

Curriculum Vitae

Name of Staff: MARIANA LING

Profession: International training and project planning expert and facilitator

Date of Birth: 11th February, 1961

Citizenship: Swedish

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Key Qualifications:

Mariana Ling is a Development Economist from Wellesley College in the U.S.A and a senior consultant with 20 years experience in international development projects. She works with preparations and conduction of training programs in project planning and organizational development in Sweden, Latin America, East and West Africa, Syria, Sweden, Eastern Europe, Balkans, Asia and India. She is a consultant in process management, specializing in project identification, planning and preparation of project documents. She uses the Project Cycle Management, RBM and LFA as planning and evaluation methods and is familiar with Sida, EU, the World Bank and Danida's use of these methods.

Mariana Ling performs project preparation with research identification and evaluation studies in a variety of issues such as energy, sanitation, health and institutional reform. She has conducted numerous organizational analysis, project planning, and led processes for preparation of tender documents.

Mariana Ling has since 1992 specialized in the analysis of the comparative advantages within the Swedish administrative model and the transfer of the relevant parts of this to other countries, particularly concerning decentralization processes, organizational changes in the state and municipalities. Mrs. Ling was until 2010 program director and responsible for ITP training and application of planning methods and techniques in the annual Public Service Management Program since 2001, where she has worked with the ongoing reform and transformation project led by top officials from Latin America (2005-2010), Syria (2006-2008), for Asia and Africa (2001-2005) and China (2006-2009).

Mariana Ling lectures regularly in project planning workshops for the Royal Institute of Technology and Lund University.

Education:

1985-1989	Wellesley College, Massachusetts, USA B.A in Economics (Major in Development Economics)
May 2002	The World Bank, OPCS OPCPD Project Cycle Management with the Logical Framework
Year 2000	Stockholm Institute of Business Administration Business Administration program (no degree)
June 1999	Sida - Process Consultants and Moderators Group, Holland Facilitation training Moderation course on Goal Oriented Project Planning (GOPP) Logical Framework Approach (LFA)
October 1999	Danida Training Centre, Copenhagen Danish Ministry for Foreign Affairs. Logical Framework Approach (LFA), a Flexible Tool for Participatory Development.
1997-98	University of Gothenburg, Peace and Development Research Institute-Sida-Sandö, Developments in International Aid (no degree)
1979-83	Buenos Aires National University, Law School, Argentina Courses in civil, labor and criminal law; general courses in international law and economics.

Languages:	<i>Speaking</i>	<i>Reading</i>	<i>Writing</i>
English	Excellent	Excellent	Excellent
Spanish	Excellent	Excellent	Excellent
French	Excellent	Excellent	Very good
Swedish	Excellent	Excellent	Excellent
Swahili	Elementary		

Employment record

2009-at present	Terra Nova Consulting AB www.terranova.se Owner and Senior Consultant International training and planning assignments in Zanzibar, Kenya, Guatemala, Sweden, Ghana, Burkina Faso and Mali.
Feb. 2010-Feb.2011	Stories for Society – NGO www.storiesforsociety.com Co-founder and method expert. Development of a new innovative method to help children, adults and organizations to communicate through story-telling on matters that hinder growth and learning.
2005-2009	AF-Process, International Training Division, Sweden Senior Consultant and Program Director Team leader and senior consultant in international projects (see international assignments) Co-responsible for the coordination and final production of international project proposals and tender documents, as well as search and recruitment of consultants and teams of experts.
1999-2005	ÅF's Group, ÅF-International www.afconsult.com Senior Consultant. Leading Swedish consulting firm within the field of energy, industry, management and environmental techniques, also providing international consulting services for sector reform, public administration, business sector development, in Africa, Latin America, Asia and Eastern Europe, within the framework of Swedish and international development cooperation.
1990-1999	Swedish International Services-Swedserv AB, Stockholm, Sweden Project Coordinator and Consultant International consulting firm specialized in development projects within the reform and modernization of the public sector in developing countries and emerging economies, particularly in Latin America. Company's representative to Sida, Nordic Development Fund, and EU 's, co-representative to The World Bank, the UN and the IDB. Responsible for the coordination and final production of international project proposals and tender documents. In charge of search and recruitment of consultants and teams of experts from Swedish and international companies, public agencies, universities and cooperating international organizations and their representatives. Contract negotiation with financing agencies and consultants. Build up of a cooperating network of Swedish and international companies and academic institutions.
1989-1990	Embassy of Argentina in Sweden Secretary to the Ambassador
1982-1985	Buenos Aires, Argentina Córdoba & Associates Law Firm, Tosso, De Anta & Associates Law Firm Paralegal, responsible for the daily preparation and follow up of cases in labor courts. Research of jurisprudence for civil and labor cases.
1980-1982	Marubeni Corporation Importers, Buenos Aires, Argentina Assistant to the Financial Manager.
International assignments	
2009- 2010	Kenya, July 2010 – Zanzibar Electricity Corporation

