



David Gary Clifford

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ABOUT ME

Internationally experienced economic development, innovation and public-sector transformation specialist with more than 20 years' experience supporting governments, development banks, universities, public institutions and businesses across Europe, Africa, Central Asia and the Caribbean.

Founder and Managing Director of HelpUsTrade Ltd, an international consultancy supporting enterprise development, public procurement reform, digital transformation, innovation, monitoring and evaluation, trade development and institutional strengthening.

Career experience spans work with organisations including the World Bank, European Investment Bank, African Development Bank, Asian Development Bank, Caribbean Development Bank, Welsh Government, local authorities, universities and ministries of education, finance, economic development and public administration.

Recognised for combining strategic thinking with practical delivery, helping organisations improve productivity, strengthen governance, commercialise innovation, develop export capability, modernise procurement systems and implement technology-enabled transformation programmes. Former senior commercial leader within Welsh higher education, responsible for research commercialisation, government funding, strategic partnerships, enterprise engagement and institutional growth.

WORK EXPERIENCE

COMPREHENSIVE NEEDS ASSESSMENT & INSTITUTIONAL IMPROVEMENT PLANNING - LEAD FIRM - CAF - DEVELOPMENT BANK OF LATIN AMERICA AND THE CARIBBEAN / HELPUSTRADE LTD - 11/08/2026 - 25/06/2027 - BRIDGETOWN, BARBADOS

HelpUsTrade Ltd. (HUT) has been engaged to conduct a comprehensive needs assessment and develop institutional improvement plans for the University College of Barbados (UCB) technical and vocational institutions. Our core responsibility is to deliver a multidisciplinary, evidence-based consultancy that strengthens the long-term effectiveness, sustainability, and resilience of the TVET ecosystem.

Specifically, HUT is responsible for:

- **Comprehensive Diagnostics:** Assessing infrastructure conditions, environmental sustainability, operational functionality, technological readiness, and accessibility across all UCB sites.
- **Strategic Planning:** Prioritizing interventions based on health, safety, educational impact, and climate resilience, supported by a structured, phased work plan.
- **Operational Model Development:** Designing a framework for the future investment program, covering governance, implementation responsibilities, and monitoring systems.
- **Stakeholder Engagement:** Leading participatory consultations to ensure recommendations are institutionally grounded, inclusive, and operationally realistic.
- **Policy Alignment:** Synthesizing findings into a final Technical Education Strengthening Policy Concept Note, ensuring alignment with CAF's strategic priorities and Barbados' national development agenda.

MONITORING AND EVALUATION EXPERT - SENIOR CONSULTANT - GOVERNMENT OF GRENADA / HELPUSTRADE LTD - 03/03/2025 - 31/03/2027 - ST. GEORGE'S, GRENADA

Responsible for designing Grenada's national Monitoring and Evaluation Framework and the Grenada Integrated Monitoring & Evaluation System (GIMES), a **digital-first performance management platform supporting the delivery of the country's Public Sector Investment Programme (PSIP).**



The system is designed to monitor approximately 70–90 major government projects in real time, representing hundreds of millions of dollars of public investment from global sources, whilst improving accountability, reporting, risk management and evidence-based decision-making across government ministries.

SME ACCESS TO FINANCE AND ENTERPRISE GROWTH FOR THE BARBADOS STOCK EXCHANGE - LEAD FIRM - GOVERNMENT OF BARBADOS – 02/09/2024 – Current – BRIDGETOWN, BARBADOS

As lead firm, provided specialist support to initiatives designed to improve SME growth, investment readiness and access to capital.

The work focused on strengthening enterprise capability, improving business performance and supporting the development of mechanisms that enable **100s of SMEs** to scale and access wider financial opportunities.

ORGANISATIONAL PERFORMANCE, COMPETENCY DEVELOPMENT & CRISIS MANAGEMENT - LEAD FIRM - BARBADOS TOURISM INVESTMENT INC. / HELPUSTRADE LTD – 29/11/2022 – Current – BRIDGETOWN, BARBADOS

In the role of HUT Director, Clifford and 3 members of the HUT team were selected by the Caribbean Development Bank, in partnership with Barbados Tourism Investment Inc., to Enhance Barbados' Immigration Services through a sophisticated Monitoring and Evaluation Consultancy. The objectives of this consultancy is threefold:

1. **Performance Management Portal:** Development of a Comprehensive M&E Framework for the Barbados' Immigration Department. My responsibilities include:
 - a. Developing and implementing a **comprehensive M&E framework** and strategy to measure the achievement of project outputs towards achieving the expected development outcomes over the next 5 years.
 - b. Designing and implementing an **electronic Management Information System for M&E**, for which the consultant shall accord high priority to ensuring the sustainability of its operation.
 - c. Assisting the Government of Barbados in implementing **the system within the Immigration Department (ID)**, which would facilitate the overall evaluation of the project by utilising formative assessments derived from continuous feedback processes and summative assessments derived from specific testing exercises upon agreement to the system by stakeholders.
2. **Competency Framework:** Developing a Competency Framework for the Barbados Immigration Department in line with competencies across different job roles within the organisation and the government.
3. **Crisis Management Infrastructure:** Developing a Crisis Management application that facilitates proactive disaster and business continuity disruption planning, maximising organisational preparedness, and establishing protocols for organisation-wide responses to various business continuity risks and business disruption contingencies faced by the Barbados Immigration Department should either a natural disaster or human agent-originating threat to business continuity take place.

