

ANITA BAREWAL, CPA CA PMP

PROFILE

Anita is an experienced project manager, organizational change leader and corporate strategist. As a former manager with KPMG, and a CPA CA, Anita's strong financial background combined with over 20 years of experience working with Canadian export credit agencies, federal government departments, international governments and the private sector makes her unique in her field. Her particular area of expertise include organizational reform, change management, results-based management, environmental scanning and research, knowledge management, project governance tools, project schedules, resource costing, finance and monitoring and evaluation for complex, multi-stakeholder projects. She also has a strong background in policy and regulatory compliance, having drafted over 20 policies for a variety of federal government departments. Anita is a certified Project Management Professional, PROSCI-certified and bilingual.

International Experience:

Anita is currently the Project Manager for the establishment of Export Development Canada's Asia branch office.

In 2015, Anita worked as a strategic advisor on organizational reform and knowledge management, on the UNDP/Justice Canada/Government of Jamaica Justice Undertakings for Social Transformation partnership project. Project fieldwork took place at the Office of the Director of Public Prosecutions in Kingston, Jamaica.

Anita has worked in 40 Canadian embassies and high commissions, on behalf of the Office of the Inspector General of Global Affairs Canada. In that role, she advised and made recommendations to Heads of Mission and Management at Headquarters on the areas of Development, Finance, Trade, Consular Services, Immigration, and Management. Anita worked in the following countries: Trinidad, Barbados, Guyana, Columbia, Brazil, Peru, Bolivia, Morocco, Namibia, Zimbabwe, Zambia, South Africa, Tanzania, Thailand, India, Pakistan, China, Singapore, Indonesia, and Vietnam. Later, Anita worked for GAC, developing policies relating to services provided abroad.

Anita also worked for the Food and Agriculture Organization of the United Nations in Rome, Italy, as the Team Leader for a major systems implementation, which was deployed across 5 countries, and integrated with systems in 60 countries. She managed a multi-national team, responsible for reviewing and defining business processes relating to financial management, budgeting, procurement, reporting.

Detailed International and Project Management Experience

International Experience

1. Project 34, Export Development Canada, Project Manager, Asia
2. Project 32, Justice Canada, Jamaica Justice Undertakings for Social Transformation Project, Strategic Advisor, Organizational Reform/Knowledge Management
3. Project 8, Global Affairs Canada, Project Manager, Audit of Mine Ban Treaty Program
4. Project 7, Food and Agriculture Organization of the United Nations, Rome, Italy, Project Manager
5. Project 5, Global Affairs Canada, Project Manager – Hospitality Policy and Foreign Service Directives reform
6. Project 3, Department Immigration, Refugees and Citizenship, Policy for the Management and Control of Visas in Canadian Missions
7. Project 1, Global Affairs Canada, Project Manager – Office of the Inspector General

ANITA BAREWAL, CPA CA PMP

EDUCATION

- Currently enrolled in Masters of International Development courses at University of Ottawa
- Certified Project Management Professional (PMP) 2010
- Certified Change Management Professional (PROSCI) 2011
- Chartered Accountant (CA), ICAO 1990
- B.A. - Accounting, Honours, University of Waterloo, 1989

LANGUAGE

Anita is fluent in English (spoken and written) and French (spoken).

EMPLOYMENT EXPERIENCE

Project 34
Export Development Canada
Project Manager, Asia
Nov 2015-Present

Anita is currently the Project Manager for the establishment of Export Development Canada's international branch office. With her team, she undertook financial modeling, developed the business case to the shareholder and Board of Directors. She established project governance, charters, the cost management methodology and the decision management framework, and manages across nine program areas (Finance and Investing, International Business Development, Legal, Compliance, Marketing, Communications, Human Resources, Facilities, and IT) to meet management's project objectives.

Project 33
Public Safety Canada
Strategic Advisor, Financial and Resource Management Framework for Executives
April 2016 -Present

Anita is currently developing a training strategy directed at Executives in the organization, in the areas of Planning, Resource Management and Financial Management. The objective of the training will be to further strengthen these functions across the Department. Anita will canvas executives across the organization, develop training materials, deliver pilot sessions and conduct an evaluation.

