

Alberic Kacou

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Senior Executive with a proven track record in managing large Offices and highly regarded skills in providing strategic and innovative leadership across a range of country and regional contexts. Recently served as the Vice President for Human Resources and Corporate Services of the African Development (AfDB) Group in Abidjan. Previously served as the Chief of Staff and Director, Executive Office United Nations Development Program (UNDP) in New York. Has had four tours of duty as UN Resident Coordinator and UNDP Resident Representative in the Africa region (Guinea Bissau, Senegal, Nigeria and the United Republic of Tanzania). Served as a member of the High-Level Group led by the UN Secretary General tasked with producing Standard Operating Procedures for the UN system-wide reform to ensure sustainable development effectiveness through Delivering as One. Skilled professional in managing and inspiring large and complex teams including leading organizational reforms. Skilled at mobilizing multi-partner resources for catalytic development for conflict prevention programming in politically sensitive environments, adept in building high levels of trust and confidence with Executive Boards and high-level national leadership including excellent leadership capabilities for enhancing national capacities for managing disasters, transitions, conflicts and the associated emergency-fund management and recovery operations and running joint field missions. Demonstrated expertise in leading, coordinating and managing programmes in large scale development financing, microfinance, infrastructure development, local governance and development, and working in socially and economically fragile development contexts. A national of Côte d'Ivoire, he holds a PhD in Mechanical Engineering from the University of Pittsburgh, United States, where he was a lecturer prior to joining the UN.

AREAS OF EXPERTISE

Corporate Management, Strategic leadership and advisory support to senior management, Innovation and solutions building, Strong negotiation and partnership skills, Managing multilateral and multi-cultural institutions settings, Relationship building, Management of Change and complex programmes, Human resource management and Capacity building, Results-oriented planning and management, technology and data-driven approaches, Institutional reforms, organizational effectiveness, Preventive diplomacy, Crisis prevention and conflict management, Trust fund management, Regional integration, Planning and infrastructure programme delivery in different country contexts.

WORK HISTORY

2018 - to date **Consultant** (Governance, Human Resources, Development, Advisory support)

As a Consultant:

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- Developed the conceptual approach for the 1st FIFA Symposium on Women's Football.
- Provided leadership and strategic support until the symposium on June 6 and 7, 2019.
- Provided strategic advice to FIFA in negotiating and developing partnerships with three UN agencies.
- Trained senior UN officials in development management and leadership.
- Provided strategic advice to senior UN officials.

March 2019 - Appointed as Independent non-executive Director to BHCI (Bank of Habitat of Côte d'Ivoire) Board of Directors for a 3-year term.

June 2019 - Appointed as Independent non- Executive Director to NSIA- Banque Benin Board of Directors for a 3-year term.

January 2020 – Appointed Chairman of the Board of the Regulatory Authority for Interior Transport (ARTI) for a 6-year term.

2016- January 2018 – AfDB Vice President, Human Resources and Corporate Services, Abidjan

- As a member of the Executive management team, shared the responsibility for the successful execution of the strategy of the Bank Group to catalyze the sustainable development of African countries.
- Led and actively participated in several Bank-wide initiatives including the management of the human resources policy function; the formulation and approval of the new Digital Strategy (IT Strategy 2018-2021); the development and approval of the business continuity plan; the formulation and approval of the new pension scheme (hybrid of a Defined Benefit and Defined Contribution); the replenishment negotiations for the concessional window of the AfDB Group and the supervision of the Committee responsible for reengineering and redesigning business processes, organizational culture and Bank policies and procedures.
- Chaired the Information Systems Steering Committee of the Bank Group responsible to ensure that the Bank 's Information Technology programmes deliver expected results and that the various IT and business strategies of the Bank continue to remain aligned.
- Led the negotiations for the new ERP-enabled business innovation (SAP HANNA).
- Led the deployment and relocation of staff to country and regional offices under the new Development and Business Delivery Model of the Bank.
- Successfully directed the negotiations for the purchase of the Bank regional office in Southern Africa in Pretoria.
- Managed efficiently all assets and contracts of the Bank under my responsibility.