GLOBAL INNOVATION, INFRASTRUCTURE & PROCUREMENT ADVISORY - FRAMEWORK LEADER - EUROPEAN INVESTMENT BANK (EIB) / HELPUSTRADE LTD – 31/07/2021 – Current – SERBIA, GHANA, RWANDA, MALDIVES, MOLDOVA & GEORGIA

In the role of HUT Director, Clifford and HUT was **selected by the European Investment Bank (EIB) to participate in a 4-year Innovation and Competitiveness Procurement Framework Agreement to appraise, monitor, and evaluate EIB investments in the Education, Health, and Digital Infrastructure Sector globally**. In this role, at the time of writing (November 23), I am responsible, in collaboration with key HUT associates, for the management and delivery of a multi-faceted project in the Balkans and another project in Africa and Asia. These assignments include:

- In **Africa and Asia**, the EIB assignment aims to:
 - Provide specific procurement expertise to support the EIB Project Directorate's Health and Life Sciences Division.
 - Advise Promoters on international best practices in public procurement management, ensuring compliance with EIB guidelines.
 - Offer expert opinions on the quality and adherence of tender documents and procurement-related materials to EIB standards.
 - Monitor ongoing procurement processes to facilitate EIB's project procurement due diligence.
 - Assist in discussions with Promoters to establish or enhance external procurement support and strengthen overall procurement capacity in alignment with the Bank's Finance Contracts, and potentially extend support to other projects with similar legal frameworks or in response to the COVID-19 pandemic.
- In **the Balkans**, the assignment aims to:



- Providing specialised procurement expertise to the EIB Project Directorate's Education and Public Research Division and Digital Infrastructure Division.
- Advising Promoters via the EIB on international best practices in public procurement for timely and compliant contract awards.
- Offering expert opinions on the quality and compliance of tender documents, evaluation reports, and other procurement-related materials.
- Monitoring ongoing procurement processes to ensure EIB's project procurement due diligence.
- Assisting in discussions with Promoters to establish or enhance external procurement support, potentially involving international agencies or service providers, and providing general public procurement policy advice, which may extend to other regional projects with similar legal frameworks.
- The above assignments cover the following:
 - **Serbia Connected Schools, Rural Broadband and Education Infrastructure Projects** – supporting digital education, broadband connectivity and education infrastructure investment.
 - **Ghana, Rwanda and Maldives Health Resilience Projects** – supporting procurement for major national laboratory infrastructure, infectious disease testing and health system resilience investments.
 - **Moldova Regional Hospitals and Georgia Municipal Infrastructure Projects** – supporting procurement strategy, bidding documentation, bid evaluation, contract management and ex-post review processes.

BESPOKE LEARNING MANAGEMENT SYSTEM & WORKFORCE PROFESSIONALISATION PROGRAMME - LEAD FIRM - GOVERNMENT OF BARBADOS / HELPUSTRADE LTD – 05/09/2022 – Current – BRIDGETOWN, BARBADOS

Lead Firm responsible for the development and installation of a bespoke Learning Management System for the Barbados Immigration Department, funded by the Caribbean Development Bank through Barbados Tourism Investment Inc.

The LMS is designed to professionalise workforce training and development across the Department by creating a single digital platform to capture, manage and monitor staff learning, upskilling and training participation. The system links together BID's Competency Framework, Training Needs Analysis and targeted training programme, enabling management to track learner progress, evaluate training effectiveness and strengthen long-term organisational performance.

NATIONAL EDUCATIONAL QUALITY ASSURANCE AND AI FRAMEWORK (EQAF) - LEAD FIRM - GOVERNMENT OF BARBADOS / HELPUSTRADE LTD – 01/09/2025 – Current – BRIDGETOWN, BARBADOS

Lead Firm responsible for designing a national educational quality assurance, performance management and AI-enabled school improvement framework for the Government of Barbados.

The proposed system supports **149 schools, over 36,000 students, more than 3,000 teachers, and hundreds of educational leaders** and administrators through the application of quality assurance methodologies, predictive analytics and artificial intelligence.

EDUCATION ACT MODERNISATION & FUTURE EDUCATION POLICY REFORM - LEAD FIRM - GOVERNMENT OF BARBADOS / HELPUSTRADE LTD – 03/03/2025 – 02/10/2026 – BRIDGETOWN, BARBADOS

Lead Firm supporting the modernisation of Barbados' national Education Act as part of a wider programme of educational transformation.

The assignment examined how legislation, governance, quality assurance, digital technology, workforce development and institutional accountability could be better aligned to support a modern education system.

