



## **Credentials for DFID opportunity 7774:**

### **Youth skills for economic growth in the Eastern Caribbean**

**Rick Magill  
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## Introduction

[Clockwork Consulting](#) is Rick Magill's independent advisory business. He supports ambitious organisations with interesting and worthwhile initiatives around the world.

This document explains how Rick's special blend of skills and experience could enable a bigger organisation (or consortium) to win the bid - and successfully deliver the programme - to provide ['Youth skills for economic growth in the Eastern Caribbean'](#).

Rick's CV is quite unusual. His 22-year career has encompassed roles as an entrepreneur, business leader, award-winning consultant, teacher and trainer, charity manager and international development professional.



He brings a wealth of senior-level experience from the private, public and not-for-profit sectors. He has a deep understanding of a wide range of industries. He has led diverse teams across the Caribbean, Europe, Scandinavia, North America, Africa and Asia (often in very challenging environments).

Rick is incredibly versatile, and many of his achievements are directly relevant to this programme. His insights could enable the right partner/s to submit an outstanding proposal to secure the contract with DFID. His specialist knowledge would enable the implementation team to achieve better results, faster, and with more certainty. These credentials summarise Rick's accomplishments, share commendations from previous clients, and provide links for further information. Case studies describe how he:

- Built a renowned business in Nepal, provided technical and vocational education & training for disadvantaged people, and created desperately needed jobs during the civil war
- Expanded operations to provide 34,000 young people each year with skills for work & life - including an innovative apprenticeship scheme with demand-driven curricula and on-the-job coaching
- Consulted on training 9,000 people for jobs in tourism across seven Asian and African countries
- Designed a sustainable business to improve healthcare and create employment in rural Zambia
- Has practical, hands-on experience of private sector development, making markets work for the poor, wealth creation, and improving the impact and value for money of foreign aid initiatives
- Improved operations to equip 35,000 young people each year with transferrable skills through an exceptional and highly inclusive arts / education programme
- Designed and delivered professional training programmes for private sector organisations
- Developed capacity in the public sector, and delivered massive benefits and real change
- Advised on skills shortages, skills-based recruitment and workforce development in the Caribbean

Rick responded to DFID's consultation questions to help shape the Terms of Reference. He is looking to join forces with the organisation/s he feels have the greatest potential to: earn the trust of local business leaders; identify employment opportunities and skills gaps for disadvantaged people; design and deliver suitable training courses; help lots of people make the transition into work; and boost the economies of four countries.

Rick would welcome discussions about how he could apply his talents most effectively. He would consider full-time, sub-contractor or interim) roles. He is open to any sensible structure and reasonable commercial arrangement. Rick and his wife are currently in London, but keen to relocate to the Caribbean.

Successful delivery of DFID's 7774 programme could lead to a range of wider opportunities in the region. Rick is particularly keen to meet teams who share his excitement about the longer-term possibilities. An introduction can be found on the [Caribbean](#) section of the Clockwork Consulting website.

## Provided youth skills for economic growth during Nepal's civil war

[Hearts & Tears](#) was an innovative social enterprise born in the midst of the [Maoist insurgency](#). Rick's business combined engineering and adventure tourism to create training and an array of well-paid jobs for young people, particularly under-privileged girls. Their [ethical business model](#) promoted a viable alternative to failing foreign aid in Nepal.

His team of craftsmen restored 1955-designed [Royal Enfield](#) motorcycles to museum condition. The busy showroom sold bikes, locally-made merchandise and life-changing experiences. Food & drinks were available. Mechanics taught maintenance. Instructors enabled over 1,000 tourists to ride skilfully, and led [guided tours](#) across the most bio-diverse country on Earth.

Around 90% of customers were complete beginners, and 50% of them female. They had zero injuries. This perfect safety record led to Rick training diplomats, UN and aid workers in defensive riding.

Motorcycling added a new and exciting product to Nepal's tourism industry. Rapid growth had knock-on benefits for other businesses. Hotels, restaurants and local attractions received a welcome boost during incredibly challenging times.

Rick dedicated eight years of his life to this extraordinary venture. He was an active and high-profile member of the local business community and various industry associations.

Hearts & Tears was [recommended by Lonely Planet](#) and featured in international [travel guides](#), [newspapers](#) & magazines. [Crown Prince Paras](#) congratulated Rick, as did the Maoists who eventually overthrew the monarchy.