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- Managed a large complex of four departments and two units with a total of 343 staff members.
- Chaired the Steering Committee of the Staff Retirement Plan.

2014- April 2016 – UNDP Chief of Staff and Director, Executive Office, New York

- provided managerial support to UNDP Administrator in the management of UNDP globally and within the United Nations Development Group.
- Played significant roles in supporting UNDP in the drive for structural reform and organizational change for a leaner and nimble organization to respond to the rapidly changing development landscape.
- Responsible for the management and smooth running of the Executive Office.
- Acted as the principal liaison with the Executive Office of the UN Secretary General and the Office of the Deputy Secretary General.
- Provided strategic advisory support and guidance to the nine UNDP regional and policy/management Bureaus on corporate-wide functions and implementation.
- Coordinated with other parts of the UN system.
- Led an inter-Bureaus team to organize the 2014 Global Management Meeting, which brings together over 200 of UNDP's senior leadership with global, regional and country level representation every few years to develop and ensure the implementation of transformative approaches to the work of the organization.
- Provided strategic guidance to the UNDP Administrator and the Associate Administrator in managing performance contract of all top-level managers of the organization.
- Co-chaired the UNDP Operational Performance Group (OPG) that monitors and reviews various UNDP units' performance according to the UNDP Strategic Plan.

2009-2013 – UNDP Resident Representative and UN Resident Coordinator for Tanzania

As UNDP Resident Representative

- Managed a large package of international assistance on electoral issues including technical assistance to the two electoral management bodies (on the mainland and in Zanzibar), voter registration, capacity building to political parties, and promotion of dialogue for conflict prevention through a nine-donor Basket Fund amounting to USD 30 million.
- Led partnership, multi-partners coordination mechanisms and multi-donors trust fund system and resource mobilization in the country on behalf of the UN Secretary General.
- Helped introduce elements of best practice in the electoral process such as increased engagement of civil society, effective use of media, addressing gender disparities, geographically/socially marginalized groups for voter education and pioneering the development and use of electronic candidate and results management systems.
- Led a strategic advisory relationship between the Government in Zanzibar and development partners that supported the first ever referendum in Zanzibar. This in turn led to the formation

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of the Government of National Unity by confidence building through dialogue between diverse stakeholders, police training, and establishment of a web-based Incident Response System.

- Chaired various forums bringing together Government and development partners under a complex aid architecture for Tanzania including four layers of dialogue structures, various aid modalities, Official Development Assistance and ongoing core reforms.
- Led UNDP's contributions to the development agenda of the Government of Tanzania, including the development of the new Poverty Reduction Strategy Paper 2011-2015 at substantive and policy levels.
- Provided effective and strategic leadership in the October 2010 general elections managing complexities and relationships between various stakeholders in the fourth multiparty elections in Mainland Tanzania and the Isles of Zanzibar.
- Coordinated the implementation of MDG interventions, employment generation, gender empowerment, climate change and human development across all UN agencies in the country.

As UN Resident Coordinator

- Led the development and formulation of the first United Nations Development Plan (UNDAP), recognized by the Tanzanian government and development partners as the most advanced approach to simplified joint programming. The Government of the United Republic of Tanzania became the first signatory to this innovative partnership with the UN in June 2011.
- Provided leadership on implementing UN reforms on System Wide Coherence in Tanzania, significant in its role as one of the eight pilot countries in the UN Delivery as One. This has been globally acknowledged by development partners and governments as positioning Tanzania as a front-runner in transforming the UN service delivery process, and increasingly referred to as a best practice model.
- Received strong acknowledgement of effective coordination of the UN Country Team as evidenced through the Regional UN Development Group appraisal report and the 2010 180-degree exercise on leadership assessment.