The work included legislative review, stakeholder engagement, policy analysis and the **development of a legal framework** which is designed to strengthen the long-term effectiveness, resilience and competitiveness of the national education sector for generations to come.

MONITORING, EVALUATION AND LEARNING FRAMEWORK - SENIOR CONSULTANT - SHETRADES / CARIBBEAN DEVELOPMENT BANK / HELPUSTRADE LTD – 03/03/2025 – 26/09/2025 – COVERING 19 COUNTRIES ACROSS THE CARIBBEAN., BARBADOS



Responsible for developing the Monitoring, Evaluation and Learning Framework supporting the SheTrades Caribbean Grow and Go Grant Facility across 19 borrowing member states in the Caribbean.

The programme supports **1000s of women-owned businesses** across the Caribbean through grant funding, technical assistance, business development support, and export readiness activities, helping female entrepreneurs strengthen productivity, competitiveness and international market access.

MID AND WEST WALES STRATEGIC CULTURE PARTNERSHIP - PARTNER FIRM - VARIOUS UNITARY AUTHORITIES / GOLWG / HELPUSTRIDE LTD – 04/05/2026 – 30/10/2026 – CEREDIGION, CARMARTHENSHIRE, POWYS, PEMBROKESHIRE, UNITED KINGDOM

Under the shared leadership model with Cwmni Golwg, HelpUsTrade holds the dedicated responsibility for leading **Workstream C: Evidence Gathering, Analysis & Strategic Coordination**. Drawing on your specific expertise, our core duties encompass:

- **Evidence & Needs Assessment:** Leading the collection of quantitative data (visitor trends, digital engagement, and environmental metrics) and qualitative insights across the four local authorities.
- **Methodological Frameworks:** Implementing advanced structural tools, specifically Root Cause Analysis (RCA) and the Balanced Scorecard (BSC), to diagnose regional participation gaps and map workforce requirements.
- **Policy Alignment:** Ensuring the Regional Cultural Vision strictly aligns with national frameworks, notably the Well-being of Future Generations Act 2015 and Welsh Government priorities.
- **Strategic Delivery:** Developing the measurement indicators, impact models, and delivery frameworks to ensure a measurable, practical strategy.

AFRICAN DEVELOPMENT BANK (ADB) - EXPERT CONSULTANT - HELPUSTRIDE LIMITED – 01/01/2023 – 30/06/2023 – WINDHOEK, NAMIBIA

In the role of HUT Director, Clifford was selected by the **Government of Namibia** to undertake a **Public Procurement Consultancy Service** for the development of a range of **Educational Materials for the Procurement Policy Unit (PPU) of Namibia**. I was responsible for:

1. **Development of Educational Materials:** The primary project goal was to create a comprehensive suite of educational resources aimed at enhancing services offered by the Ministry of Finance and Public Enterprises' Procurement Policy Unit (PPU).
2. **Development of a Public Education Strategy and Operational Plan**
 - a. Crafted a comprehensive marketing and communication strategy to engage the public sector and industry. This strategy included:
 - b. Creating an operational plan for sharing high-quality educational and animated videos, radio messages, and social media content developed during the project.
 - c. Developing a Trainer's Guide and Train-the-Trainers program to support a National Educational program and a National Communications Strategy rollout.
3. **Knowledge Exchange, Capacity Building, and Training of Trainers for PPU Staff:** Providing training to all PPU staff members on the new developments introduced during the project.

COMMUNITY REGENERATION, SOCIAL CAPITAL & WELL-BEING HUB TRANSFORMATION - LEAD FIRM - ST CATHERINE'S CHURCH / HELPUSTRIDE – 01/01/2024 – Current – SWANSEA, UNITED KINGDOM

Lead Firm supporting the transformation of St Catherine's historic church hall into a modern, multi-functional community hub designed to rebuild social capital, strengthen community resilience and improve well-being within a former coal and steel community in South Wales.

HelpUsTrade secured £millions from various funding sources including the Welsh Government, UK Shared Prosperity Fund, National Lottery and Benefact Trust, whilst providing strategic project leadership, grant acquisition, stakeholder engagement, financial planning, project management and organisational development support.

The project is transforming a century-old community asset into a sustainable hub supporting **47 community groups**, offering facilities for social prescribing, preventative healthcare, food security, community education, digital inclusion, volunteering, youth engagement and cultural activity.



The wider programme aims to reduce social isolation, improve community health and well-being, support integration of newcomers and strengthen long-term community capacity and cohesion.

EXECUTIVE DIRECTOR OF COMMERCIALISATION – UNIVERSITY OF WALES TRINITY SAINT DAVID – 31/08/2021 – 31/10/2023 – CARMARTHEN, UNITED KINGDOM

The Institute for Sustainable Practice, Innovation, Research and Enterprise (INSPIRE) delivers central support for innovation, research and enterprise to all academic departments across the University of Wales Trinity Saint David. As the University's Commercialisation leader and Head of INSPIRE my responsibilities include:

Strategy & Planning

- Direct responsibility for the strategic management of the University's INSPIRE function.
- Take the strategic leadership to articulate and develop an integrated commercialisation plan across the University's Institutes to build new, income-generating business opportunities.
- Ensure the INSPIRE agenda contributes to improving the resilience of the University.
- Develop a strategy for the INSPIRE function to meet identified income requirements.
- Develop and maintain an integrated plan that supports University strategy and organisational needs.
- Support Senior Management decision-making through well-evidenced advice and robust budget and resource management.
- Develop relationships with colleagues across the University to drive transformation.

