

Curriculum Vitae: Walter Thamsanqa Dingani

Name of Staff: Walter Thamsanqa Dingani
Profession: Financial Management; Urban Management; Institutional/ Organizational Development and Capacity Building (public sector/local government); Project Management
Date of Birth: 18 March 1959
Nationality: Zimbabwean
Educational qualification: 1. Masters in Business Administration, University of Zimbabwe, 1996. 2. Higher National Diploma/Final Examinations, Chartered Institute of Secretaries and Administrators (CIS) (Zimbabwe & UK) (equivalent to four-year Degree), 1991
Membership in Professional Societies: Fellow of the Chartered Institute of Secretaries and Administrators (FCIS) (Zimbabwe & UK) -1995 to date; Registered Public Accountant, Public Accountants and Auditors Board (PAAB), Zimbabwe – 2002 to date.
Key Qualifications:
42 years' experience in public sector management, local government and development in Zimbabwe, Ethiopia and Papua New Guinea . Experience includes:
⇒ Participation as consultant, advisor and team leader in various technical assistance programs in Zimbabwe, Ethiopia and Papua New Guinea from 1992-2022 for the public sector of which five programs were directly related to local government reform, governance policies/issues and capacity building of local authorities. One program was in the social sector on urban youth employment targeting disadvantaged youth.
⇒ Worked with middle level and senior officials as team leader and as counterpart on specific assignments, in Papua New Guinea's National Capital District Commission (2011-2014), Ethiopia's Ministry of Industry (March-April 2014), Ethiopia World Bank Country Office (2010), Ethiopia's Ministry of Works and Urban Development (2002-2009 & 2014 to present) and Zimbabwe's Ministry of Local Government, Public Works and National Housing (1992-2001) .
⇒ As Programme Coordinator for the Urban II project in Zimbabwe from 1997-2001, managed a large scale project, funded by various donors including the World Bank, on local government reform, capacity building, infrastructure and service delivery. Managed and led a multidisciplinary team of international and local consultants and officials.
⇒ In Ethiopia , provided technical advice and implementation support to the Ministry of Urban Development & Housing on the World Bank funded Second Urban Local Government Development

Program (ULGDP II) worth US\$380 million in World Bank funding and the design/preparation/implementation of the World Bank funded Urban Institutional & Infrastructure Development Program (UIIDP) worth US\$600 million in World Bank funding.

⇒ In **Ethiopia**, as part of the Ministry of Works and Urban Development Project Design Committee, together with World Bank staff, prepared, designed and appraised the new Bank assisted project for Ethiopia's urban sector, the Urban Local Government Development Project (**ULGDP I**) worth USD 300 million. The project was designed during the 2007 and 2008 became operational in November 2008 with end of term evaluations indicating that the project has been very successful.

⇒ Drafted the **Operational Manual (OM) for the ULGDP in Ethiopia** which provides operational procedures to be used on the project by federal, regional and local governments. Among other things, the manual also provides a framework for improved planning, civic participation in preparation, implementation and monitoring of plans, budgets and projects as well as on transparency and accountability by local authorities. Prepared the **Financial Management Manual** to be used on the project by the 19 urban local governments. Provided training on this Manual to approximately 60 persons from urban local governments, regional governments and from the Ministry of Works and Urban Development.

⇒ In April 2009, prepared the **Monitoring and Evaluation System and Procedures Manual** for the ULGDP, in three volumes, to be used at the federal, regional and urban local government levels.

⇒ During period January 2010 to June 2010 and August to November 2010, was part of a multidisciplinary team of World Bank consultants/officials and Government officials that carried out an investment process review for Local Investment Grant (LIG) Component of the Protection of Basic Services Project (PBS) in **Ethiopia**. I was the lead Consultant in reviewing and evaluating whether national standard/systems and LIG Operational Manual procedures were applied by the sampled 20 woredas during project implementation in the following areas: **planning and budgeting; procurement and contract administration; financial management/ accounting; environmental and social management; monitoring and evaluation.**

⇒ During period from September 2011 to July 2014, worked in **Papua New Guinea** as **Deputy Project Manager and Procurement Advisor (International)** in the National Capital District Commission (city council) on the World Bank co-funded **PNG Urban Youth Employment Project**. Served as the project's overall technical leader and focal point responsible for the planning and delivery of the project as well providing strategic guidance to the management team and the Project Management Unit.