2006-2009 – UNDP Resident Representative and UN Resident Coordinator for Nigeria

As UNDP Resident Representative

- Managed the largest package of international assistance in Nigeria on electoral issues with a resource envelope totaling USD 36 million. Provided leadership in the third democratic process of nationwide elections since the end of military rule, which involved responsibility for the overall coordination of logistics and information technology for statewide and national elections across the 36 states of Nigeria.
- Played a pivotal role in building stakeholder consensus for an inter-electoral project to reform and strengthen the electoral system in Nigeria

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- Supported work in the Niger Delta, first through a partnership with Shell, making it the largest public-private partnership in the UN, and then through the widening of the partnership to include the EU and UK. Established an advisory relationship with the Government and a key coordination role with development partners on the Niger Delta.
- Re-directed programmes to feature key elements in capacity development to ensure their sustainability and replicability. Initiated the Millennium Development Goals (MDG) costing exercise and the Fiscal Policy Capacity Building Programmes in five states, aimed at developing and improving capacity of states to mobilize, manage and utilize public resources to significantly reduce poverty.
- Led the process of incorporating the MDGs within Nigeria's New Development Plan and Vision 2020/20 strategy. As a result, the Federal MDGs needs assessment was completed, a macro model of the economy reached an advanced stage of development, and the 2008-2009 National Human Development Report addressed the core issues of growth and equity.
- Provided leadership in the drafting and finalizing of the UNDP Country Programme Document which was approved and signed by the Federal Government of Nigeria in December 2008.
- Responsible for managing the Nigeria Diaspora Trust Fund set up by the President of the Federal Republic of Nigeria to provide technical support for the country's reform agenda.
- Helped transform the UNDP Africa Economists Programme from a small team of about 24 to cover all Sub-Saharan African countries.

As UN Resident Coordinator

- Coordinated the UN-preparedness and emergency response on Avian Influenza (AI) and assisted the Government to meet the criteria in accessing the World Bank loan of 50 million US dollars for AI.
- Coordinated the UN response to some of the most critical emergencies and natural catastrophes (including outbreaks in Laser Fever, Meningitis, and cholera epidemics and polio).
- Coordinated the drafting, finalization and signing of the UNDAF II (2009-2012) through an intensive consultation process which culminated in a hybrid 'One UN' model.
- Led the revamping of Country Coordinating Mechanism (CCM) capacity in Nigeria to improve access to and implementation of Global Fund to fight AIDS, Tuberculosis and Malaria (GFATM) funds (including completing a capacity assessment and setting up of a joint donor basket fund).
- Guided the UN Country Team in the planning and formulation of joint support to the national strategy on fighting HIV/AIDS and implementing the UN Policy on HIV in the workplace.
- Provided leadership in setting up and revamping some of the coordinating bodies to support the United Nations Country Team (UNCT), including the Programme Management Team, the Operations Management Team, the Gender Theme Group, the Joint Team on HIV and AIDS, and the Communication Group.

2004-2006 – UNDP Resident Representative and UN Resident Coordinator for Senegal

As UNDP Resident Representative

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- Provided leadership and strategic guidance in the realignment of the two main UNDP programs of the cycle 2002-2006, Poverty Reduction and Good Governance, with focused, strategic and more attainable results following the Program review with the Government.
- Co-chaired the Development Partners Forum with the World Bank. This cooperation mechanism enabled the establishment of 12 thematic groups, ranging from Private Sector Development, Economic Management and Financial Sector Reforms to Decentralization, each under the leadership of different donors. This Forum also allowed for monitoring of development aid.
- Guided the drafting and publication in 2005 of the *Development Cooperation Report* centered on ODA in favor of Poverty Reduction Strategy and the Millennium Development Goals.
- Responsible for the management of the Thematic Trust Fund for the Integrated Framework for better integration of the Senegalese trade sector to the world market and regional integration.
- Guided the organization of the joint SPA-OECD/DAC mission to harmonize donor assistance and disseminate new guidelines on poverty reduction.
- Co-chaired with the EU the group of development partners intervening in Casamance for the implementation of the program on socio-economic recovery.
- Provided strategic guidance on the formulation of the humanitarian mine action program. In this context, established the multi donor Trust Fund that financed studies, technical assistance and de-mining activities.
- Coordinated the Enhanced Integrated Framework focusing on trade related matters for the LDC's