Operational Management

- Direct responsibility for the operational management of the University's INSPIRE function.
- Horizon scan and disseminate information and intelligence in respect of non-core funding opportunities and income-generating business opportunities.
- Establish and maintain operational protocols to respond, reactively, and proactively to emerging income-generating opportunities.
- Contribute to the development of funded projects such as SMART Expertise, Knowledge Transfer Partnerships, etc.
- Ensure continuous improvement through developing and implementing effective systems and processes.
- Maintain added value partnerships with key stakeholders operating on the University's footprint to secure mutually beneficial opportunities.
- Define and report on appropriate service operation metrics, ensuring that policies and processes meet statutory and regulatory requirements, and leading on the development of new policies and processes to meet changing requirements.
- Plan and implement resource requirements to fulfil developed solutions.
- Lead on costing and financial control of developed solutions.

Resource Management

- Provide professional management, leadership, and development of the INSPIRE structure.
- Develop and maintain an appropriate organisational structure to fulfil current and future business needs and to enable teams to build capacity.
- Supervise recruitment, development, retention and organisation of all reporting staff in accordance with corporate budgetary objectives and policies.

Communications and Relationship Management

- Liaise with commercial and academic leads and associated staff in the University's Institutes.
- Create and maintain effective partnerships with external stakeholders.
- Contribute to client management activity.
- Collaborate with the Senior Leadership team to determine the priorities necessary to meet the overall goals of the University.

INSTITUTIONAL DEVELOPMENT AND PROCUREMENT TRAINING SPECIALIST - LEAD FIRM – WORLD BANK / GOVERNMENT OF AFGHANISTAN / HELPUSTRATE LTD – 30/09/2019 – 30/05/2020 – KABUL, AFGHANISTAN

Supporting the Government of Afghanistan (funded by the World Bank), the National Procurement Authority (NPA), the National Procurement Institute (NPI) professionalise their national procurement professionalisation activities. As lead consultant my responsibilities and duties included:

1. Educating all NPI staff on NPI's professionalisation strategy, operational plans, training certification mechanism, Monitoring and Evaluation Framework, amongst other things to ensure all staff are well aware of NPI delivery strategies and policies so that **10,000** beneficiaries across Afghanistan can be educated in public procurement.
2. Educating NPA/NPI staff on advanced bidding documents, bid evaluation techniques, public private partnerships, contract administration methodologies, selection of consultants, pre/post qualification techniques, use of policies in procurement, procurement planning, use of framework agreements/contracts, Electronic Government Procurement, Combatting Corruption, Sustainable Procurement, Procurement Risk/Quality



Management, Contract Management Techniques, Contract Pricing Models, Standard Bidding Documents, FIDIC Conditions of Contracts, and the Debarment of Bidders and Contractors.

3. Advising NPI on promotional activities; Advise how NPI should be represented in a range of media outlets; Advise how NPI market its services nationally and internationally; to assist NPI in the creation of various promotional material e.g.; program prospectus and brochures.
4. Advising NPI on how to track the progress of all training participants from the moment they register to the moment they graduate; mapping all the processes for NPI departments to help understand the workflows.
5. Advising NPI in the establishment and management of NPI's provincial offices ensuring its proper communication with the main office.
6. Advising in the design and development of NPI's eLearning platform that promotes the benefits of distance learning.
7. Advising NPI on library materials acquisition including online resources and assist NPI with library management.
8. Through NPI conducting procurement training classes for all stakeholders.
9. Providing Training of Trainers (TOT) to keep NPI trainers and Resource Persons up to date in line with emerging international trends (training techniques and procurement practices);
10. Assisting with the development of a national public procurement competency framework.
11. Developing a proper mechanism/guideline as how to attract, utilise and retain NPI resource persons including the required forms/contracts and compensation or incentive mechanism to keep them motivated to take active part in the training.
12. Advising on internal quality assurance mechanisms to help NPI maintain a high-level of standards in order to meet the criteria for partnering / affiliating with other global training institutions.

GOOSE: SME DEVELOPMENT & INTERNATIONAL TRADE - SENIOR CONSULTANT – EUROPEAN COMMISSION / CATALONIA TRADE & INVESTMENT (ACCIÓ) / HELPUSTRAD LTD – 30/06/2021 – 01/04/2023 – SPAIN, JAPAN, NORWAY, SERBIA, CHILE, COLOMBIA AND VIETNAM.