Project 32
Department of Justice/Office of the Director of Public Prosecutions, Government of Jamaica
Organizational Reform/KM Advisor Justice Undertakings for Social Transformation Project
June 2015-December 2015
6 months

Anita was the Strategic Advisor to the Office of the Director of Public Prosecutions for the Government of Jamaica. Anita worked as a Canadian consultant, staffed through the JUST (Justice Undertakings for Social Transformation) project, which is a partnership between the United Nations Development Program, Justice Canada and the Ministry of Justice of Jamaica.

The project involved researching and interviewing experts within justice organizations across 10 jurisdictions to define best practices in the area of prosecutorial organizational reform and knowledge management.

Anita worked on-site in Kingston, reviewing current practices, relationships between the Ministries and the ODPP and agencies, as they related to the scoped activities. Key deliverables included:

1. a research presentation on international best practices;
2. a debriefing presentation directed at the Director of Public Prosecutions, the Director of the Justice Reform Unit and the Canadian High Commission;
3. a final report which incorporated an assessment of the current state of the organization and a roadmap for transformation to a national prosecution service leveraging best practices in the area, including terms of reference for governance structures, a mentoring program and technology requirements.

Project 31

Transport Canada

Project Manager and Strategic Advisor, Mid- and Long-Term Strategy

August 2015-November 2015

4 months

Reporting to the Director, Financial Policy and Systems, Anita engaged management and the project team on the project. She prepared the business case, options costing, risk strategy, Project Complexity and Risk Assessment, business outcomes summary, communication strategy and project plan for the implementation of the Department's mid- and long-term financial strategy in specific areas.

Anita also prepared all project presentations to the Department's Executive Committee, the Assistant Deputy Minister, Corporate Services as well as the Director-General led Steering Committee.

Project 30

Transport Canada

Project Manager, Marine Safety Customer Engagement Project

February 2015 – September 2015

8 months

Anita was the project manager for the implementation of an on-line service delivered to Canadian taxpayers for ordering, generating and shipping marine transcript certification.

Anita brought together resources from the program, system and financial management to deliver a solution that is now in use across Canada. Anita briefed Senior Management on the project, through the PMO, managed team deliverables, and developed and deployed the change management strategy.

Project 29

Transport Canada

Change Manager and Project Manager

November 2014-September 2015

Anita was the change manager and project manager for the Department's implementation of a paperless accounts payable process for over 200,000 invoices annually. The process integrated workflow, electronic approvals, and document management and storage in compliance with central agency and departmental policy.

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Anita also prepared all presentations to Senior Management, ranging from the Department's Internal Services Management Board (Executive Committee) to the regional finance and administrative committees. She also drafted all official communications for the project (Departmental newsletter releases, emails to all employees).

Project 28

Health Canada/Public Health Agency Canada

Change Management PM, Deficit Reduction Action Plan

April 2012-January 2013

Anita was the Change Management Lead on the Accounting Operations hub migration project, a strategic outcome of DRAP 2012 in which the department migrated from a regional financial services model to a single, standardized hub financial services model.

The result of this project was the implementation of a service delivery model for financial management activities migrating from decentralized service delivery to a hub structure for all activities ranging from revenue generation, to budget management and salary processing. Key drivers included resource reductions (the elimination of all regional staff conducting the function) as a direct result of Budget 2012.

Project 27

Correctional Services Canada

Long-Term Financial Management Strategy

Executive Advisor to the Comptroller

April 2012- April 2013 (12 months)

As part of its Financial Management Transformation, the Government of Canada is transitioning from a departmental-centric model for ERP implementation to a semi-centralized "departmental-cluster" model, in which one organization will become the service provider for other departments that have similar functional roles (e.g. grant-focussed, small payment-focussed, revenue-based, high security).