Education:
Institution: Chartered Institute of Secretaries and Administrators (CIS) (Zimbabwe & UK) . Dates: 1987-91. Degree or Diploma obtained: Higher National Diploma/Final Examinations (equivalent to four year Degree)
Institution: University of Zimbabwe. Dates: 1995-1996. Degree or Diploma obtained: Masters in Business Administration
Employment Record:

<p>August 2014 – present</p>	<p>Ministry of Urban Development &Infrastructure (MUDI)/Ministry of Urban Development &Construction (MUDCo), Addis Ababa, Ethiopia</p> <p>Technical Advisor</p> <p>Provided technical advice and support to the Ministry of Urban Development &Construction on the design /preparation/implementation of the World Bank funded Urban Institutional and Infrastructure Development Program (UIIDP). The UIIDP became effective on June 8, 2018 and has a duration of five years up to July 2023with total funding envelope of USD859.5 million comprising USD600 million from the World Bank, USD10.8 million from French Development Agency (AFD) and USD248 .7 million from regional and ULG contributions. Assisted the Ministry in the start-up and implementation of the UIIDP.</p> <p>Provided technical assistance and advice to the Ministry of Urban Development, Housing and Construction in urban management, project management, local governance, institutional development and capacity building, financial management on the World bank funded Second Urban Local Government Development Project (ULGDP II) which ran from July 2014 to December 2019 Main responsibilitywas to ensure that the project achieved its main objective which was to enhance the institutional and organisational performance of the participating 44 Urban Local Governments (cities) in Ethiopia in developing and sustaining urban infrastructure and services. The ULGDP II duration was five years and had a total funding envelope of USD 557 million comprising USD380 million from the World Bank and USD177 from regional and ULG contributions.</p>
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	<p>Revised the Project Operational Manual, the Annual Performance Assessment Guideline, the Monitoring, Evaluation and Reporting Systems and Guidelines for federal level (MUDHCo & MoFED) , regional level and for cities. Also revised and updated the Environmental and Social Management System and Guidelines as well as the Resettlement System Guidelines (RSG).</p> <p>Produced the ULGDP I Final Evaluation and Completion Report for the Ministry which was submitted to the World Bank for preparation of the ICR for this project which was completed in December 2014 and which laid the foundation for the current ULGDP II.</p> <p>Provided assistance to the Ministry and the Consultants that carried out the 1st and 2nd Annual Performance Assessments of the 44 cities under ULGDP II.</p> <p>Reviewed reports and also participated in the World Bank Quality Assurance Review of the performance assessments.</p> <p>Produced the first Semi-Annual Progress Report for ULGDP II which was submitted by the Ministry to World Bank in February 2015.</p>
<p>September 2011- July 2014</p>	<p>Papua New Guinea, National Capital District Commission</p> <p>Deputy Project Manager & Procurement Advisor (international)</p> <p>Provided technical assistance and advice to the National Capital District Commission (NCDC) , that is responsible for the administration of the Papua New Guinea capital city of Port Moresby, in all aspects of project implementation, monitoring and evaluation of the World Bank funded PNG Urban Youth Employment Project. Was the deputy head of the Project Management Unit (PMU) entrusted by NCDC with responsibility for implementation of the project. Served as the project’s overall technical leader and focal point responsible for the planning and delivery of the project as well providing strategic guidance to the management team and the PMU. Headed a technical team comprising a Labour Based Engineer, Skills Development Coordinator, Communications Coordinator and Senior Project Accountant as well as being directly responsible for all project procurements (works, consultancy, goods). Was also responsible for project risk management, revisions to the Project Operational Manual (POM) and preparation of quarterly and semi-annual project progress reports.</p>