GOOSE (Generating international public procurement Opportunities for SMEs) is a 4-year project funded by the European Commission's Executive Agency for Small and Medium sized Enterprises. HUT has been commissioned by the lead partner to support the project on various key initiatives. HUT/Clifford will be responsible for helping European-based SMEs improve their capabilities, knowledge, and capacity to bid and win public procurement opportunities internationally. Countries targeted by GOOSE include **Japan, Norway, Serbia, Chile, Colombia** and **Vietnam**. **GOOSE will work with European SMEs across four thematic areas** these include: Green Economy; Smart Health; ICT; and Smart Cities. GOOSE consists of four project partners, which includes: Agència per a la Competitivitat de l'Empresa (ACCIÓ) - **Spain**, **Estonian** Chamber of Commerce and Industry (ECCI), **Flanders** Invest and Trade (FIT), and the Chamber of Commerce and Industry of **Slovenia** (CCIS). **For more information about GOOSE, please see: <https://projectgoose.eu>.**

INTERNATIONAL TRADE EXPERT - SENIOR CONSULTANT – TRADE PROMOTION AGENCY OF THE PRINCIPALITY OF ASTURIAS / HELPUSTRAD LTD – 31/12/2020 – 01/09/2021 – GIJÓN, SPAIN

In the role of Director of HelpUsTrade Ltd, I was responsible for supporting the Trade Promotion Agency of the Principality of Asturias, Northern Spain with the following:

1. Supporting Service and Manufacturing Companies in the region significantly improve their public tendering bidding skills nationally and internationally.
2. Delivering virtual tendering workshops to Service and Manufacturing Companies so that they can identify their own tendering weaknesses and shortfalls so they can improve their future success rates.
3. Delivering expert workshops to help SMEs from the Northern Spain compete for the European Union's NextGenerationEU fund, a temporary instrument designed to boost the recovery - this is the largest stimulus package ever financed in Europe.

INTERNATIONAL TRADE EXPERT - SENIOR CONSULTANT – ACCIÓ, GENERALITAT DE CATALUNYA / HELPUSTRAD LTD – 14/12/2020 – 01/09/2021 – BARCELONA, SPAIN

In the role of Director of HelpUsTrade Ltd, I am currently responsible for supporting the ACCIÓ, Generalitat de Catalunya, with delivering interactive workshops to regional SMEs on how to build a successful bid writing team; how to identify and remedy weaknesses in public procurement tenders; and how to win international contracts.

NATIONAL TRADE & TRAINING EXPERT - SENIOR CONSULTANT – VALE OF GLAMORGAN COUNCIL / HELPUSTRAD LTD – 31/12/2020 – 30/03/2021 – GLAMORGAN, UNITED KINGDOM



In the role of Director of HelpUsTrade, I was responsible for supporting the Vale of Glamorgan Council, Wales, UK with the following:

1. Educating SMEs, sole traders, and micro businesses from the Vale of Glamorgan on the foundational economy in Wales and the role public procurement plays in the development of a strong business economy.
2. Developing a Tendering Toolkit for Vale of Glamorgan SMEs interested in winning national and international public procurement opportunities.
3. Delivering a Tendering workshop for Vale of Glamorgan SMEs on how to identify and win public opportunities.

VIRTUAL REALITY PRODUCTIONS - OPERATIONAL DIRECTOR - MOTHER MOUNTAIN PRODUCTIONS / HELPUSTRADE LTD - 31/12/2018 - 30/03/2020 - MANCHESTER, UNITED KINGDOM

In the role of Director of HelpUsTrade Ltd, I am currently responsible for helping Mother Mountain Productions as Operations Director support Greater Manchester Police (GMP) United Kingdom with the following:

1. Using the latest Virtual Reality (VR) techniques (procedure and legislative) to radically transform hate crime training for all frontline / neighbourhood GMP officers.
2. Improving how Greater Manchester Police (GMP)'s responds to tackling Crime of Hate and Informing, educating, and improving empathy levels of beneficiaries.
3. Training 2000 GMP Officers so they are able to better handle hate crimes in Greater Manchester in a more empathetic / citizen-led approach.

DIRECTOR OF IMPACT & ENGAGEMENT (DOI&E) AND THE LAW SCHOOL'S DEPUTY DEAN - BANGOR UNIVERSITY - 31/12/2017 - 30/10/2019 - UNITED KINGDOM

As DOI&E Gary served on the Executive Committee of Bangor's Top 20 UK Law School as Deputy Dean, with primary responsibility for ensuring Bangor University's Law School achieved:

- a. The required number of Impact Case Studies for the Research Excellence Framework 2020 (REF) submission, including a world-leading public procurement case study that encouraged Public Procurer to transform their procurement practices;
- b. The two required Impact Case Studies that were evaluated as 'world-class' by an independent reviewer;
- c. A body of research that achieved 'real-world' outcomes for the School and the University.