Anita was engaged to provide strategic advice to the Comptroller on the implementation options of this new model for Correctional Services Canada. Anita was responsible for advising Senior Management on a range of issues affecting the organization's ability to achieve Treasury Board's transformational program's objectives, which included the definition of potential "like-minded" partners, the restructuring required within CSC from a service provider role to a client engagement role, and the options of CSC as both service provider and client.

Project 26

Correctional Services Canada

Project Manager, Inmate Claims Settlement Management

April 2012-September 2012 (6 months)

Ms. Barewal was contracted to manage the implementation of a system to record and monitor claims made by 5000 inmates within federal institutions. The system was legislation-based and implemented in compliance with the Corrections Act of Canada. This system leveraged ccmMercury, a workflow tracking application. The application was implemented across all regions and institutions, on time and on budget.

Project 25

Correctional Services Canada

Project Management, Inmate Banking Reform

March 2011 - March 2012 (13 months)

Anita was contracted to provide planning services for the implementation of a replacement for the Department's

Inmate Accounting System, which is used for the management and control of all financial transactions for inmates and establishing the trust liability for the Department. As part of the project, she surveyed banking policy and practices for institutions across North America, as well as regulatory compliance requirements. This system manages banking at all institutions for 15,000 offenders.

Project 24

Correctional Services Canada

Consultant Project Manager, Resource Management and Reporting

September 2009 - February 2011 (18 months)

Ms Barewal provided project management services for this resource management project. The project impacted over 800 executives within the Department, and involved financial and resource management, and digital dashboarding. The project involved organizational reform which impacted all aspects of the organization, from strategic planning to regulatory reporting.

Project 23

Correctional Services Canada

Project Management, Travel Claims Processing

March 2009 - August 2009 (6 months)

Anita was contracted to provide project management services for the implementation of a travel claims processing system for the Department. The key driver of the project was the need for the Department to more efficiently and effectively manage the costs related to travel from authorization to payment, in the context of increased central agency oversight and reduced travel budgets within the federal government, as well as to more efficiently process claims, reducing processing time.

Project 22

Transport Canada

Travel Modernization

November 2008 - March 2009 (5 months)

Anita was contracted to define new processes and structures to migrate the department from a manual paper-based travel management system to an automated travel authorization and travel expense system, compliant with Departmental and National Joint Council Directives. The key driver of the project was the need for the Department to more efficiently and effectively manage the costs related to travel from authorization to payment, in the context of increased central agency oversight and reduced travel budgets within the federal government, as well as to more efficiently process claims, reducing processing time by 50%.

Project 21

Health Canada

Receivables Management Plan

April 2008 - November 2008 (8 months)

In 2005, Treasury Board implemented a new policy on the management of Revenues and Receivables, with the objective of implementing organizational reform over the management of the federal governments \$256 billion in revenues, and the related receivables. Treasury Board's objective was to redefine the role of the Deputy Head and CFO for the management and oversight of these functions.

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Anita was contracted to develop the Department's Receivable Management Plan, in compliance with Treasury Board Policy. The plan resulted in the creation of a new organizational structure, the Office of the DARC (Departmental Accounts Receivable Coordination), responsible for implementing the oversight responsibilities of the Deputy Head and CFO across the department.

Project 20

Health Canada

Project Manager, Statistical Sampling

March 2008 - October 2008 (8 months)

Anita was contracted to develop a methodology, proof of concept and pilot production implementation of statistical sampling over expenditures using statistical sampling as a means of supporting CFO representations to the central agencies and the Office of the Auditor General on the functioning of key controls. The project involved reengineering business processes, training and change management across Canada.

Project 19

Health Canada

Receivables Management Policies and Procedures

October 2007 - March 2008 (6 months)

In 2005, Treasury Board implemented a new policy on the management of Revenues and Receivables, with the objective of implementing organizational reform over the management of the federal governments \$256 billion in revenues, and the related receivables. Treasury Board's objective was to redefine the role of the Deputy Head and CFO for the management and oversight of these functions.

Anita was contracted to engage stakeholders and develop financial policies to address Credit, Collections, Interest, and other Aspects of the organization's receivables balance. Anita presented the policies to all levels of management across the country, in an effort to gain acceptance of this procedural reform project.

