

Mamadou Sylla**+223 77903514 / +22366634569**psyllam@yahoo.com / herbinsyllao4@gmail.com

Genre: Male	Civil Status: Married
Country and Place of Birth: Mali - Bamako	Nationality: Malian

Profile

Longstanding experience in managing complex development and emergency programmes leading international NGOs. Reliable professional with over 30 years of practical experience in international NGO sectors and also sometime the UN system, working with a variety of donors ranging from government agencies to UN organizations and private funders. Value driven, trust and accountability based leadership, multidisciplinary and focused manager.

I am an experienced and qualified Accountant. Finance, Administration, Human resources and procurement operations professional with a proven track record in designing and implementing financial strategies for operations and procurement to support quality delivery and make significant improvements in all areas of activity.

Effectively manage budgets of several million in foreign currency (EUR/USD) to meet donor requirements and support the achievement of pragmatic and strategic objectives; reducing costs and improving the quality and timeliness of programmatic and financial reporting; collaborating with government entities, NGOs, community stakeholders and regional counterparts to facilitate successful program delivery; risk and compliance management; design and strengthen internal control systems and mechanisms; lead cross-departmental teams to effectively support the achievement of key organizational objectives in various environments.

Proven track experience in team leadership, capacity building and mentoring; capacity building of implementing partners in line with localization objectives.

Expert in project/program and country office budget management and audits. Demonstrated ability to operate in a demanding work environment and across cultures. Fluent in French and English.

Key Expertise

- Fundraising and Representation
- Programmatic Strategic Leadership and Development
- Projects implementation, monitoring, evaluation, research and learning,
- Staff, Capability and Culture Management
- Ability of working in unstable and challenging environments,
- Financial and operational management,
- Internal control design and strengthening,
- Risk Management, compliance, safety and security,
- Anti-corruption & Fraud Prevention and Management,
- Accountability and Quality
- Talent identification and development,

Professional Experience**Earlier Career**

- Country Director, War Child Hollande, DRC (Democratic Republic of Congo) February to July 2022,
- Technical Assistant of OPML (Oxford Program Management London-UK) August 2021 to 31st January 2022,
- Deputy Country Director, Catholic Organization for Relief & Development Aid (Cordaid), DRC, January 2018 to December 2020
- Regional Program Coordinator, Cordaid, DRC (North and South Kivu), August 2013 to December 2017,
- Senior Country Administrator, Cordaid, DRC (Kinshasa) from September 2004 to March 2012, then in CAR (Bangui) from April 2012 to July 2013,
- Director of Administration and Finance, International Medical Corps (IMC), Chad, May to August 2004,
- Operations Coordinator, Cordaid, Burundi (Bujumbura), February 2002 to April 2004,
- Finance Manager, International Rescue Committee (IRC), DRC (Bukavu), April 2001 to January 2002,
- Finance Controller, International Rescue Committee (IRC), Congo (Brazzaville), July 1999 to March 2001,
- Operations Support Manager, Plan International, Guinea-Bissau (Bissau), January 1997 to June 1999,
- Operational Auditor, Plan International of West Africa region, Senegal (Dakar), January 1994 to December 1996,
- Head Accountant, Plan International, Mali (Bamako) April 1982 to December 1993,

Day to day responsibilities (not exhaustive)

Country Director, War Child Hollande, DRC (Democratic Republic of Congo) February to July 2022,

- This was a six-month transitional mission to support War Child staff and the process of recruiting a new Country Director, managing and monitoring the serious consequences of suspicion of misappropriation detected during the forensic audit of several projects funded by different donors; Also to:
- Lead the participatory development and update of the country strategy and annual plans, and oversee the implementation, review and monitoring of the strategy and plan in accordance with guidance from the global office of War Child in Amsterdam,
- Establish strong strategic partnerships and effective relationships with government agencies, local and international non-governmental organizations and donors to ensure a holistic, integrated, quality approach and sustainable programs.
- Strengthen existing relationships and build new relationships with strategic partners and donors aiming at institutional fundraising
- Represent WCH in coordination platforms, meetings and events
- Oversee the implementation of the WCH country strategy, program implementation, collaboration with and capacity building of local partners,
- Responsible for security management, providing continuous context monitoring, risk analysis, regular update of security plans, security decision making and incident management as needed,

Technical Assistant (TA), OPML (Oxford Program Management London-UK), August 2021 to May 2022

OPM, established in 1996, is a limited company, separate from the University of Oxford, whose aim is to combine high quality analysis and practical experience to reduce social and economic disadvantage in low-income countries and intermediate.