As UN Resident Coordinator

- Revitalized and led the UNCT in Senegal (23 agencies) on its contribution to national strategic thinking (Poverty Reduction Strategy Paper [PRSP], accelerated growth strategy, improvement of governance, integrated framework initiative, the regional development dynamics and NEPAD) that were developed into a coherent and integrated response.
- Coordinated the UN assistance to the national authorities for the preparation of the Millennium Summit +5.
- Coordinated the UN response to the emergencies and natural catastrophes (flooding, cholera epidemics and avian flu).
- Guided the UNCT in the planning and formulation of joint support to the national strategy to fight HIV/AIDS and in the implementation of the UN policy of HIV training in the workplace.
- Provided leadership and supervised the UNCT assistance in the implementation of the Millennium Project (MP) in which Senegal was the only French speaking country in the pilot phase.

2002- 2004 UNDP Resident Representative and UN Resident Coordinator for Guinea Bissau

As UNDP Resident Representative

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- Provided leadership and strategic guidance in the achievement of the objectives of the country cooperation framework 1998-2003. This framework agreement between Guinea Bissau and UNDP defined the socio-economic and political challenges for Guinea Bissau in the post conflict context and proposed specific actions on the part of UNDP to support the country's recovery efforts.
- Guided UN efforts in the management of external support to March 2004 legislative elections that enabled the country to return to a democratic regime.
- Established the Emergency Economic Management Fund for Guinea Bissau, a multi-donor trust fund to enable the Government to cover the financial gap in the country emergency budget for 2004.
- Provided continuous support to the Government in the elaboration of strategic national documents, which forms the basis for the next Round Table: National Governance Program adopted in February 2003 and the 2004 PRSP in its third version.
- Led strategic and resource mobilization efforts of the Country Office, based on results-based management tools; mobilized external funding from United Kingdom, Netherlands, Sweden, Italy, Japan, Brazil, Portugal, France and UNDP.
- Strengthened UNDP's leadership position in building capacity and in supporting the establishment of the first national mine action coordination center in West Africa.
- Guided new initiatives in peace building, crisis recovery, human security and illicit trafficking of small arms.
- Provided substantive support and guidance to the first Economic and Social Council (ECOSOC)-mandated Ad-hoc Advisory Group on African countries emerging from conflict; hosted the missions to Guinea Bissau, facilitated access to senior officials in Government and leaders of civil society groups, provided strategic field assessment of risks and opportunities from a development angle.
- Provided leadership in the formulation of the new Country Programme Action Plan that detailed UNDP interventions for the period 2004-2007, and which was signed with the Government in June 2004.

As UN Resident Coordinator

- Provided assistance to the Economic Community of West African States (ECOWAS) and the Community of Portuguese Languages Countries (CPLP) peace and mediation missions in the political and social dialogue during the post-coup period and after the legislative elections.
- Led the UN Country team in the implementation of the UNDAF.
- Revitalized and led the UN Country Team in planning and coordinating a joint strategy to support the government's emerging need in the fight against HIV/AIDS, resulting in the approval of the national proposals during the third and fourth rounds by the Global Fund for HIV/AIDS, Tuberculosis and Malaria.

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- Guided UN efforts in mobilizing the national authorities for campaigning for the Millennium Development Goals (MDG) and in the preparation of the national MDG report.

1997- 2002 – Deputy Executive Secretary and Director of Operations, UNCDF, New York

As Deputy Executive Secretary

- Responsible for the global operational and financial management of all United Nations Capital Development Fund (UNCDF) funded operations in local governance and micro-finance with a concentration on at least 25 Least Developed Countries and a portfolio of USD 600 million.
- Led task forces on policy development and refinement of UNCDF thematic instruments in local governance and micro-finance.
- Negotiated and developed partnership agreements with new partners such as the Belgian Survival Fund, European Union and mobilized additional non-core resources.
- Promoted the work of UNCDF in various forums – international, regional and country-level – by demonstrating and advocating the replicability of our programmes, as an integral part of UNCDF's strategy for building on lessons learned.
- Served as Executive Secretary Ad Interim (a.i) from September 1999 to January 2000.