Project 18

Royal Canadian Mounted Police

Change Manager and Project Manager, Contract Policing

May 2007 - December 2007 (8 months)

The objective of this project was to implement organizational reform to migrate to an improved cost recovery model for contract policing across Canada. Anita was contracted to develop a business model for time capture for the RCMP, by leading workshops with detachments across the country, understanding contract policing agreements, analyzing the impact on stakeholders, communicating the potential changes, and reporting back to management at Headquarters.

Project 17

Natural Resources Canada

Project Manager

Policy and Procedure Development

January 2007 - June 2007 (6 months)

As part of the implementation of a new organizational framework for monitoring financial policy, NRCan implemented a project to modify all existing financial policies within the department in order to better elaborate roles within each process across the organizational structure. She developed policies in the area of Debt Write-Off, Accounting for Contingencies, Doubtful Accounts, Account Verification, Departmental Banking and Statistical Sampling.

Project 16

Royal Canadian Mounted Police

Enterprise Resources System – Requirements Phase (SAP HR)

September 2006 - September 2007 (13 months)

Anita was contracted to gather requirements for an Enterprise Human Resource Management System to be implemented by the Department. The requirements fed into the Request for Proposal for procurement of new software as well as the fit-gap process to be undertaken as part of the planning phase of the project. Anita conducted business process re-engineering, gathering information from all regions on current business processes, and developing a standardized set of processes surrounding specific HR areas (e.g. talent management and position management). She reviewed government and industry best practices in this area, and identified candidate processes for re-design within the current solution, and prototyped the talent management solution within SAP HR, identifying opportunities for efficiencies, and options in implementation.

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Project 15

Natural Resources Canada

Risk-Based Financial Policy Monitoring Framework and Risk-Based Prioritization Matrix

June 2006 - September 2006 (4 months)

Anita was contracted to develop a risk-based framework for departmental compliance with financial policies and procedures, in accordance with recent Treasury Board and Office of the Auditor General guidance. One of the key deliverables of the project was an assessment of NRCan's ability to implement a monitoring framework over financial policy, specifically, analyzing the impact on stakeholders and processes inside and outside the Corporate Services sector. The output was recommendations relating to the restructuring of financial policy management within the organization.

The objective of the project was to implement a plan across all regions to improve the manner in which policies were monitored throughout the department, and to allocate resources to the monitoring function according to risk. The secondary objective was, based on the prioritization matrix, to identify which policies should be reviewed and revised first, and allocate resources within and outside the organization to this project.

Project 14

Indian Residential Schools

Organizational Reform, Governance Framework – SSO/Client Management

January 2006 - March 2006 (3 months)

Anita developed a Governance Framework document that was the basis for a service provider agreement between Indian Residential Schools and Indian Northern Affairs. As part of the project, Anita conducted business process re-engineering, consulting partners in order to develop the framework, which included measureable performance standards, communication strategies and a methodology for process management and dispute resolution. As part of this process, Anita provided trade-offs regarding the monthly SLA reporting process and made recommendations on a standardized template, governance structure and problem reporting process). Anita also provided advice in implementation information models for problem reporting and escalation in order to eliminate

process redundancies.

Project 13

MDS Nordion

Management Reporting Strategy Development and Implementation

December 2005 - November 2006 (12 months)

Anita was contracted to develop reporting business requirements and evaluate current management reporting gaps and develop a full strategy to meet senior and business manager's requirements for over \$500 million in revenue for the organization. The strategy was presented and accepted by the CFO. Reporting involved maximizing the use of existing tools, while also addressing the delicate issues surrounding a global implementation of an ERP, which must meet the needs of a complex and diverse user base.

Project 12

Correctional Services Canada

Proof of Concept/Requirements Design, Trust Management System

September 2005 - December 2005 (4 months)

Anita drafted detailed statements of business requirements for system to manage financial processes for inmate accounts at 60 institutions nation-wide, based on the requirements for compliance with federal legislation and regulations. As part of this project, Anita conducted an environmental scan across North America, interviewing management within different levels of institutions on diverse regulatory requirements.