PROGRAMME DIRECTOR - DISTANCE LEARNING MASTERS LLM IN PUBLIC PROCUREMENT LAW, STRATEGY AND PRACTICE - BANGOR UNIVERSITY - 31/12/2017 - 30/10/2019 - GLOBAL REACH

In this programme development role Gary was responsible for both the strategic and operational delivery of a Distance Learning Masters programme in Public Procurement. As part of this programme (that has been rated as 'world-class' by Cardiff University External Examiner Dr Sara Drake), Gary was responsible for recruiting executive participants and developing and delivering content on a wide range of topics, such as, '*Research Methods & Skills*', '*Procuring Innovation*' and '*Applied Procurement Research Projects*' (APRP). The APRP element of the programme is used to familiarise participants with a broad range of themes including Public Procurement Law, Strategy, and Practice. This programme is now attracting participants from around the world, and Gary's online lectures on '*Procuring Innovation*' and '*Applied Procurement Research Projects*' (APRP) now attract a global audience.

ESRC PROJECT LEADER (PROCUREMENT MODERNISATION ACCELERATOR) - BANGOR UNIVERSITY - 31/12/2018 - 29/06/2019 - UNITED KINGDOM, MALAYSIA, CANADA, NEW ZEALAND

As Director of ICPS at Bangor University, Clifford was awarded an ESRC Impact Acceleration Grant to find "procurement impact-winners" and accelerate the impact of their achievements to modernise procurement processes into both the procurement profession and amongst industry players, public bodies, civil society and government. For the "Procurement Modernisation Accelerator" project, he established links with the Malaysia Productivity Corporation, the New Zealand Dept of Business, and Canadian Federal Office for Small Business.

INTERNATIONAL TRADE EXPERT - UK PROJECT LEADER (PPACT) - BANGOR UNIVERSITY (CLIENT: EUROPEAN COMMISSION) - 31/12/2015 - 30/12/2018 - UNITED KINGDOM, SPAIN, ITALY, FRANCE AND IRELAND

In the role of UK Project Led at Bangor University, I was responsible for supporting the European Commission (COSME Programme) and project partners from Spain, Italy, France and Ireland with the following:

1. Building sustainable bidding consortiums linked to in one of five smart city sectors:
 - a. Waste & Water Management



- b. Technological Solutions & ICT
- c. Transport & Automated Vehicles
- d. Housing & Assisted Living
- e. Infrastructure & Energy Solutions
- 2. Identifying public opportunities linked the sectors above.
- 3. Helping business support organisations offer better, more sustainable public procurement services, including:
 - a. Information activities to guide SMEs in the understanding of the changes introduced by the new Directive (e.g. contract awards in small portions or lots) and of the country-bidding context (e.g. specificities that benefit/hinder SME access to procurement);
 - b. Training exercises to increase SMEs hands-on experience in tendering; mentoring services by experienced tendering professionals to help SME optimise their bids for cross-border contracts,
 - c. Coaching and partner search activities facilitating the creation of bidding teams; etc.

ORGANISATIONAL DEVELOPMENT, CHANGE MANAGEMENT, AND EXPERT TRAINER - LEAD/SENIOR CONSULTANT - EUROSUPPORT LTD / HELPUSTRAD LTD - 28/02/2018 - 29/09/2018 - KABUL, AFGHANISTAN

HelpUsTrade Ltd was subcontractor to Eurosupport Ltd. As project lead I was responsible for supporting the Government of Afghanistan (funded by the World Bank), the National Procurement Authority (NPA), the National Procurement Institute (NPI) professionalise their national procurement professionalisation activities. As lead consultant my responsibilities and duties included:

- 1. Developing a 5-Year Strategic and Operational Plan for the NPI;
- 2. Producing a National Certification Mechanism;
- 3. Providing a **Monitoring and Evaluation (M&E) Framework**;
- 4. Delivering an intensive Training of Trainer (ToT);
- 5. Capacity Building Programme for the NPI (in Dubai);
- 6. Hosting the NPI, and the National Procurement Authority (NPA) on a UK educational visit.
- 7. Drafting a comprehensive Public Procurement Training Curriculum Package for the NPI. The training package consisted of eleven (11) modules, spread over three levels of training, Basic, Intermediate, and Advanced along the desires and requirements of the Contracting Authority (NPI)

ESRC PROJECT LEADER (A CONNECTED LIVING) - BANGOR UNIVERSITY - 30/06/2017 - 09/2017 - UNITED KINGDOM

As Director of ICPS at Bangor University, Clifford was awarded an ESRC Impact Acceleration Grant to find "procurement impact-winners" and accelerate the impact of their achievements to modernise procurement processes into both the procurement profession and amongst industry players, public bodies, civil society and government. For "Procuring a Connected Living" he coordinated workshops with internet developers and "forward thinkers" to discuss issues pertaining to how the "Internet of Things" will influence procurement modernisation.

ESRC PROJECT LEADER (BREXIT & PROCUREMENT PLAYBOOK) - BANGOR UNIVERSITY - 28/02/2017 - 06/2017 - UNITED KINGDOM

As Director of ICPS at Bangor University, Clifford was awarded an ESRC Impact Acceleration Grant to find "procurement impact-winners" and accelerate the impact of their achievements to modernise procurement processes into both the procurement profession and amongst industry players, public bodies, civil society and government. For "BREXIT and Rewriting the Procurement Playbook" he investigated how BREXIT could impact on UK procurement law, and whether it would affect UK companies bidding for grants in Ireland, continental Europe, and vice-versa.