Individual consultant deployed according to the needs that fit with his expertise to provide technical assistance within United Nations agencies (UNAIDS).

August 2021 to May 2022, an assignment for capacity building mission on organizational management, human resources management, administrative and financial management of the Malian Network of PLWHIV and some of its members (associations).

The objective was to continue capacity building in the areas mentioned above of the coordination office of RMAP+ and five of its members from Sikasso, Segou and Bamako. The consultant has worked under the supervision of UNAIDS technical team in Mali and in collaboration with the resource persons of the structures selected.

Deputy Country Director, Catholic Organization for Relief & Development Aid (Cordaid), DRC, January 2018 to December 2020

- Led Eastern DRC Cordaid (North Kivu, South Kivu and Ituri) Office with a strong focus on accounting, Budget and Finance operations, Supply Chain and Administrative functions, Human Resources ensuring effective delivery of objectives in alignment with national strategy.
- Overseen and led a broad portfolio of programs in line with the organizational strategy.
- Ensure Cordaid has the appropriate infrastructure to respond in a timely effective way to Humanitarian emergencies.
- Worked closely with the senior management team to facilitate quality communications with donors and partners on program impact.
- Strategically positioned Cordaid for new opportunities, foster innovation, and identify new programming opportunities and partnerships.
- Support Program Teams with the development of partnership strategies locally and internationally.
- Led a culture of learning across all country teams.
- Ensured strong engagement with MEAL and Technical Teams to ensure strong program quality.
- Overseen the development and submission of concept papers, proposals and other funding opportunities to ensure a strong pipeline for Cordaid country programs,
- Negotiated the terms and clauses of the agreement between Cordaid and primary stakeholders (government and implementing partners),
- in collaboration with headquarters and the local team, led negotiation of contracts with local donor agencies and has developed implementing strategy,
- Ensured on-time, on-budget, on-target program implementation, provide troubleshooting and guidance on issue management per Cordaid standard processes and approaches.
- Worked with the Operations team, Group Services, Ethics and Compliance, Internal Audit, Technical Advisory and MEAL team to promote continuous quality improvement of country programs.
- Liaised with the CFO and Finance team to conduct monthly reviews of field program, and exceptional item expenditure, approval of no cost extensions, cost rates and annual budget processes.
- Represented Cordaid during the meeting with local authorities and partners,
- Protected the image and brand of Cordaid and promote the visibility of the organization,

- Analyzed the political situation of the target area and align program implementation accordingly
- Developed and maintain good relationship with local authorities and partners
- Maintained good working relationship and successfully liaised with other programs and the Global Office of Cordaid,
- Developed security contingency plan and ensured the security of assets and resources of the organization
- Carried out need assessment and situational analysis and prepared proposal and won grants,
- Organized weekly meetings with sub office managers and ensured that they hold meetings in their own zones.
- Provide timely updates to the CD on all aspects of Cordaid program work and present updates to relevant Boards.
- The abovementioned duties are a guide to a wide range of responsibilities and are neither definitive nor restrictive. The Deputy Country Director may from time to time have to undertake special requests by the Country Director

Regional Program Coordinator, Cordaid, DRC (North and South Kivu), August 2013 to December 2017.