Coordinator and leader for the study visit to Kenya Power & Lighting Company in Nairobi as part of the Financial Turn-Around program for ZECO

Ghana, June 2010 – Stockholm Environmental Institute SEI

Planning expert and facilitator for an EU call for tender on alternative sanitation, together with universities, NGOs, IWMI, and other organizations from Ghana and Uganda.

Sweden and Guatemala, Sept 2009-February 2010. Sub-consultant to ÅF-Process

Director for the *Public Service Management Program*. Finalization of the last program for Latin America, run twice a year with a follow up session in a chosen country in Latin America. (In Swedish, Spanish and English.)

Mali , Nov-Dec 2009 Statistiska Central Byrå Planeringsexpert och moderator

Same as below. (in French)

Burkina Faso, 2009, Statistiska Central Byrå Planeringsexpert och moderator

Planning expert and facilitator for seminars at l'Institut National de la statistique et de la Démographie (INSD) in Burkina Faso and Statistics Sweden (SCB), with the aim to improve analytical instruments and formulate more detailed operational plans (in French)

2008-2010

Zanzibar Electricity Corporation & Ministry of Energy, Water, Land and Construction

Planning and training expert Financial turn-around project for Zanzibar Electricity Corporation (ZECO), with support from the Swedish Embassy in Tanzania. Planning - and training expertise to transform ZECO to a customer-oriented company that is driven by good business principles and generate a positive cash flow.

2005-2010

Spring/autumn

Sida's International Training Program for Latin American Countries, Sweden

Director for the *Public Service Management Program*, working on ongoing reform and change projects managed by senior public service officials from Latin America.

December 2006

March 2008

Syrian State Planning Commission and Sida

Director for the *Public Service Management Program*, working on ongoing reform and change projects managed by senior public service officials from Syria.

2004- 2006

Ministry of Energy, Water, Land and Construction & State Fuel & Power Corporation, Zanzibar

Project manager and planning expert for the Diagnostic Energy Study in Zanzibar. Coordinator of a team of six experts preparing recommendations with regards to the present energy sector policy and organization and the ongoing reform program in Zanzibar. Analysis and recommendations made on i.e. energy policy and regulation, customer needs, energy demand and willingness-to-pay, organisational, financial and technical performance of SF & PC and the ministry. The team is assisting Zanzibar in preparing a project document for an energy sector program, which could be supported by Sweden and for improving the supply of electricity in making the energy and water sectors efficient in a commercially sustainable manner.

Nov-Dec 2003

January 2004

National Sanitation Authority of Senegal, Municipality of Salm Ndiaye, Guédiawaye

Project identification and planning of the sanitation program for the peri-urban area of Dakar (½ million population). Stakeholder analysis, facilitation of several planning workshops, negotiations with Government and the World Bank. Production of Terms of Reference and procurements documents for a feasibility study for future investments within the Long Term Water and Sanitation Program for Senegal together with a procurement expert.