LEAD CONSULTANT - GWYNEDD COUNCIL - 29/02/2016 - 09/2016 - UNITED KINGDOM

In the role of Lead Consultant for Gwynedd Council I was responsible for:

- 1. Appointed to develop and present a lessons learnt report, that clearly defined the commissioner's role, the category management team's role, and in parallel, offer the Authority a vision for the future of procurement.

DIRECTOR OF PROCUREMENT WEEK - BANGOR UNIVERSITY - 28/02/2011 - 30/03/2016 - GLOBAL REACH, UNITED KINGDOM

Responsible for delivering an annual international event that explores and promotes global trade, cross-border procurement, public procurement and legislation linked to trading internationally. The public procurement event



attracted approximately 2500+ beneficiaries and 150 international speakers from 40+ countries specialising in the intricacies of public procurement.

UK PROJECT LEADER (TESLA) – BANGOR UNIVERSITY (CLIENT: EUROPEAN UNION INTERREG NORTH-WEST EUROPE) – 31/12/2012 – 30/12/2015 – UNITED KINGDOM, GERMANY, FRANCE, THE NETHERLANDS, IRELAND, AND BELGIUM

In the role of UK Project Led at Bangor University, I was responsible for supporting the European Union INTERREG North-West Europe (the Client) and project partners from United Kingdom, Germany, France, the Netherlands, Ireland, and Belgium with the following:

1. Appointed to work as part of the TESLA team and deliver a suite of tools to enhance the project partners' regional innovation ecosystems whilst supporting SMEs and Micro Enterprises secure new export markets across the EU.
2. Creating and delivered a suite of training materials that assisted 80+ SMEs improve their strategies of winning contract work abroad;
3. Managed a large number of 'Tender Clinics' and 'Business Engagement Event' within the UK and across Europe;
4. Monitored and analysed project budget and performance trends, whilst making recommendations to the Project Director (Based in Ireland) in order to control future costs and provide strategies for effective team management.

PROJECT MANAGER – BANGOR UNIVERSITY (CLIENT: EUROPEAN UNION INTERREG) – 31/12/2009 – 30/12/2014 – UNITED KINGDOM

In the role of UK Project Manager at Bangor University, I was responsible for supporting the European Union INTERREG (the Client) and project partners from Ireland with the following:

1. Appointed to manage the Winning In Tendering project and all its activities;
2. Developed new methodologies (based on EU/UK Public Procurement regulations) that helped assist public purchasers in Wales and Ireland professionalise their procurement approach.
3. Reduced personnel hours involved in both tender preparation & evaluation;
4. Generated efficiencies that helped attain faster bid evaluation times;
5. Ensured that higher-level/postgraduate procurement, tendering and supply-chain skills training was delivered to over **three-hundred small and medium sized enterprises and Public Officials** across the Ireland/Wales region.

LEAD CONSULTANT – GWYNEDD COUNCIL – 28/02/2014 – 09/2014

In the role of Lead Consultant for Gwynedd Council I was responsible for:

1. To present a detailed report, with a series of pragmatic recommendations, on the Authority should move forward with its future spending behaviour and performance in line with national and European legislation.
2. Assessing the Authority's current resource capacity and capability within the 'People' category.
3. Facilitating a number of change management workshops to share a range of options for the 'People' category of spend, whilst considering how this category would 'operate' efficiently in relation to the rest of the organisation.
4. Developing and running an innovative Simulation Game that gathered individual's perception, opinions, beliefs, and attitudes towards the future Governance and Process of Category Management within the Authority.

LEAD CONSULTANT – THREE NORTH WALES MUNICIPAL AUTHORITIES – 28/02/2014 – 09/2014 – UNITED KINGDOM

In the role of Lead Consultant for Gwynedd Council I was commissioned by Denbighshire, Flintshire and Gwynedd County Council to prepare a full Business Case to support/oppose the adoption of a sub-regional procurement strategy. Activities performed:

1. Preparing a full, 3-year Business Case, to support/oppose the adoption of a sub-regional procurement strategy in an attempt to reform Public Procurement across the region. This business plan included options linked to:
 - a. Creating the Governance Structure and the Process Management direction for all three Authorities.
 - b. Return on Investment (for example, the Savings Realised by the future Operating-Model)
 - c. o Public Procurement Training at a range of educational levels. For example, Undergraduate, Postgraduate, Chartered Institute of Procurement & Supply (CIPS), & non-certified training.
 - d. E-Procurement Implementation and Development (Hardware, Software and Training).



2. Analysing approx. £383m worth of annual public procurement spend across the three authorities. This involved analysing thirty categories of spend, and over 500,000+ transactions.
3. Generating a future procurement operating model in line with the organisation's values and policies. The envisaged model would utilise the benefits of purchasing goods, works and services via a structured Category Management approach.