*"Rick created a new tourism sector. His social enterprise brings many tourists to Nepal, makes a valuable contribution to the economy, and creates desperately needed employment across the country. He gained an excellent reputation with the local business community and the wider tourism industry."*

**Tika Ram Sapkota**  
President of the Tourism Council and member of Nepal Tourism Board

## Specialised in private sector development and advised on skills in the Caribbean

The [Development Agencies](#) practice of this €12 billion IT company works with donors, governments, and businesses to improve the lives of the less fortunate in over 60 countries. DFID was their top client. Rick specialised in livelihoods, wealth creation and private sector development. He coached colleagues in the 'science' of business development. As a member of the Caribbean team, Rick advised the [Government of Trinidad & Tobago](#) on skills-based recruitment.



*"Rick brought credibility to our projects in the Caribbean. He inspires confidence in clients and builds relationships based on trust. He has deep technical knowledge, business acumen, and the leadership competence to deliver against aggressive deadlines. I have no doubt that Rick will continue to successfully plan, design, and deliver international development initiatives in diverse cultures around the world."*

**Barry Eligon**  
Associate Partner, Head of the Caribbean Region

*"Rick proved to be a versatile, talented and dedicated consultant and project manager. His demonstrated skills include working within a team on complex, time-critical projects; taking personal ownership for quality and innovation; and delivering results in a range of different work environments. Rick has a positive attitude and a cheerful disposition that make him a pleasure to work with."*

**Neil MacKenzie**  
Partner

## Consulted on training 9,000 disadvantaged people for jobs in tourism across 7 countries

The Netherlands' international development organisation, [SNV](#), delivers programmes funded by a range of donors. [HITT](#) was a €2.5 million EU initiative to train under-privileged people across Africa and Asia for jobs in the tourism industry. Seven poverty-stricken countries were selected with the greatest potential for growth (Benin, Ghana, Mali, Mozambique, Cambodia, Vietnam and Nepal).

Whilst running his tourism business in Nepal, Rick won a bid to consult on the project. However, he quickly found fundamental flaws in the approach and recommended sweeping changes. HITT went on to train 9,290 people. On average, women increased their income by 54%, and youths by 139%.

The [Ministry of Foreign Affairs](#) was reviewing the effectiveness of Dutch foreign aid. Concerned that there may have been similar issues elsewhere, The Honorary Consul to Nepal asked Rick to independently evaluate 13 agriculture, [WaSH](#) and energy programmes across Asia. Rick then developed an operations strategy to improve the impact and value for money of future projects.

Automatic funding from the government would be phased out, so he also shared private sector sales techniques to help SNV compete for business.



*"I realise how important Rick's value addition has been ... I wanted to thank him personally for all the hard work, energy and structure he brings."*

**Keshab Joshi**  
Country Director

## Helped thousands of young people to develop skills for work & life

There are approximately 100,000 people aged 15-29 across DFID's four target countries. Although the numbers of people to be trained are yet to be decided, it is clear that the programme needs consultants who can operate at scale.

[The Challenge](#) is a respected national charity with 3,000 staff who run youth programmes to build skills for work and life. Socially-mixed courses promote integration, and provide opportunities to marginalised groups. Rick joined the leadership team. He led a portfolio of growth and change initiatives to help realise their ambition of tripling in size by 2018.

Rick co-led a team of 22 to professionalise the operations and culture to enrol over 34,000 young people on [National Citizen Service](#) each year.

He built & led the [Step Forward](#) account management team of 12 to create modern apprenticeships for 18-19 year olds across London. The business model needed to be sustainable. Employers paid £12,000 per annum, from which the apprentices were paid a salary of £9,000. The remaining £3,000 covered the costs of on-site coaching, weekly off-site training, and administration.

As well as incentivising employers to take on young people, Rick's team worked with business leaders across a range of sectors to understand their current and future skills requirements, and adjust the training courses accordingly.

Rick coached rising stars in leadership and project management, and designed and delivered training events. He led the set-up of two new regional offices and developed plans to ensure continuity in the event of a major disaster.



*"Rick enabled us to shape and drive an enormous change management project to deliver ambitious growth targets. His impressive skills and insights, and ability to transfer essential tools & mindsets to colleagues, were underpinned by trusting relationships built through his expertise, openness, and humility. He ensured our values and mission as a non-profit organization remains at the core of what we do. I couldn't have rated Rick higher."*

**Rebecca Carter**  
Sales and Marketing Director

## Improved operations to provide over 200,000 young people with transferrable skills

The success of this programme is dependent on building a sustainable, large scale training operation for young people. Rick helped build one of the biggest in the UK.