- Provided an effective management oversight and the implementation of Cordaid multi-sectorial program action plans in Eastern Democratic Republic of Congo, through direct and 11 partners led activities,
- Ensured effective representation of Cordaid to local (provincial) authorities, INGOs and national NGOs, and in other forums.
- Led overall responsibility for Operations, Administration, HR, Finance, Logistics, Security, and management of contracts with Donors and Subcontracts with implementing partners.
- Responsible for staff well-being and discipline, training, performance management, payroll administration including benefits management, budgeting (with an annual turnover of 9 Million Euros), accounting, Country operations reporting, representation including all key interactions with Government officials,
- Ensured expatriate staff's well-being, discipline and legal status in country,

Senior Country Administrator, Cordaid, DRC (Kinshasa) from September 2004 to March 2012, then in CAR (Bangui) from April 2012 to July 2013,

- Accounting software administrator was accountable for fiduciary management and expense compliance approval,
- Responsible for all aspects of overall financial management, as well as HR, Budgets preparation and monitoring, daily Finance and Procurement management, Administration for all operations of Cordaid Country Office,
- Elaborated the operating and program budget also its modification or integration, in collaboration with the Head of mission,
- Examined all requests for payment and verified that they comply with the regulations before signing;
- Ensured that invoices are paid correctly and on time;
- Maintained at all times an up-to-date overview of outstanding debts (including services and/or goods provided but not yet paid);
- Monitored and managed balance accounts, including suspense accounts, advances, etc.;
- Ensured that the financial officer responsible for keeping the petty cash has a sufficient balance and that all transactions are supported by supporting documents;
- Maintained regular contact with the Bank to ensure all charges are reconciled properly and booked;
- Reviews all draft contracts to ensure they are financially correct;
- Provided Advices on financial improvements, as well as ways to balance costs and benefits, in accordance with the procedures and rules of the Financial Procedures Manual,
- Responsible for the implementation of the budgets under ensuring a proactive interaction with the finance advisers and project managers especially,
- Strengthened operational and managerial capacities in the areas of budget and financial management as well as travel compliance policies,
- Reviewed all audit recommendations, oversee and ensured that the appropriate level of internal controls are in place for the processing of contracts and payments in order to safeguard Project resources,
- Led the implementation of accountability enhancement reviews, including risk analyses at all levels and ensured systematic follow-up,
- Coordinated with the field offices and sub-recipients (implementing partners) for the timely compliance for the provision of the data for the mandatory and timely and accurate global reporting to the donor.
- Training of field staff for their capacity building in the area of Budget, Finance, Administration and Operations and Procurement,
- Liaised with the Headquarters on all financial and budgetary aspects.
- In collaboration with the Project Leader, identified the financial risks of the partners, developed a reduction strategy and guided partners according to the policy,
- Worked in close collaboration with the stakeholders (Ministry of Health, Ministry of Finance and another UN entities working for the same cause, the Country Coordinating Mechanism (CCM) and the other Principal

Recipients for the smooth implementation of the GRANT with the mutual coordinating approach under common partners,

- Participated to the elaboration of Program activities of implementing partners and ensured its monitoring and evaluation in terms of budget versus activities.
- Participated to the elaboration of the Procurement Manual of the Project,
- Produced and monitor the procurement plan of the project,
- Led the Procurement department in providing guidance to the procurement staffs ,

Director of Administration and Finance, International Medical Corps (IMC), Chad, May to August 2004.

- As member of country Senior Management Team, was responsible for the leadership and strategic direction of Finance, Administration, Human Resources and logistics,
- Provided management direction to ensure effective operations, seeking compliance with government regulations, satisfaction among internal clients, and constant improvement of operations,
- Participated in long-term organizational planning, particularly supporting efforts to minimize fixed costs.
- Kept abreast of many aspects of the organization's initiatives in order to make informed decisions and adjusted priorities as needed.
- Developed and overseen financial plans and policies, accounting practices and procedures for ensuring that the project's financial and strategic goals are attained.
- Implemented successful strategies to improve quality of service, productivity, and cost efficiency.
- Supervised overall activities relating to management and control of Finance, Budget versus activities, Administration, HR and logistics,

Operations Coordinator, Cordaid, Burundi (Bujumbura), February 2002 to April 2004.