<p>March - April 2014</p>	<p>Ministry of Industry, Addis Ababa, Ethiopia</p> <p>Consultant for Preparation of the Project Implementation Manual and the Operations Manual for the Industrial Zones (IZ) Financing Window of the Competitiveness and Job Creation (CJC) Project</p> <p>Prepared the abovementioned two manuals which resulted in the successful negotiation and World Bank Board approval of this USD 250 million project. The manuals are also being used in project implementation.</p>
<p>January 2010- June 2010 & August 2010 to November 2010</p>	<p>World Bank Ethiopia Country Office, Addis Ababa, Ethiopia/Short Term Consultant (STC)</p> <p>Carried out an investment process review for Local Investment Grant (LIG) Component of the Protection of Basis Services Project (PBS) in Ethiopia. This involved field visits with officials from World Bank, Ministry of Finance and Economic Development (MOFED) and regional Bureaus of Finance and Economic Development (BOFEDs) to 20 woredas (rural local governments) and regions. I was the lead Consultant in reviewing and evaluating whether national standard/systems and LIG Operational Manual procedures were applied by the woredas during project implementation in the following areas: planning and budgeting; procurement and contract administration; financial management/ accounting; environmental and social management; monitoring and evaluation. I produced the following outputs/deliverables during this period:-</p> <ul style="list-style-type: none"> • LIG Field Visit Consolidated Report for all 20 woredas (rural district councils) • LIG Field Visit Individual Reports for <u>each</u> of the 20 woredas • Monitoring & Evaluation Guideline for LIG • Planning & Budgeting Guideline for woredas and kebeles in Ethiopia • Revised LIG Operational Manual to conform to PBS II requirements • Revised Financial Management Guideline • Training of Trainers (TOT) carried out for 40 participants from regions on planning & budgeting, financial management and accounting, procurement and contract administration, environmental and social management, monitoring and evaluation • Training Report for LIG TOTs

	<ul style="list-style-type: none"> • PowerPoint Presentations (soft copies) on Planning & Budgeting and on M & E for LIG given to MOFED and eventually to TOT participants to be used in future training programs.
<p>January 2004- May 2009 & October 2002 to July 2003</p>	<p>Ministry of Works and Urban Development, Addis Ababa, Ethiopia International Consultant/Advisor</p> <p>Provided technical assistance and advice to the Ministry in project preparation, project management, procurement management and contract administration, financial management and local governance on three (3) World Bank funded projects (Capacity Building for Decentralized Service Delivery Project(CBDSD); Public Sector Capacity Building Program(PSCAP); Urban Local Government Development Project(ULGDP). Participated in the Ministry Project Design Committee which, together with World Bank staff, prepared, designed and appraised the new Bank assisted project for Ethiopia’s urban sector, the Urban Local Government Development Project (ULGDP) worth USD150 million in bank financing (60%) and 40% counterpart/matching fund from regions and 19 urban local governments including the capital city Addis Ababa. This six-year project became operational in November 2008. Drafted the Operational Manual (OM) for the ULGDP which provides operational procedures to be used on the project by federal, regional and local governments. Prepared the Financial Management Manual to be used on the project by the 19 urban local governments. Provided training on this Manual to approximately 60 persons from urban local governments, regional governments and from the Ministry of Works and Urban Development. In April 2009, prepared the Monitoring and Evaluation System and Procedures Manual for the project, which was in three volumes, to be used at the federal, regional and urban local government levels. Together with Engineer Tesfaye Tigabu, prepared the Manual on Cobblestone Road Construction, Procurement and Disbursement for labour based construction using SMEs and the community (mainly unemployed youths and women) to alleviate poverty and unemployment. Also participated, as resource person in the training for city, regional and federal officials on Procurement Management for the ULGDP.</p>

	<p>Over a period of 7 years, provided technical advice, assistance and also actively participated in the procurement and contract management of large consultant contracts (both international and local), procurement of goods and works (using ICB and NCB) for the three World Bank financed projects. This included preparation of EOIs, TORs, RFPs, Evaluation Reports and Contracts for consultants; bidding documents, tender evaluation reports, contracts for goods and works.</p>
<p>June 2002- October 2002</p>	<p>Ministry of Education, Sport and Culture; Education Transition and Reform Project. Harare, Zimbabwe Consultant/Financial Controller</p> <p>The project which was funded by the EU sought to improve access and learning outcomes of poor children, particularly girls, in primary and secondary education in eight pilot (very poor) rural districts. My main task was the setting up of a Project Management Unit (PMU) in the Ministry of Education, Sport and Culture to manage and implement the EU funded project using my previous experiences as Financial Analyst/ Programme Coordinator (PCMU, Ministry of Local Government) under the World Bank funded Urban II Project . This involved establishment of project offices, setting up management systems, procurement systems, financial accounting and financial management systems. This also included designing a project monitoring and reporting system. Prepared the financial accounting, disbursement and procurement procedures to be used by the Project Management Unit and the schools in the management of School Improvement Grants.</p>
<p>March 1992- January 2001</p>	<p>Ministry of Local Government, Public Works and National Housing, World Bank funded Urban Sector and Regional Development Project (Urban I and II) Harare, Zimbabwe Program Coordinator 1997-2001; Project Financial Analyst 1992-1997; Project Accountant 1992</p> <p>Responsible for the technical, administrative, financial management and procurement management aspects of these two World Bank funded urban development projects. As Programme Coordinator managed and led a multidisciplinary team of international/local consultants and project staff.</p> <p>The main objectives of the Urban II project were to provide support to Zimbabwe's 21 urban towns (including the capital city, Harare) to enable them to provide the additional services required to cope with rapid urban population growth; to</p>