Rick was seconded to the leadership team of the [Shakespeare Schools Festival](#) to drive growth and change. This arts / education charity engages pupils in their own development, and provides an impressive range of transferrable skills. There is a focus on disadvantaged groups, including the disabled.

Rick coached the CEO and Directors. Together, they transformed national operations, professionalised the culture and doubled in size. It is now the world's biggest youth drama event. Over 35,000 children from 1000 schools perform abridged versions of Shakespeare's plays in 160 theatres across the UK every October. More than 200,000 young people have taken part in the visceral and ambitious learning experience. 100% of Head Teachers report that participation has had a positive impact on their students.



*"Rick is a rare beast. We could easily have been swamped by our massive programme for growth and change - and our dreams could have been ruined. As it is, thanks to Rick, we are well on our way. He ensured that we implemented as much as possible of our plan as soon as possible. His no-nonsense practical approach, and ability to cut through to what needs to be done, was refreshing. The benefit to the morale of the organisation cannot be overestimated."*

**Penelope Middelboe, CEO**

*"Rick is a unique find - someone who excellently combines business acumen with social purpose. He has a wonderful balance of intelligence, integrity and experience. He challenged and supported us with patience, a positive attitude and never ending energy. His work had a truly transformational effect on the organisation and our staff. He inspires those around him and creates real results."*

**Bonnie Austin, Programme Director**

## Designed a business to improve healthcare and create jobs in rural Zambia

DFID's programme needs consultants who can help create private sector employment for disadvantaged people.

Rick joined EY's [Enterprise Growth Services](#) team to help entrepreneurs change lives in developing countries. [GlaxoSmithKline & Barclays](#) joined forces to improve access to 32 basic life-saving medicines in poor rural areas of sub-Saharan Africa.

The innovative, sustainable business model also prioritised local job creation. Rick designed the operations in Zambia. This project, along with his leadership role at the Shakespeare Schools Festival (above) earned Rick the UK & Ireland Advisory Award in 2014 for 'building a better working world'.



*"We will greatly miss Rick's passion, the quality of his work and the outstanding praise and feedback we so regularly received from his clients. His commitment and demonstration of our values have been second to none. He epitomises building a better working world".*

**Rob Atkinson & Dan O'Regan  
Partners**

## Designed and delivered training programmes for private sector organisations

DFID's relative priorities for the programme are clear. The vast majority of the £10m budget is expected to be spent on supporting private sector organisations with their training challenges.

It is crucial that consultants have hands-on management experience across a range of industries, and a track record of delivering market-led training programmes.

Rick has many years of experience in providing underprivileged people with transferrable skills. His highly-trained staff in Nepal were frequently 'poached' by other tourism businesses. Far from this being a problem, it created an opportunity to train more girls for long-term careers in a growing industry.

Rick has also designed and delivered training programmes for SMEs and blue chip, multinational companies. At KPMG, he personally trained over 200 staff in business consulting skills and was selected to improve teamwork across the whole London office. Rick also taught project management skills at an air conditioning business in Sweden. He was responsible for learning & development at [AT Kearney](#) (the sister company of McKinsey), and conducted skills-based assessments of candidates at [INSEAD](#).



*"The leadership team consider Rick to be a high calibre, high performing individual".*

**Gary McIlraith**  
Vice President

DFID expects most of the £10m budget to be invested in helping private sector employers with staff training



- Support to employers to train new and existing staff (72%)
- Employment-focused training and support to disadvantaged youth (20%)
- Technical assistance to improve national training systems (5%)
- Monitoring and evaluation (2.5%)

## Identified the skills needed to create a 30-year water strategy for Barbados

The programme needs consultants with the proven ability to deliver skills-related programmes in the Caribbean. Rick addressed critical skills gaps in the public sector in Barbados.

The Government was developing its strategic agenda. Ministries were planning long-term improvements to benefit the local population, tourists, industry and the environment. However, the much of the wide-ranging programme was dependent on having a sustainable water strategy.

The [Barbados Water Authority](#) was tasked with developing a comprehensive, integrated 30-year 'master plan' for water and wastewater. They needed a team of world-class civil engineers to deliver this critical strategy.

Rick worked closely with the senior management to develop the detailed terms of reference. He identified skills gaps within the existing workforce, and agreed the criteria for selecting the right external partners. He also supported funding applications for essential infrastructure projects with the [EU](#) and [CAF](#).



*"Rick demonstrated a lot of experience and a clear understanding of our needs from the start. He did tremendous work. His style was very cordial and it was a pleasure working with him. He could not have done more on this engagement."*

**Dr John Mwansa**  
General Manager, Barbados Water Authority

## Developed capacity, and delivered massive benefits and real change in the public sector

DFID is looking for suppliers whose capacity development efforts have resulted in tangible improvements to public services.