- The Operations Coordinator was responsible for overall policy and management of the finance and accounting functions of Cordaid's emergency program in Burundi as well as for, administration, Logistics, Personnel and Security. Key main duties, not limited to:
- Assessed for improvement of the existing internal control system,
- Prepared the field operation manual for the Burundi Office,
- Trained and supervised local staff and field Administrators in proper accounting procedures,
- Contributed in the preparation, review and submission of grant budgets and proposals to donors; advising on assumptions, risks and opportunities contained within the budgets.
- Monitored terms of compliance with grants
- Managed and overseen the budgeting, forecasting and budget review processes, liaising with budget holders and contract managers to ensure that procedures are understood, and timetables communicated.
- Shared Monthly Management Accounts highlighting financial issues which required immediate attention /action, with budget holders for their inputs and appropriate action.
- Submitted the final report of Monthly Management Accounts to the Country Director, if necessary to present in the Country Management Team meetings.
- Ensured effective budgetary control is undertaken for current projects in close liaison with the country team, highlighting the key variances, identifying reasons for variances, and taking pro-active remedial action.
- Supported program by developing and revising strategic master budget and financial planning.
- Identified the financial information needs of the program and to set up systems to ensure that these needs are met.

Finance Manager, International Rescue Committee (IRC), DRC (Bukavu), April 2001 to January 2002,

- Responsible for all aspects of overall financial management of IRC (International Rescue committee) DRC Bukavu,
- In collaboration with relevant Program staff, prepared budgets, both for projects (externally funded) and for support units, on an annual basis or at another frequency, as appropriate;
- Based on budget performance, discussed all issues requiring attention / action from budget holders, proposed budget revisions for approval by relevant parties;
- Performed regular budget monitoring (budget vs expenditure) and advise relevant staff and the Country Director, proactively or when requested, on all areas of focus on budget performance.
- Assured the timely sharing of cash forecasts of running projects budgets with program staff,
- Ensured cash balances are sufficient at all times including completed timely cash requests to headquarters,
- Overseen the activities of the Country Office financial staff for giving them advice and guidance;
- Ensured that procurement requests meet financial requirements and are supported by provisions in (relevant) budgets;
- Examined all requests for payment and verified that they comply with the regulations before signing;

- Maintained at all times an up-to-date overview of outstanding debts (including services and/or goods provided but not yet paid);
- Monitored and managed balance accounts, including suspense accounts, advances, etc.;
- Ensured that the financial officer responsible for keeping the petty cash has a sufficient balance and that all transactions are supported by supporting documents;
- Maintained regular contact with the Bank to ensure all charges are reconciled properly and booked;
- Brought clear explanation as focal point to all findings raised by internal and external auditors,
- Prepared and submitted for CD's approval the monthly financial report and related supporting documents (bank reconciliation, budget depletion overviews, physical cash counts, transaction lists, cash request for the coming period),
- Ensured financial reports for external donors matched with contractual agreements and are consistent with programmatic narrative reports;
- Provided advice to implementing partners on financial matters related to organizational support,

Finance Controller, International Rescue Committee (IRC), Congo (Brazzaville), July 1999 to March 2001

- Provided financial leadership whilst managing financial and administrative staff for emergencies programs with an annual budget of over \$3 million,
- Ensured financial efficiency and budget transparency to meet strict requirements of donor agencies,
- Provide overall leadership, oversight, and management support for all aspects of financial management in the Response Office.
- Led the budgeting and planning process in the response Office, providing technical support, and ensuring partnership and donors budget guidelines are met,
- Designed and managed systems, policies and procedures that provide appropriate levels of security and control of resources,
- Provided anti-fraud/corruption training to Response Office staff to mitigate fraud
- Prevented significant audit risk ratings through effective management of financial systems and controls, anti-fraud, and corruption trainings.
- Ensured that internal compliance and control assessments of financial transactions being conducted regularly to prevent audit ineligible costs,
- Coordinated the professional and personal development of finance and support services staff, guaranteeing that staff remain up to date on organizational policies and procedures,
- Approved the purchasing and procurement processes to confirm they are carried out in compliance with the set procedures of transparency,
- Analyzed workloads by defining HR gaps and organized/conducted recruitment process of new staff, if needed,
- Organized regular new staff training/capacity building workshops, ensuring updated donor or grants and organizational procedures/policies are reinforced and well followed,
- Ensured competent and motivated finance and support services staff are hired and retained, to provide efficient delivery of services,
- Coordinated preparations for external and internal audits; review status of findings, recommendations and provided responses to audit observations and management letters. Lead the implementation of recommended actions,