Project 11

Correctional Services Canada

Project Manager, Corcan Migration Project

June 2003 - June 2005 (25 months)

Anita managed the migration of ERP implementation and support services from Corcan, a Special Operating Agency, to Correctional Services Canada. The enabling technology for this project was the implementation of a new ERP, which resulted in refining and strengthening business processes around the Agribusiness, Construction and Manufacturing arm of Correctional Services.

Project 10

Correctional Services Canada

Consultant Project Manager, Oracle Financials 11i Upgrade Project

June 2001 - August 2002 (15 months)

Anita led the implementation of an upgrade project of Oracle Financials to a web-based environment for 1,500 users across the country. This was a significant project for the Department, as it involved changing and expanded roles for the Financial Policy and Systems team. Anita prepared the business case for the upgrade which included an evaluation of the organizational change requirements necessary in order to implement the project, in the context of competing priorities, and limited resources. Other influencing factors included the limitations of departmental, central agency policy requirements and the strategic direction of the government in this area.

Project 9

Correctional Services Canada

Functional Team Manager, FIS Implementation project

September 2000 - May 2002 (9 months)

This project was the 2nd largest asset implementation in the federal government managing over \$1 billion in assets. Anita conducted functional analysis for an Oracle Financials project to convert \$1.6 billion in real property and moveable assets to a FIS compliant environment. The project required re-engineering of all business processes relating to asset recognition and the recording of expenditures relating to on-going management and upkeep as well as disposal in order to move to an auditable, GAAP-compliant methodology. Tasks included analysis of business functional requirements and central agency requirements to identify new information procedures and decision flows, and prototyping the asset acquisition, depreciation and retirement solution within Oracle.

Project 8

Global Affairs Canada

Project Manager, Audit of Mine Ban Treaty Program

April 2000 - August 2000 (5 months)

Anita managed the audit of several NGO's receiving funding through the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on their Destruction. Anita reviewed reporting and expenditures of NGO's against the requirements of contribution agreement funding and reported to management on the compliance of project spending with agreement objectives.

Project 7

Food and Agriculture Organization of the United Nations, Rome, Italy

Project Manager, Resource Management System

January 1998 - January 1999 (12 months)

Living and working at the FAO offices in Rome, Italy, Anita architected final solution for implementation of the organization's resource management system and framework in 5 countries, with interfaces to a thin client version in 100 countries, most of which are in the developing world. The project required an understanding of FAO's funding and expenditure programs, business processes (both inside and outside of the developing world) and complex banking and foreign exchange issues. Anita managed a team of 15 functional analysts (both client and contractor), reforming the manner in which projects were funded and reported on, in the delivery of this project.

Project 6

National Capital Commission

Project Manager, Resource Management System

December 1995 - January 1998 (28 months)

Anita developed an internal control/risk management framework for the comptrollership systems sector of the Commission. She developed and presented business requirements relating to business processes in new financial system (procure-to-pay, order-to-cash, record-to-report). Anita led weekly meetings with management, technical team and Oracle corporation staff to outline progress and resolve outstanding issues. She acted as lead functional expert with OAG team and presented a discussion paper defining client's experience to 200 attendees at the Oracle Applications User Group conference in San Diego. She trained users on high-level concepts.

Project 5

Global Affairs Canada

Project Manager – Hospitality Policy and Foreign Service Directives Reform

January 1994 - January 1995 (13 months)

In response to a series of audit issues relating to the management of hospitality expenditures in the Department, Anita drafted and finalized the departmental Hospitality Policy which was approved by the Executive Committee and implemented at all missions. The policy included direction on the initiation, approval and validity of expenditures relating to entertaining abroad. Change management activities included consulting with management on the impact of the change on hospitality activities undertaken abroad, advance processing, accountability and expenditure processing and advising on communication and audit of the policy implementation.

