

Detailed Curriculum Vitae W. Leonard Vandivere, CPA

E-mail: Len@LenConsult.com
Web site: www.LenConsult.com

2760 Pleasant Acres Drive
Virginia Beach, VA 23453-7337
USA

Phone/fax USA: 1-757-301-8330
Mobile USA: 1-757-362-8670
Mobile Turkey: +90-538-886-5369

Education and Professional Associations

- George Washington University, Washington, DC: BBA in the Field of Accounting
- Certified Public Accountant in the State of Virginia
- Member: American Institute of Certified Public Accountants
- Member: Virginia Society of Certified Public Accountants

Range of Experience

Over twenty six years of international management and consulting experience. The consulting assignments were primarily in the areas of project management; strategic assessment and planning; business restructuring and institution/capacity building, including pre and post privatization support and assistance to SMEs (small-medium enterprises). Seventeen years of this experience were in Directorial or Managerial positions in international postings. Clients include governments and international public agencies, heavy industry and manufacturing, agricultural and financial sectors.

Experience included four years of audit with Price Waterhouse in Washington, DC office.

Experience included three years as Chief Financial Officer for a Saudi-owned petro-chemical construction company doing projects for Arabian American Oil Company.

Professional and Business Experience

RTI International (November 2003 to January 2007)

Consultant – Special Projects

Baghdad (July 2006 to January 15, 2007)

Following the completion of the original LGP contract, retained as a consultant by RTI. Redeployed to Iraq in October 2005 to assess and make recommendations in the areas of banking and cash handling and the processing of local payroll and to provide support to the Controller for the new LGP2 project.

The incumbent Controller resigned in December 2005. Assumed the Controller's responsibilities and duties until a replacement could be found (Acting Controller for Iraq from January 2006 through July 2006.) During this period there were two active projects (LGP2 valued at \$107 million and TMPP at \$22 million). Rebuilt the staff and implemented recommendations from the prior banking consulting phase of the work.

New Controller arrived in late July 2006. After initial handover of responsibilities, remained in Iraq as special projects consultant, working primarily on HR aspects for the country-wide Finance staff. The work was primarily in the areas of developing training needs analyses and succession planning. Also, led the transition from “out-sourced” local payroll and HR functions to “in-house” processing.

LGP Controller

Baghdad, Iraq (November 2003 to June 30, 2005).

Managed the field accounting and financial operations of a large (\$241.9 million over two years) USAID funded project to provide technical advisory services to the sub-national government sector in post-war Iraq. The project was present and operated in 17 of the 18 governorates (provinces). At its peak, the project employed about 230 expatriates and about 2,400 Iraqis.

The assignment involved coordinating with home office management, working closely with our Senior Contracts Officer in the preparation and negotiation of budgetary contract modifications, day-to-day management of a multi-national financial staff of approximately 45 (15 expatriates and 30 local) and recruiting and training the local finance, accounting, procurement and property management staff.

Retired (August 1996 to September 2003)

Retired, repatriated to Virginia Beach, USA. Wife died of cancer. Up-dated professional certifications and re-entered the international sector with RTI International in October 2003 and was deployed to Baghdad on November 1, 2003.

Price Waterhouse (February 1982 to July 1996)

Deputy Director of Corporate Finance, Recovery and Dispute Analysis

Moscow, Russia (1993 to 30 June 1996):

- Subcontractor to a USAID funded project which provided the control function for a military housing program, which involved purchasing housing, and repatriating approximately 2,000 retired officers from Baltic states, which were part of the former USSR.
- Directed the preparation and distribution of an information memorandum for the sale of a controlling interest in a tobacco company in the Urals region.
- Directed a project for a large integrated steel works, which involved:
 - strategic assessment of the company, including production facilities, staffing and costing (conducted by a experts brought in from US Steel)
 - business and asset valuations, and
 - provision of strategic advice on surviving and adapting strategies appropriate to the transition to a market economy. At the time, major industries had to operate in a “near zero cash flow” (barter) economy.
- Directed a project, which involved the testing, and modification of a methodology to quickly assess strategic and financial health of recently privatized companies in Russia and former Soviet republics. The project included ten companies in three regions.

Director of Consultancy Services, Turkey

Istanbul, Turkey (1991 to 1993), in addition to practice development responsibilities:

- Conducted executive recruitment assignments for a wide variety of private sector companies.
- Led a team in the preparation of a strategic information systems development plan and diagnostic study of the organization, cost accounting and financial reporting systems of a company producing chipboard (raw and covered in veneers and melamine).
- Reviewed the management information system and content of management reports for a large pharmaceutical manufacturing company.
- Designed and implemented a job order costing system for a metal fabrication factory.
- In a World Bank funded project for the **Ministry of Treasury and Foreign Trade**, directed a project for training and management consulting in connection with the development of a new database system. The project included the identification of immediate (short-term) training needs, the development of an institutional training program and recommendation of organizational changes to optimize the use and functionality of the new database system.

