the Ministry; • Developed the process improvement curriculum and lesson plans for Organizational Restructuring, Process Mapping, Action Planning and Score Cards; • Increased skills and expertise in overall management; combined with specific project administration and cooperation within and between MAIL Directorates to include project design, monitoring, and evaluation of current and future programs; • Improved the ability to effectively 'reach-out' and position MAIL as a service organization to the provinces and districts which have direct contact and interaction with the producers; • Developed the capacity of technical staff to upgrade existing skills and add additional skills sets which will augment both the work planning and impact the Directorate's effectiveness; • Positioned and enhanced MAIL's ability to effectively and efficiently use its own resources in conjunction with on-budget support; and • Strengthened internal and external communications within the system, improve dissemination and information sharing enabling increase assistance and service delivery to end-users 		



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Ref no.	Project title		Afghanistan Technical Assistance Program (ATAP)					
Name of legal entity ¹⁸	Country	Overall project value EUR	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
Municipal Solutions, LLC	AFGHANISTAN	€ 8.755.928,00	0.5%	1	CIDA, CANADEM; Ministry of Interior, Ministry of Finance, Ministry of Health, Ministry of Justice, Ministry of Labor, National Traffice Bureau, Afghan National Police	Canadian International Development Agency (CIDA)	01/04/2011 – 01/05/2011	-
Detailed description of project						Type of services provided by the legal entity		
<p>The Afghanistan Technical Assistance Program (ATAP) enables the Canadian International Development Agency (CIDA) to respond promptly and effectively to the technical assistance needs of the Government of Afghanistan. CANADEM, a non-governmental organization, which specializes in expert deployments through a roster of more than 10,000 mostly Canadian professionals, implemented this program. ATAP is the primary mechanism that provides experts for the Governance Support Office (GSO). The goal of the GSO is to build the full range of qualities necessary for the Government of Afghanistan to function successfully so it can plan, implement, and evaluate its activities in Afghanistan. Work to date includes significant accomplishments in the following Ministries: <i>MINISTRY OF INTERIOR; MINISTRY OF FINANCE, MINISTRY OF EDUCATION, MINISTRY OF HEALTH, MINISTRY OF JUSTICE, MINISTRY OF LABOR, NATIONAL TRAFFIC BUREAU, AFGHAN NATIONAL POLICE</i></p> <p>Total Contract Amount: €44,445 (\$60,000 USD)</p>						<p>Reduction of corruption through the development of institutional systems , tools and processes. Increased department revenues.</p> <ul style="list-style-type: none"> • <i>Process Mapping & Process Re-Engineering</i> • Development of Standard Operating Procedures • Strategic Plan Development through facilitated workshops • Facilitated Capacity-building Workshops and Training 		



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Ref no.	Project title		Afghanistan Technical Assistance Program (ATAP)						
			Name of legal entity ¹⁸	Country	Overall project value EUR	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding
	Municipal Solutions, LLC	AFGHANISTAN	€ 8.901.860,00	0.5%	3	CANADEM / Canadian International Development Agency (CIDA)	CIDA	01/01/2008 – 01/12/2011	-
Detailed description of project						Type of services provided by the legal entity			
<p>At the request of the Afghan Government, the Canadian International Development Agency (CIDA) and the Department of Foreign Affairs and International Trade of Canada (DFAIT) contributed \$12.2 million over 3 years to CANADEM to enable the deployment of more than 24 senior Technical Advisors to advise various Afghan ministries through technical advice, on-the-job training, workshops and mentoring to: <i>Mol Ministry of the Interior; MoE Ministry of Education; MEW Ministry of Electricity and Water; IEC Independent Directorate for Local Governance; MOF - Ministry of Finance; MRRD Ministry of Regional and Rural Development; NTB – National Traffic Bureau; AIHRC Afghan Independent Human Rights Commission; MOH - Ministry of Health; MOJ – Ministry of Justice; MOLSAMd – Ministry of Labour, Social Affairs, Martyrs and Disabled</i></p> <p>Total Contract Amount: €44,445 (\$60,000 USD)</p>						<ul style="list-style-type: none"> Assisted the Minister of Labor, Social Affairs, Martyrs and Disabled (MoLSAMD), Ministry of Interior, Ministry of Finance, Kabul Municipality and the National Traffic Bureau by mentoring civil servants to complete and implement each Ministry's Strategic Plan in all central and provincial departments. Provided Capacity Development in the design and implementation of strategic planning processes, developed performance measurement processes, interpret data, and manage performance; Enhanced linkages and consultation processes with other key Ministries, Civil Society and the international donor community; and effective communication, awareness of and demand for accountability of MoLSAMD at all levels. Designed and facilitated multiple capacity-building workshops in Strategic Planning and Monitoring & Evaluation. Revised the national Driver's License and Vehicle Registration Processes creating greater efficiency and effectiveness, delivering greater customer service and annual revenue collections >600%. 			