LEAD CONSULTANT – WELSH GOVERNMENT – 31/03/2012 – 30/07/2012 – UNITED KINGDOM

I was commissioned by the Welsh Government to deliver three politically sensitive contracts. These bespoke pieces of work aimed to provide practical solutions to overcome specific national public procurement issues:

1. "EU Procurement Compliance and Regulations" - its legal interpretation and implementation across Europe.
2. "The role of a "National Procurement Ombudsman".
3. "The Quality of Feedback provided by Public Sector Purchasers" to Welsh SMEs.

PROJECT LEADER – UNIVERSITY OF WALES TRINITY SAINT DAVID (CLIENT: EUROPEAN UNION INTERREG) – 31/12/2003 – 30/12/2009 – UNITED KINGDOM

Appointed to manage a €900,000 public procurement project, that assembled a wide range of valuable information that enabled several hundred small, medium and large companies to overcome tendering knowledge barriers and vulnerabilities. The project was part funded by the European Regional Development Fund (ERDF) through the Ireland Wales Programme (INTERREG 4A). In conjunction with a private sector supplier, I was also responsible for undertaking the first all Wales national procurement spend analysis. This analysis provided detailed spend management information to public sector leaders to help all twenty-two Welsh Authorities with their business and procurement forecasting and future spend models in key spend category areas.

LEAD CONSULTANT – WELSH GOVERNMENT – 31/12/2007 – 30/12/2010 – UNITED KINGDOM

I was commissioned by the Business Procurement Task Force (via Value Wales) to research public sector pre-qualification procurement practices and the barriers that these practices present to SME's in Wales. The final report led to significant national impacts, which has since led to amendments to a number of National Public Procurement Policies. The publication made, in total, sixteen recommendations, all of which have been adopted by the Welsh Government between 2010 - 2016.

● **EDUCATION AND TRAINING**

31/08/2017 – 07/09/2017 United States

PROFESSIONAL CERTIFICATE: 'INNOVATION AND STRATEGY' Harvard University Division of Continuing Education

31/08/2016 – 07/09/2016 United States

PROFESSIONAL CERTIFICATE: 'CREATIVE THINKING: INNOVATIVE SOLUTIONS TO COMPLEX CHALLENGES' Harvard University Division of Continuing Education

28/02/2015 – 29/09/2015 United Kingdom

PROFESSIONAL CERTIFICATE IN LEADERSHIP Windsor Leadership Trust

31/08/2010 – 30/07/2013 United Kingdom

EXECUTIVE MBA (AMBA ACCREDITED) Swansea University

31/08/2009 – 29/09/2009 United Kingdom

PRINCE 2 PRACTITIONER (PROJECT MANAGEMENT QUALIFICATION) Office of Government Commerce

31/08/2000 – 30/07/2003

BSC COMPUTER SCIENCE Swansea University (UK)

● **PUBLICATIONS**



2020

A New Methodology for Improving Penetration, Opportunity-Visibility and Decision-Making by SMEs in EU Public Procurement

Author: Clear, S., Clifford, D. G., Cahill, D., & Allen, B.,

Journal: European Procurement & Public Private Partnership Law Review. 15, 2, p. 83 106 p

2019

Mapping the Effects of Brexit on Legal Education in Wales: Proposals for Addressing Students' Concerns

Author: Clear, S., Cahill, D. & Clifford, D.

Journal: The Law Teacher. 53, 3, p. 338-363

2012

EU Procurement Regulations, National Procurement Ombudsman, SME Feedback (Welsh Government)

Commissioned by the Welsh Government to deliver three politically sensitive contracts:

1. "EU Procurement Compliance and Regulations";
2. "The role of a National Procurement Ombudsman"; and,
3. "The Quality of Feedback provided by Public Sector Purchasers"

2010

Barriers to Public Procurement Opportunity for Welsh SMEs.

In 2010, Clifford pioneered research into the legal and risk barriers that inhibit SME participation in public procurement. This has had a transformational impact on 5 substantial non-academic communities: **SMEs** have benefited from improved access to public contract opportunities; **Local Authorities** have reduced procurer-evaluation hours and process times; the **Welsh Government** have implemented a Supplier Qualification Information Database tool improving tender-entry for SMEs; **Representative Bodies** (e.g. Confederation of British Industry) have extensively quoted our research findings to lobby Government to eradicate SME tendering barriers and our Tender Review Instrument has been adopted by **International Agencies** such as the Canadian Government.

● **LANGUAGE SKILLS**

Mother tongue(s): **ENGLISH** | **WELSH**

● **SKILLS**

Excellent knowlende of graphic software (Adobe Photoshop, Adobe Indesign, Adobe Illustrator) | Very good knowledge of MS Office (Outlook Word PowerPoint Excel) | Social Media/Social Network | research and analytics skills | Anaytical Thinking | Good listener and communicator | Project Development & Project Management | Organizational and planning skills | Team-work oriented | Decision-making | Responsibility

● **DRIVING LICENCE**

Driving Licence: B

Driving Licence: BE