	<p>strengthen the appraisal capacity of central and local government to determine the most rational and cost effective alternative investments; to strengthen the institutional and financial capacity of the local authorities. During the period from 1998 to 2000, whilst winding up the Urban II project, participated in the formulation and design of the proposed Zimbabwe Local Government Capital Development Project (LGCDP) which was seen as a successor project to the Urban II but bringing in new dimensions such as intergovernmental fiscal relations, equalization grants, restructuring funds and access by local authorities to private capital markets through matching funds. I was Coordinator of the Project Working Party of senior officials from Ministry of Local Government, Ministry of Finance, National Economic Planning Commission (Office of the President). The Working Party, with assistance from officials of the World Bank (local office and Washington), produced the comprehensive Project Implementation Plan (PIP) on which the World Bank Project Appraisal Document (PAD) for the LGCDP was based. The LGCDP was appraised in October 1999 and successfully negotiated in April 2000, but could not be presented for World Bank Board approval due to the country's suspension in June 2000.</p>
<p>August 2003- December 2003</p>	<p>Ministry of Local Government, Public Works and National Housing, Harare, Zimbabwe Consultant</p> <p>As part of a three man consultancy team, assisted the Ministry in revising the Zimbabwe Decentralization Implementation Strategy. The work involved taking stock of current decentralization and local government policy and practice in Zimbabwe, evaluating the implementation mechanisms and assisting in the design of an implementation strategy for the decentralization process in Zimbabwe. In the process, as part of the three man team, facilitated three workshops on "Vision of Local Government" for Ministry of Local Government senior officials and provincial governors (August 2003), "Empowerment of communities" (November 2003) and "Empowerment of local governments"(December2003)</p>
<p>May 2002- May 2002</p>	<p>United Nations World Food Program (WFP), Emergency Operation. Harare, Zimbabwe Consultant</p>

	<p>Part of a two member consultancy team (with Anne Sheerin of Care International) that carried out an analysis and assessment of the potential for a United Nations World Food Programme (WFP) operation to provide food aid to vulnerable groups in Zimbabwe’s urban areas. The study was in two parts that were done concurrently. The first part of the study was the Institutional Assessment and sought to:</p> <ul style="list-style-type: none"> ▪ identify existing institutions working in urban areas that could be potential implementing partners in the WFP Urban Emergency Operation; ▪ determine the capacity of these institutions to carry out subsidized sales and targeted food aid interventions for vulnerable groups; ▪ determine which institutions already have experience and are familiar with food aid interventions; ▪ determine at what scale the institutions are able to operate given their capacity and current management capabilities. <p>The second part was Targeting Analysis and involved:</p> <ul style="list-style-type: none"> ▪ determining the current practices used by the local public authorities for targeting vulnerable groups and the potential inclusion/exclusion error; ▪ identifying current NGO targeting practices and determine potential inclusion/exclusion error.
<p>January 2002- February 2002</p>	<p>Netherlands Development Agency (SNV); Harare, Zimbabwe Consultant</p> <p>As part of a three man consultancy team, carried out a mid term review of the Financial Management Assistance Project whose objectives were:</p> <ul style="list-style-type: none"> ▪ To strengthen the financial management capacity of 8 pilot Rural District Councils (RDCs) through the development of financial guidelines and financial handbooks and the computerization of their financial accounting systems. ▪ To strengthen the capacity of the Association of Rural District Councils to support its membership on financial management issues and to provide an appropriate software for all RDCs