Rick has credibility and gravitas with public sector professionals. This has been earned by developing capacity, delivering measurable results and making real change.

For example, in the UK he led a team of ten that reduced government inventory by £270 million in 100 working days. This equated to delivering benefits to the taxpayer at an average rate of £338,000 per hour.

He has been featured in [The Independent](#) and interviewed on [BBC Radio 4's In Business](#) programme. He co-authored a book with London Business School and presented at [industry conferences](#). He lectured at [Cranfield School of Management](#) and the [IEEE](#).

He also advised the [Department of Trade & Industry](#) and the [Confederation of British Industry](#) on future sources of competitiveness for manufacturing.

## Brings skills and experience to help the right consortium to submit a winning proposal

The DFID 7774 contract could be worth £10 million over 5 years. At least sixteen respected organisations are competing for the work. Rick could help the right consortium to win the bid.

Rick understands DFID's objectives in the Eastern Caribbean, has a wealth of directly relevant experience, and gave a compelling response to their consultation questions.

He also understands DFID's underlying motives for selecting the 'right' supplier given [ICAI](#)'s assessments of other initiatives.

Moreover, Rick is professionally trained in sales and coaches colleagues in the 'science' of business development. He is an entrepreneur who has launched small businesses and led sales for large organisations.

His [proposal methodology](#) enabled the CEO of a charity to secure £250 million of funding over 3 years (the UK Government's biggest contract in 2014). He advised [SNV](#) on how to compete for work when automatic Dutch government funding dried up.

At KPMG, he led a successful £4 million bid with Rolls-Royce, and supported a successful £25 million proposal to the UK Government. He worked alongside the CEO of a \$250 million engineering company to launch a new business unit and win their first contract with Mercedes-Benz.

His techniques helped Atos' international development practice to win three new clients from the 4 bids he worked on.

## Offers a special blend of skills and experience to successfully deliver the programme

DFID is looking for a supplier to: engage with business leaders across four countries; identify employment opportunities in multiple sectors; agree a list of suitable roles for the target beneficiaries; clarify the skills needed to get these jobs; work with education partners to design appropriate training courses; deliver a mix of curricula for large numbers of students; help people make the transition into work; and, in turn, boost the economy of the Eastern Caribbean region.

This is a major challenge with very few precedents. Similar initiatives in other regions may have trained disadvantaged people, but they have rarely resulted in the growth or diversification of private sector industries. There have not been large numbers of new jobs, especially for the poor. Without wealth being created (and shared), poverty has not been reduced. Typically, these \$multi-million programmes have resulted in little or no measurable economic growth.

A lack of impact on successive programmes of this nature has raised questions about value for money. The poor return on taxpayers' investments has led to scathing newspaper headlines, Government inquiries and criticisms of donors.

The biggest and most common problem is a lack of active engagement of the private sector. This is usually due to widespread scepticism of the international development industry among business leaders, a lack of faith in the approach, and a shortage of credible consultants assigned to the programmes.

It is critical that industry-facing consultants are trusted by, and considered peers of, hard-nosed Caribbean business leaders. Rick's unique blend of skills & experience earns this credibility.

He has worked at senior levels in well-known private sector organisations (including the ones illustrated). Broad and deep management experience across industries and functions enables him able to speak knowledgeably with all kinds of employers. He is also a seasoned entrepreneur, who has actually run small businesses and created jobs.

Rick has designed and implemented successful growth strategies, and can empathise with employers' HR challenges. His hands-on experience includes organisational design, defining new roles, and hiring people with the required competencies. He managed professional development and capacity building. He can identify skills gaps, and design / deliver suitable training programmes.

Rick has worked with education specialists and training professionals to build large scale operations to up-skill tens of thousands of people. He has helped many into work, particularly for entry-level jobs

Rick has worked in comparable regions, and can 'get things done' in the Caribbean. He lived in one of the world's poorest countries for 8 years, and has deep insights on the life / work realities of the target beneficiaries. He has created and shared wealth to alleviate poverty, and been applauded for genuinely stimulating economic growth.

Rick's involvement could add a special ingredient that makes a major contribution to the delivery team's overall success.



Mercedes-Benz



GlaxoSmithKline



## A track record of delivering outstanding value for money

Rick is available immediately and keen to relocate to the Caribbean. His input could massively increase an organisation's chances of success for winning and delivering the programme. His rates are competitive, and his proven impact ensures exceptional value for money.