As Director of Operations

- Provided overall management and supervision of UNCDF's outstanding resource commitment estimated at approximately USD 230 million. In this connection, set up a rigorous and effective monitoring and follow-up of the delivery and disbursement mechanism with performance indicators, early warning system to appropriately track and manage UNCDF programme budget and approvals.
- Negotiated the development and implementation of quality programmes with Resident Representatives and Resident Coordinators, Head of Agencies, Ministers and other Senior Officials at HQ and in the field for maximum leverage of our limited resources.
- Drafted and negotiated several Memorandum of Understanding with UNDP RRs in UNCDF focus countries in Africa, Asia and Latin America. These efforts resulted in heightened understanding by beneficiaries and selected donor groups of UNCDF's niche and distinct funding mode within the UN system.
- Guided and motivated a team of 20 Technical Advisors and Programme Managers at both Headquarters and Country Offices (COs) and forty Programme Officers in COs. In addition to responsibilities in UNCDF, also chaired the UNDP Advisory Committee on Procurement for three years.

1994 - Deputy Resident Representative UNDP, Niger

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- Provided overall management of the 5th Country Programme through the promotion of the programme approach and the operationalization of Sustainable Human Development (SHD).
- Led the elaboration of the Country Strategy Note (CSN), Advisory Note and the first draft of the Country Cooperation Framework drawing on broad UN agencies, civil society and development partners' participation.
- Contributed to the preparation of the presidential elections (June 1996) and legislative elections (January 1995 and October 1996) and served as mediator between representatives of political parties and the military government in the aftermath of the elections. In support to the electoral process, secured cost sharing resources from the Dutch and Swiss cooperation.
- In close collaboration with the Senior Economist and the Sustainable Development Advisor, formulated the national programmes for Poverty Alleviation, Promotion of the Private sector and the second phase of the Economic Management Programme with the integration of Governance.
- Supervised a team of twelve National Programme Officers and Juniors Programme Officers.
- Acted as officer-in-charge for several months in 1996, pending the arrival of the new RR.
- Assumed responsibility for handling security and related issues during the military coup in January 96 when I was RR a.i. to the satisfaction and appreciation of all heads of agencies.

1988-1994- Programme Management Officer, Office for Project Services (OPS), New York

- Responsible for all aspects of management, implementation and contract administration of medium to large scale projects in water resource development and related areas of sanitation, irrigation, health, agriculture, integrated rural development, engineering and infrastructure.
- Carried out implementation of above projects by providing technical expertise, using efficient negotiating skills and demonstrating managerial abilities.
- Supervised a portfolio which included countries in Africa, Asia and Middle East and was averaging in value USD 50 million per year.

1987-1988 - Consultant for UNDP/OPS, New York

- Responsible for projects in the field of telecommunication and electronic data processing.
- Tasks included project management, technical evaluation of bids and monitoring; countries involved Nigeria, Tunisia and India.

EDUCATION

Ph.D., Mechanical Engineering, University of Pittsburgh, 1987
MS, Mechanical Engineering, University of Pittsburgh, 1983
BS, Mechanical Engineering, University of Pittsburgh, 1981

LANGUAGES

Fluent French and English
Conversational Portuguese

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ACHIEVEMENTS

Outstanding Teaching Award, Engineering School 1984

PUBLICATIONS

Article: 'Défis et opportunités du développement durable et de l'adaptation au changement climatique en Afrique', published in the book : Développement durable et Emergence de l'Afrique
Edition GRANDVAUX, 18410 Brinon-sur Sauldre-France, 2015.

L'Afrique et les Défis de la Gouvernance avec Luc-Joel, Abdoulaye Racine Kane, Maisonneuve & Larose, 2008.

Thermo-hydrodynamic Analysis of Journal Bearings lubricated with Non-Newtonian Fluids with K.R. Rajagopal and A.Z. Szeri, ASME Journal of Tribology, vol. 110, pp. 414-420, 1988.

Flow of a Fluid of the Differential Type in a Journal Bearing, with K.R. Rajagopal and A.Z. Szeri, ASME Journal of Tribology, vol. 109, pp. 100-107, 1987.