

Kelly Culver – IKAT Partner based in Canada

Profile

Kelly is an internationally-recognized expert in leading change reform programmes at the highest levels of government and/or national level, public sector transformation (strategy development, policy development, planning and implementation), governance and institutional reform, human resource development, institutional strengthening/capacity building. She has worked extensively in the Caribbean and in Africa on development initiatives.

Kelly is a Fellow, Royal Society of Arts, Manufacturers and Commerce for internationally-recognized leadership in public sector transformation (Small Island Developing States and Commonwealth countries). She is on the Board of Advisors for the Caribbean Association of the World Institute for Action Learning (WIAL). She is a member in good standing of the Canadian Association of Management Consultants (CMC-Canada) and the Canadian Professional Trainers Association. She regularly acts as an Advisor for the Commonwealth Association of Public Administration and Management (CAPAM).

She has been a featured International speaker and recognized technical expert at a number of Commonwealth conferences including:

- The President's Council, Duke of Edinburgh's Emerging Leaders Dialogue, London 2017. One of 45 invited participants from across the Commonwealth brought together to strategize and explore leadership development and emerging leadership with a focus on youth in Commonwealth countries to help inform the leadership, diversity and inclusion agenda component of the Commonwealth Heads of Government (CHOGM) meeting, London in 2018
- Commonwealth Association of Public Administration and Management (CAPAM) Biennial Conference on *Innovation, A Public Service Imperative* in Putrajaya, Malaysia 2016
- CAPAM Africa Regional Conference on *Leading for Results, Realizing the Vision* in Nairobi, Kenya, 2011
- CAPAM Biennial Conference on *Building a Common Future: Global Challenges, Local Responses*, Malta, 2010
- CAPAM Conference on *Governance Excellence: Managing Human Potential* in Arusha, Tanzania, 2009

Kelly is a Certified Action Learning Coach (CALC), a Registered Professional Trainer (RPT), and a Certified Management Consultant (CMC). She has a Certificate in Mediation and Arbitration from the University of Western Ontario, a Certificate in Negotiating for Success from the Rotman School of Management, University of Toronto and a Bachelor of Arts (Honours), University of Toronto.

Experience

Kelly brings a unique blend of skills and expertise international development through:

- Long-term operational (field) experience in Commonwealth countries and small island developing states in Africa (Mauritius) and the Caribbean
- Proven record of relationship building and collaboration with Prime Ministers, Ministers, Ambassadors, Secretaries-General, senior politicians, public officers at all levels, International NGOs, community development organisations and Canadian First Nations and Aboriginal Groups
- Demonstrated results in developing open and transparent citizen-centred service delivery frameworks and designing and leading multi-sector and multi-level national debates and collaborative consultations with diverse representation (multi-ministry/public sector, private, NGOs, Councils,

Associations and subject matter experts) to inform national policy development, priority planning and resource management/allocation

- Broad experience in leadership facilitation and conducting high level/Executive Committee action group meetings consisting of the Permanent Secretaries, Deputy Ministers, Assistant Deputy Ministers, Chiefs and Heads of Sections in developing strategies responding to emerging issues and developing national policy frameworks
- Demonstrated ability to listen and engage with stakeholders as well as present complex ideas, key debates and recommendations in an engaging and participatory manner to diverse audiences and creating open channels of communication that are respectful, inclusive and sensitive to differing views, cultures and experiences
- Demonstrated results in leading and directing multi-disciplinary teams at policy, strategy and operational levels on complex programme and service delivery operations
- Proven record in mediation, negotiation, consensus building and conflict resolution
- Broad experience creating, implementing and using monitoring and evaluating frameworks for programs, projects and systems; creating and testing standards; conducting end-to-end quality assurance audits to measure program effectiveness, benchmark program results, identify best practices, reduce duplication of information and systems and maximize resources
- Demonstrated ability and adaptability for working in diverse multi-cultural, multi-ethnic, multi-lingual and multi-religious environments

List of recent consultancies and clients

- **Mauritius** on a 12-month residency as the Transformation Leader for the Ministry of Foreign Affairs, Regional Integration and International Trade as it spearheads implementation of the National Public Sector Business Transformation Strategy.
- **Mauritius** on an 18-month residency. First as a Commonwealth Technical Expert (Commonwealth Secretariat) developing the National Public Sector Business Transformation Strategy and Implementation Plan in support of Mauritius' Vision 2030 and its socio-economic development goal to become a high-income country by 2023. <http://thecommonwealth.org/media/news/commonwealth-supports-mauritius-civil-service-transformation>). The Cabinet of Ministers approved the strategy in February 2017. Secondly as the Project Director for Public Sector Transformation on behalf of the Government of Mauritius for an additional 6 months to help kick-start strategic implementation led by a committee of 11 Ministers, chaired by the former Prime Minister. This strategy has been recognized as a Best Practice throughout the Commonwealth and has been featured in CAPAM's Commonwealth Innovations Review (April 2018) <https://www.capam.org/files/CIRapril2018.pdf>
- **Barbados** as an Action Learning Coach and a Capacity Building Advisor to learning experts in the Caribbean Region using Business-Driven Action Learning to strengthen and develop capacity at the local and regional level.
- **Belize** as a strategic design expert on a team developing a Public Service Learning and Research Centre for the Government of Belize.
- **Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St Kitts and Nevis, Saint Lucia, St Vincent and the Grenadines, Suriname and Trinidad and Tobago** as the Advisor for the Global Affairs Canada sponsored Caribbean Leadership Project. This project supported a number of civil service reform initiatives and leadership development of senior public officials within the Caribbean Region.
- **Saint Lucia** as a technical expert for the Commonwealth Secretariat on strengthening institutional capacity, policy and service delivery models at the Ministry of Health in Saint Lucia (6-month

residency) in support of the roll-out of Universal Health Care, Community-based health care and the commissioning of a new national hospital.

- **Antigua and Barbuda** as a project consultant on public sector transformation sponsored by the International Bank for Reconstruction and Development
- **Canada (excerpts):**
 - Advising and collaborating with Government of Ontario senior executive teams in developing multi-year strategic, operational and workforce/human resource plans, aligning organizations strategic directions to meet future developments in programs and services to ensure fiscal transparency, good governance, streamlined service delivery, building staff capacity and providing the foundation and accountability structure to support future growth
 - Evaluating federally and provincially funded community development programmes. Provided recommendations across a large and complex service delivery network of 14 partner agencies representing non-profit service providers, community development agencies, youth shelters, mental health facilities, Colleges, Universities and all three levels of government (municipal, provincial, federal) resulting in identification of best practices, capacity development and strategic collaboration across the agency network on reducing duplication of information, maximizing resources, and providing client-centred, modern community development infrastructure. Final reports with recommendations influenced both municipal and federal government programmes, service delivery and funding

List of publications

Public Sector Business Transformation in Mauritius, Commonwealth Innovations Review: Spotlight on Best Practices, 2018

5 Lessons Learned in advising a Small Nation State on Public Sector Business Transformation, Commonwealth Secretariat, 2017

Health Systems Strengthening in Saint Lucia, Commonwealth Secretariat, 2014