2003 Sept-Oct

2004 March

April & May

Sida's International Training Program for Asian Countries, Sweden

Lecturer and responsible for the training and application in PCM-LFA planning methods and techniques in the *Public Service Management Program*, working on ongoing reform and change projects managed by senior public service officials from Asia. Member of the Selection Committee

2003 Aug-Sept.	NEFCO, Water Company Jurmala Uddens, Latvia Initial development of a communication plan within the Corporate Development Plan for the company
2003	Sida's Program for Cleaner Industries. National Chambers of Industry of Bolivia and regional Chambers of Industry of La Paz, Santa Cruz, Cochabamba, Oruro, Sucre, Tarija y Potosí, Bolivia. Lecturer and responsible for the training and curriculum development on Project Management and Project Cycle Management for the national and regional environmental managers.
Nov 2002	Sida/Karolinska University, Karnataka & Andra Pradesh, India Senior Consultant and LFA facilitator for the project "Improving Quality of Maternal Care through Providing Safe Motherhood by Strengthening the Midwifery Profession in the Indian states of Andra Pradesh and Karnataka." Follow up of previous year's results of participatory project design with PCM-LFA through activities pertaining to it.
2002 -2005	Sida's International Training Program for African Countries, ÅF-International in Sweden & South Africa Lecturer and responsible for the training and application in PCM-LFA planning methods and techniques in the <i>Public Service Management Program</i> , working on ongoing reform and change projects managed by senior public service officials from South Africa, Tanzania, Namibia, Botswana, Lesotho, Uganda, and Zambia.
April-May 2002	District Heating Company Belgrade Elektrane, Serbia Development of discussion material for institutional development of the municipally owned district heating company (Corporate Development Plan). Senior consultant and moderator working for Sida with the management of the company, and representatives for consumers, industries, municipal management and experts. Common objectives were developed for the companies future development towards commercial and financial viability.
Jan-Feb 2002	Tanzania Communications Corporation – TCC, Dar-es-Salaam, Tanzania Senior Consultant, LFA expert for the capacity building of TCC. Leading LFA Inception analysis and activities to prepare the project plan for the implementation of a 2-year project.
Phase I -2001 Oct-Nov / Phase II- 2002/Feb- March- Phase III May 2002	Sida / Karolinska University, University of Managua, Nursing School, Nicaragua Senior Consultant, LFA expert for the independent Pre-appraisal Study/inventory for Strengthening Midwifery. Needs assessment of maternal health care in regions with high maternal mortality. Gave recommendations on the possibility of Sida to support future midwifery training in Nicaragua. Facilitation of project planning workshop for the production of the final project proposal.
2001 Sept-Oct	Sida's International Education Program for African Countries, ÅF-International Lecturer and Project Planning Coach for the Advanced International Training Program in Public Service Management , responsible for the training in Project Cycle Management and LFA planning methods and techniques to ongoing reform and change projects managed by senior public service officials from seven African countries. Coach to the design and development of final project documents. Distance support through "Virtual Classroom."
2001 Sept.	St. Petersburg Health Authority, St. Petersburg, Russia Lecturer in PCM-LFA-Project Planning seminars and workshops for management officers of the St. Petersburg Health District Authority and Sida personnel.
2001 May-June	Sida/Karolinska University & Unicef, New Dehli & Andra Pradesh, India Senior Consultant and LFA facilitator for the 5 year project "Improving Quality of Maternal Care through Providing Safe Motherhood by Strengthening the Midwifery Profession in the Indian states of Andra Pradesh and Karnataka." Facilitated the entire process of participatory project design with PCM-LFA through activities pertaining to it. Also

developed the capacity of selected members of the Andhra Pradesh UNICEF Safe Motherhood Team and other key stakeholders, such as government and NGOs, to use the LFA as a planning tool to design a safe motherhood project.