Managing Consultant

Nairobi, Kenya (1989 to 1991), responsible for all consulting assignments in Uganda and participated in assignments in other East African countries:

- In a World Bank funded project for East African Development Bank, developed short, medium and long-term strategies for the 1990s. Areas addressed included: portfolio restructuring, organization, management support systems and sources of funds.
- In a World Bank funded project for Uganda Posts & Telecommunications Corporation, managed institutional strengthening project in the areas of finance, corporate strategy and planning, and MIS. The project involved the development of a revenue requirements model to support tariff setting.
- For Uganda Railways Corporation, assessed long-term financial viability of the company in connection with a study of long-term locomotive needs.
- In a World Bank funded project for **Uganda Ministry of Industry and Technology, Public Industrial Enterprises Secretariat**, managed project which involved execution of management audits and development of business strategies for five Ugandan Government owned companies.
- For the **Government of Malawi, Ministry of Trade, Industry and Tourism**, presented a “marketing workshop” to prepare top government officials and parastatal managers to promote US investment in Malawi.
- For Kenya Breweries, Ltd., participated in the development of a marketing strategy.
- Performed executive selection assignments for a variety of clients in Uganda.

Director of Management Consulting Services

Geneva, Switzerland (1986 to 1989)). Established new Management Consulting Services practice. In addition to development and general management responsibilities, directed numerous consulting projects:

- Prepared system development strategy to replace outdated batch processing systems with integrated distributed data entry system for an international organization based in Geneva. Developed general system specifications for new system.

- Designed and implemented a budgeting, accounting and financial reporting system for an international client with units in nine countries. Implementation included detailed “hands on” training for staff.
- Designed a cost accounting system for a Swiss plastics extrusion factory.
- Evaluated risks associated with the potential transfer of the client administration function from Geneva to Jeddah, for an Islamic bank managing \$1.6 billion.
- Performed operational review of African drought relief operations for an international disaster relief organization. Also assisted the Internal Audit Department in the evaluation of field systems in Sudan, Ethiopia and Kenya.
- Performed confidential comparative compensation study for selected Geneva-based international organizations.

Managing Consultant

Ankara, Turkey (1982 to 1986):

- Project manager of a World Bank funded project for the restructuring of Turkish Sugar Factories Corporation. Directed activities of an international team of 35 consultants in the areas of personnel management and organization; finance and accounting; preventative maintenance and repair procedures; energy usage; quality control; pollution control; and beet purchasing policies.
- Team Leader for accounting and financial management component of a World Bank funded “Management Improvement Project” for the Turkish Fertilizer Industry –
 - Changed from “full absorption” costing to “modified standard direct” costing systems.
 - Established responsibility center based budgeting and financial management reporting systems.
 - Prepared systems requirements specifications and assisted in the evaluation and selection of EDP hardware and software.
 - Modified software to adapt it to the Turkish environment, prepared accounting and EDP manuals and training materials.

Self-employed Management Consultant

Washington, DC (1979 to 1982):

- Developed and installed field accounting systems for an international telecommunications consulting firm operating in Venezuela, Jordan, Indonesia and other developing countries.
- Assisted in the development of marketing strategies and policies for the above client.
- Developed design for the reorganization of a multi-divisional Saudi owned construction company. Also prepared design for accounting and financial reporting system based upon responsibility center concepts.
- Frequently lectured for the **Business Council for International Understanding** in courses to prepare American executives for overseas assignments.

The Al-Shafai Group

Dammam, Saudi Arabia (1976 to 1979)

Chief Financial Officer:

- Re-negotiated construction contracts.
- Established effective quantity survey and contracts administration functions.
- Maintained banking relations, including establishment of effective cash flow projection systems.
- Established sources of qualified construction tradesmen and laborers.
- Established joint ventures with American and German construction companies for the execution of projects in Saudi Arabia, notably the civil works to support heavy vessel erection and related overhead piping for the Jubail LPG works (one of the first contracts of the extensive Jubail-Yanbu projects). Provided assistance and advice to the JV as needed.

Price Waterhouse

Washington, DC (1969 to 1976):

Four years with the Audit practice. Clients included World Bank, Southern Railroad (now Norfolk Southern) and the Washington Post (including day-to-day management of the initial public offering of stock).

Transferred to the Management Consulting Services practice and attained the position of Manager. Assignments included:

- Designed and implemented an accounting, budgeting and financial reporting system for Legal Services Corporation, a newly established quasi-governmental (funded by the US Government and private sources) organization.
- Designed an accounting and financial reporting system for a multi-divisional real estate company.
- Coordinated and participated in computer audit support activities for the Audit practice.
- Taught in Price Waterhouse internal continuing education programs as an instructor in computer audit techniques.
- In the evenings, taught Cost Accounting, Auditing and Introductory Accounting at Georgetown University.

References

(Available upon request.)