Operations Support Manager, Plan International, Guinea-Bissau (Bissau), January 2017 to June 1999

- Had the primary responsibility for the leadership and strategic direction of Human Resources, purchasing, contracting, facilities, and travel activities.
- Provided management support to ensure effective operations in line with government regulations, satisfaction among internal clients, and constant improvement of operations.
- Kept abreast of initiatives from Headquarters in order to make informed decisions and adjust priorities as needed.
- Before opening new location, assessed the existing internal control and compliance system for adjustment where needed,
- Trained and supervised local staff and field Administrators in proper accounting procedures,
- Contributed in the preparation, review and submission of grant budgets and proposals to donors; advising on assumptions, risks and opportunities contained within the budgets.
- Managed and overseen the budgeting, forecasting and budget review processes, liaising with budget holders and contract managers to ensure that procedures are understood, and timetables communicated.
- Shared Monthly Management Accounts highlighting financial issues which required immediate attention /action, with budget holders for their inputs and appropriate action.
- Submitted the final report of Monthly Management Accounts to the Country Director,

- Ensured effective budgetary control is undertaken for current projects in close liaison with the country team, highlighting the key variances, identifying reasons for variances, and taking pro-active remedial action.
- Supported program by developing and revising strategic master budget and financial planning.
- Identified the financial information needs of the program and to set up systems to ensure that these needs are met.

Operational Auditor, Plan International of West Africa region, Senegal (Dakar), January 1994 to December 1996,

- Provided guidance & support to Program staff and communities for ensuring good control on project activities in the field.
- Carried out the compliance and financial controls of projects activities within West Africa Region country office in Mali, Burkina-Faso, Senegal, Benin, Togo, Sierra Leone, Guinea, Guinea-Bissau, Ghana, and Cameroon,
- Reviewed activities funded by Plan International at community levels to verify the appropriateness of such projects for community needs, as well as the level of community involvement in the project design and implementation.
- Reviewed project contracts and other related documentation for compliance with Plan International policies and procedures and ensure that projects are implemented in accordance with set goals and objectives and in the most cost-effective manner.
- Prepared and shared audit findings with concerned office staff for receiving their comments on issue raised, .
- The final report including the comments from the visited office is submitted to the appreciation of the regional administrator for decision-making,

Head Accountant, Plan International, Mali (Bamako) April 1982 to December 1993,

- Kept the daily accounts of the Country Office of Plan International Mali
- Prepared disbursement records and related supporting documents,
- Prepared salaries, pay slips, complete tax returns and payroll taxes for relevant government institutions on time,
- Ensured the timely payment of staff income taxes and social security to relevant government authority,
- Prepared budget versus expenditure actual report to be analyzed jointly with project managers for decision making, .
- Supervised finance and support staff
- Ensured the effectiveness of inventories of office equipment, store of supplies and project materials at all sites where projects implementation is ongoing,
- Produced bank reconciliation statements and petty cash control and a follow up list of advances to staff,
- Prepared a monthly financial statement along with a cash request for coming period to be submitted to Plan International headquarters,
- Ensured that the systems, policies and procedures that provide appropriate levels of security and control of resources are in place and followed,
- Ensured that internal compliance and control assessments of financial transactions being conducted regularly to prevent audit ineligible costs,

IT (Computers) and other skill

- Information Technology: Mastery of IT tools and software including Microsoft Office 365 all applications; Accounting and Payroll software etc.
- Languages: French (native) and English (fluent)

References

Name	E-mail	Organization	Position / Function
Annelies Claessens	Annelies.claessens@warchild.nl	War Child Holland	International Program Director
Arjanne Rietsema	arietsema@gmail.com	Unicef	Health Manager
Yaouba Kaigama	ykaigama@gmail.com	Plan International	Country Director
Karin de Graaf	Karin.Graaf@cordaid.org	Cordaid	Alliance Coordinator JS3
Marc Saba	Marc.saba@undp.org	UNAIDS	Director

Hobbies

Sightseeing trip, Football,

I certify to the best of my knowledge and belief that my statements correctly describe my qualifications and experience.

Signed: Mamadou Sylla

Bamako , February 6th 2023