2000 Nov-Dec. &

2001 Jan-Feb Ministry of Finance, Ministry of Health of Tanzania, Dar es Salaam, Tanzania

Senior Consultant responsible for a case study for the development of efficiency and impact performance indicators for the MTEF of the Ministry of Health. Training of officers from the Ministry of Finance and Ministry of Health in the methodology for developing Performance indicators from Performance Budgeting.

For other international assignments From 1992 to 2003 see Annex

Annex to Mariana Ling's CV. Other international assignments from 1990 to 2003

May-June 2003 Merchant Marine Authorities of Tunisia, North Africa

Institutional analysis and feasibility study of the Merchant Marine Authorities. The purpose was to analyze the institutional capacity of the MMTA to receive Swedish assistance and training by the Merchant Marine of Sweden on subjects of marine and port safety.

April-May 2002 District Heating Company Belgrade Elektrane, Serbia

Mariana Ling was responsible for the development of discussion material for the institutional development of the municipally owned district heating company (Corporate Development Plan). She was a senior consultant and moderator working for Sida with the management of the company, and representatives for consumers, industries, municipal management and experts. Common objectives were developed for the companies future development towards commercial and financial viability.

2000,2001 &

2002 Dec-Jan University of Uppsala

Lecturer in Humanitarian Assistance Program (NOHA) Lecture on GOPP-LFA methodology and project planning with LFA.

2001 January District Heating Companies in Pristina and Gjakova, Kosovo

Senior Consultant and Moderator working for Sida in the organization and execution of a LFA workshop. The subject was the Financial Self-sustainability of District Heating companies in Pristina and Gjakova. , with representatives from the companies, municipalities, consumers, UNMIK, district heating experts, and Sida observer. Common objectives were identified for the future development of the companies.

2000 October St. Petersburg Health Authority, St. Petersburg, Russia

Preparation of a series of PCM-LFA-Project Planning seminars and workshops for management officers of the St. Petersburg Health District Authority and Sida personnel.

2000 Aug-Sept Vilnius Energy Authority, Vilnius, Lithuania

Identification, analysis and presentation of possible methods for private sector participation in the District Heating of Vilnius to the City of Vilnius, international banks and customer associations.

2000 April University of Stockholm

Project leader and Moderator for stakeholder identification and analysis LFA-Problem and Objectives identification Workshop for the IT and Communications Department at the University

Dec 1999-Jan 2002

Sida, Sweden and Central America

Project Manager for the monitoring of the Regional Health Program in Central America through the Pan American Health Organization. Project manager for a team of six Public Health Experts.

1999 October Swedish Board of Forestry, Stockholm

Lecturer and Co-Moderator of a GOPP-LFA workshop for project-planning.

1999 Febr-Nov Central Bank of Cuba/Sida, Cuba and Sweden

Co-Project Manager for the Training Program for the Development of the Cuban Financial Sector. Co-responsible for the organization and execution of the Program in Cuba and Sweden. Member of the follow-up mission and the final examination team.

1994-96 Sida - Civil Service Minister of Costa Rica, Sweden and Costa Rica

Consultant for the study of the State's human resource management in Sweden. Special final report with emphasis on different aspects of decentralization processes and policies.

1994

Sida -Central Bank of Tunisia

Co-ordinator for the study of the management of the national and international debt, central management plus front- and back-office. Coordination of follow-up seminars in Tunisia.

1992-1996

Sida / Ministry of Health and Social Security, Costa Rica

Consultant for the preparation of inception report for the administrative and financial decentralization of the social security and health systems nation-wide. Follow-up and analysis of documentation. Preparation of study visit to Sweden of members of the Ministry, with further mission to the World Bank in an attempt to coordinate project efforts. Document analysis throughout the project. Coordinator of international study-visits to different Swedish agencies and organizations. Document analysis and production of final reports.