Anita was also engaged by the Director General, Foreign Service Benefits, to advise on options for reform of the foreign service directives, which govern the provision of benefits to Canadian government employees posted abroad.

Project 4

Environment Canada and Natural Resources Canada

Project Consultant – Product Cost Modelling

December 1994 - December 1995

In preparation for cost recovery of environmental assessments, Anita developed costing models, which she applied across Canada. The objective was to determine the fully loaded cost of environmental assessments that the federal government undertakes in accordance with the Canadian Environmental Assessment Act. Anita led several workshops as part of this process.

Project 3

Department Immigration, Refugees and Citizenship

Policy and Procedures for Management of Cost Recovery and Key Documents in Canadian Missions

January 1994 - December 1995

Anita drafted policy and procedures manual surrounding management of immigration visas and immigration processes. The manual was approved and distributed to all embassies and high commissions.

Project 2

National Capital Commission

Consultant, Revenue Management Policies and Procedures

January 1994 - March 1994

Drafted a series of 12 Revenue and Accounts Receivables Management policies on behalf of the National Capital Commission. These policies affected the manner in which revenues were managed for the city's largest commercial and residential space landlord. Ten policy and procedure documents were developed, to manage processes relating to cash management, rental revenue, and easement revenue, marketing/advertising sales.

Project 1

Global Affairs Canada

Project Manager – Office of the Inspector General

1992-1996

Anita undertook several engagements on behalf of Global Affairs Canada in Ottawa and abroad:

- Development of financial models for official visits of the Office of Protocol;
- Audit of cash management functions for Canadian missions.
- Project Manager and team member for inspections engagements of Canadian Missions. Anita visited Canadian Embassies and High Commissions of forty Embassies in Africa, Asia, Latin America and the United States, including: Trinidad, Barbados, Guyana, Columbia, Brazil, Peru, Bolivia, Morocco, Namibia, Zimbabwe, Zambia, South Africa, Tanzania, Thailand, India, Pakistan, Singapore, Hong Kong, Indonesia, and Vietnam. The scope included a review of operations and recommendations in the areas of Development, Finance, Trade, Consular Services, Immigration, and Management Services.

Additional Project Experience

Independent Consultant 1995-1996

Worked independently with several government clients, both to audit and provide general consulting advice:

- Environment Canada and Natural Resources Canada: developed a costing module and developed costs for environmental assessments under the Canadian Environmental Assessment Act;
- Office of the Auditor General: reviewed the accounting and auditing framework of the federal government as it relates to impaired loans; analyzed all value for money chapters against the new CICA Standards for Assurance; and undertook evidence review exercise for specific chapters under the direction of the Practice Review Unit; and

KPMG Peat Marwick Thorne Managing Consultant 1991-1992

Undertook government audit and consulting projects, including the following:

- Farm Credit Corporation: a review of the computerized Loan Accounting Systems;
- Canada Post Corporation: In preparation for an annual price setting exercise, Anita prepared a series of complex costing models based on corporate assumptions; Anita also undertook an audit of assumptions and calculations of the five year financial forecast as well as a review and evaluation of product costing methodology.
- Indian and Northern Affairs Canada: organizational audits of management practices of the Manitoba Region and Southern Ontario district;
- City of Cornwall: value-for-money audit of the Social Services Department; and
- Transport Canada: comprehensive audit of compliance with the Transportation of Dangerous Goods Act.

She was the IT specialist on the above audits, and was responsible for developing and documented:

- functional, and system interaction;
- screen, report and interface requirements for system implementations;
- all forms, manuals, programs, data files, interfaces and procedures relating to the projects.

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Reference: Ed Miner (613-596-1106)

KPMG, Peat Marwick Thorne
Accountant/Auditor
1986-1991

Anita worked as a team leader and a member of the audit teams on small to large financial audit engagements which included real estate client, investment corporations, the hospitality industry, construction and non-profit organizations. She was the IT specialist on the above audits, and was responsible for developing and documented:

- functional, and system interaction;
- screen, report and interface requirements for system implementations;
- all forms, manuals, programs, data files, interfaces and procedures relating to the projects.