<p>January 2002- January 2002</p>	<p>World Bank Operations Evaluation Department (OED), Evaluation of the Rural District Councils Capacity Building Programme and the Zimbabwe Urban Sector and Regional Development Project. Harare, Zimbabwe</p> <p>Consultant</p> <p>Assisted the Urban Coordinator, Operations Evaluation Department, World Bank, Washington in establishing indicators for evaluating the two programmes. I was the lead researcher in gathering data on the indicators and presenting it in a suitable format for further analysis by the World Bank Urban Coordinator.</p>
<p>November 2001- November 2001</p>	<p>Housing People of Zimbabwe (HPZ). Legal Audit of the Low Income Housing Delivery Framework of Zimbabwe. Harare, Zimbabwe</p> <p>Consultant</p> <p>In association with Hallbank Associates, I was the lead researcher on this project whose objectives were to:</p> <ul style="list-style-type: none"> ▪ identify the various pieces of legislation and policies that directly or indirectly impact on low cost housing delivery; ▪ identify gaps in the current legislative environment; ▪ make an assessment of the service providers, policies and practices in low cost housing delivery; ▪ recommend specific issues, amendments to existing legislation and new legislation arising from the legal audit to direct the Housing People of Zimbabwe advocacy effort.
<p>July 2001- July 2001</p>	<p>Combined City of Harare Residents (Ratepayers) Association (CHRA) & PACT.</p> <p>Consultant</p> <p>Facilitated a workshop for members of the Residents Association and presented a Paper on Budgeting Framework and Budget Analysis in the City of Harare.</p>
<p>April 2001- June 2001</p>	<p>Ministry of Transport and Communications. Road Fund. Harare, Zimbabwe.</p> <p>Consultant</p> <p>Prepared general financial management procedures and guidelines to be followed in receiving and utilizing road user charges (fuel levy, transit charges and vehicle overload fees) through the newly established Statutory Road Fund. Designed a</p>

	financial management system for the Road Fund. Prepared the Financial Management Manual for the Road Fund.
November 2000- January 2001	<p>Urban Councils Association of Zimbabwe (UCAZ), Harare, Zimbabwe</p> <p>Consultant</p> <p>I was part of a two-man consultancy team, with the City Treasurer of Bulawayo City Council, in this project that involved the following:</p> <ul style="list-style-type: none"> ▪ Reviewing legislation and practices governing the financing of local authority services. ▪ Reviewing the sources of revenue for central government, disbursement criteria and budget provision to local authorities for the last five years. ▪ Recommending changes to guarantee a more assured and sustainable revenue sharing mechanism including improvements in legislation to enhance resource mobilization in urban councils
April 1980- February 1992	<p>Ministry of Transport and Energy, Harare, Zimbabwe</p> <p>Employee (Chief Executive Officer, Principal Executive Officer, Senior Executive Officer, Executive Officer)</p> <p>Carried out various financial management and administrative activities</p>
Training Attended:	<p>Decentralisation and Local Government Support Programme for Africa, World Bank, Addis Ababa, Ethiopia, February 10 -14, 2003.</p> <p>National Urban Poverty Workshop, UNDP, Global Hotel, Addis Ababa, Ethiopia, November 28, 2002.</p> <p>Data Analysis and Presentation Workshop, Harare, Zimbabwe, May 10, 2002</p> <p>Financial Solutions for Infrastructure Development and Service Delivery in Local Authorities, Harare, Zimbabwe (one day), 2001. USAID</p> <p>Information Management and Disclosure of Financial and Non-financial Information in Local Authorities, Kadoma, Zimbabwe (3 days), 2000.USAID</p> <p>Best Practices in Local Government and Financial Management, Kadoma, Zimbabwe (1 week), 1999. USAID</p> <p>Expanding Financing Options for Local Governments in Zimbabwe, Kadoma, Zimbabwe (1 week), 1998. USAID</p> <p>Commercialization of Local Authority Services, Harare, Zimbabwe (1 week), 1997</p>

	World Bank Seminar on Procurement of Works, Goods and Consultancy Services, Harare, Zimbabwe(5 days), 1997 National Conference on Privatization and Commercialization, Harare, Zimbabwe (1 day) 1996 Financial Management Workshop held by the World Bank, Harare, Zimbabwe (2 days) 1995 Training of Trainers Course, Nyanga, Zimbabwe (1 week) 1995 Project Management Course, Stavanger, Norway (3 months). 1994 Study visit to South African municipalities to see the PROMUNcomputerised accounting system in operation in 4 local authorities. (7 days). 1994 Strategic Planning Course, Johannesburg, South Africa, (5 days) 1994 ADB/World Bank Procurement and Disbursement Workshop, Harare, (5 days) October, 1992 World Bank Procurement Course, ESAMI, Arusha, Tanzania, (1 month) July to August, 1992		
Languages:	Reading	Speaking	Writing
English	Excellent	Excellent	Excellent

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience.

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Date: November 18, 2022

[Signature Day/Month/Year]

Full Name : **Walter Thamsanqa Dingani**