Ref no.	Project title		Kabul City Initiative (KCI)						
	Name of legal entity ¹⁸	Country	Overall project value EUR	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Municipal Solutions, LLC	AFGHANISTAN	€ 91.207.588,00	0.09%	1	Kabul Municipality, ARD-Tetratech Adam Smith International (ASI) & USAID	USAID / DFID	01/10/2010 – 01/04/2011	-
Detailed description of project							Type of services provided by the legal entity		
<p>USAID launched the \$125,000,000 Kabul City Initiative (KCI) program to help the Kabul Municipality improve the quality of life for Kabul's citizens by visibly improving the essential public services. Fifty percent (50%) of KCI funding is being invested in a Service Delivery Fund, while the remaining fifty-percent (50%) of the KCI budget is being used to build the capacity of municipal officials and to improve revenue collection.</p> <p>KCI has three objectives:</p> <ul style="list-style-type: none"> • Improve Public Service Delivery for citizens • Build Capacity of the Kabul Municipal Administrators, and • Establish an Equitable and Transparent System of Revenue Collection and systems. <p>Total Contract Amount: €81,852 (\$110,500 USD)</p>							<ul style="list-style-type: none"> • Designed and administered a comprehensive Organizational Assessment of Kabul Municipality (6,500 employees, 16 Directorates, 22 District offices, and 156 managers) to evaluate the presence, effectiveness, efficiency and sustainability of the municipality's internal systems, tools, processes, personnel and procedures. • Developed and facilitated 7 large-group Capacity Building workshops to develop internal process maps of 24 key revenue and Financial functions, • Produced 24 Processes Maps and Standard Operating Procedures for those functions. • Facilitated additional Presentations and Capacity-Building trainings. 		



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Ref no.	Project title		Iraq Local Government Program 3 (LGP III)					
Name of legal entity ¹⁸	Country	Overall project value EUR	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
Municipal Solutions, LLC	IRAQ	€ 182.415.176,00	0.1%	12	15 Provinces in Iraq, RTI International, USAID	USAID	01/01/2009 – 01/12/2011	-
Detailed description of project						Type of services provided by the legal entity		
<p>250,000,000 USAID-sponsored program to implement LAW -21 – decentralization of Budgeting, Planning, Service Delivery and Civil Service Functions to 15 provincial governorates.</p> <p>Total Contract Amount: €176,296 (\$238,000 USD)</p>						<ul style="list-style-type: none"> • National liaison with the Sura Council and Ministries to design, approve and nationally implementation Civil Service Reforms • Served as National Organizational Development Director on the \$250 Million Iraq Local Governance Program - III (LGP-3). • Developed course materials for 8 national workshops and advised on hundreds of engagements with local and provincial government officials. • Curriculum developer, facilitator and trainer in Organizational Change, Process Mapping, Organizational Structure Realignment, Civil Service Reform, Public Engagement, Staffing GAP Analysis, Performance Measurement, Job Descriptions, and Management. 		



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Ref no.	Project title		Consultancy Services for Local, State and National Governments					
Name of legal entity ¹⁸	Country	Overall project value EUR	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
Municipal Solutions, LLC	USA	\$1.250.000,00	100%	160	15 Provinces in Iraq, RTI International, USAID	State & Local Governments	01/10/2003 – Present	-
Detailed description of project						Type of services provided by the legal entity		
<p>+300 consulting assignments for state, regional and local government clients, school districts, special utility districts, and private sector corporations. Project list is too extensive for single page summary.</p> <p>Total Contract Amount: €888,889 (\$1,250,000 USD)</p>						<p>ACCOUNTING & FINANCE: Asset Management, Audits, Financial Reports, Operations & Procedures, Procurement / Cost Center Analysis, Special Improvement District (SID) Feasibility and Management.</p> <p>ECONOMIC DEVELOPMENT & LAND-USE PLANNING: Annexations& Development Agreements, Capital Asset Improvement Programs, Code Revision, Engineering Standards, Housing, Development Fiscal Impact Analysis, Impact Fee Assessments, Zoning Classification Systems, Long-range Planning, Sustainability Analysis, Population Forecasting, Statistical Modeling, Economic and Demographic Studies, and Statistical Surveys.</p> <p>INFORMATION & COMMUNICATIONS TECHNOLOGY: Cable TV Franchises, Communication Master Plans, Franchise Negotiations, GIS / Mapping, IT Hardware / Software Assessments, Wireless Tower Agreements, Stakeholder Facilitation</p> <p>EMERGENCY MANAGEMENT / CIVIL DEFENSE / RISK MANAGEMENT: Interoperability, Exercise Design & Evaluation, Executive Command, Expert Witness, Risk Assessments, School Facility, Training, Certification & Curriculum Development: <i>HSEP, NIMS, POST, CERT, Counter-terrorism, Emergency Command, Hostage Negotiation, HazMat, Interviewing</i></p> <p>HUMAN RESOURCES: Compensation / Classification, Executive Search, Job Descriptions & Policy Manuals</p>		

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