

## CURRICULUM VITAE

**Name of Firm:** TRAINING SYSTEMS UG  
**Name of Staff:** Helmut NEUKAM  
**Profession:** Expert Management Training – Institutional Strengthening – Capacity Development  
**Date of Birth:** 1948  
**With Firm since:** 2012                      **Nationality:** German

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### Key Qualifications:

Comprehensive experience with regard to organisational development and design of organisational structures. Comprehensive experience in design, development and implementation of ERP-Systems (SAP R3/4.7) concerning project management and project controlling; Implementation of Document Management Systems (DCM) for project implementation. Extensive experience in human resource development strategies for power utilities in developing countries. Long-term experience in training management and training consulting for power utilities and other industrial enterprises. Extensive experience in designing, implementing and evaluating technical and vocational training courses as well as teacher training courses. Expertise covers development and management of training programmes, computer-based training and multimedia expertise.

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### Professional Education:

**1968 - 1972**      Diplom-Ingenieur (M.Sc. equivalent) Process Engineering, Technische Fachhochschule Berlin, Germany  
**1974 - 1976**      Supplementary studies in Economics, Fernuniversität Hagen, Germany

### Specialised Education:

**1964 - 1968**      Mechanical engineering journeyman, engineering company.  
**1978 - 1979**      Journalist on the technical magazine "**Maschinen Markt**".  
**2005 – 2006**      Coaching based on the so-called '**Streitberg**'-Model  
**2008 – 2009**      Computer Network Administration

## Countries of Work Experience:

Albania, Bangladesh, Bulgaria, Egypt, Eritrea, Gambia, Germany, Ghana, Indonesia, Kosovo, Libya, Nigeria, Oman, Pakistan, Romania, Rwanda, South Africa, Sudan, Thailand, Ukraine, Uzbekistan, Zambia

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## Employment Record:

- 2012 to date**     **TRAINING SYSTEMS UG**, Würzburg, Germany, Senior Consultant, Managing Director.
- 1992 to 2012**     **Lahmeyer International GmbH**, Consulting Engineers, Frankfurt/Main, Germany, Project manager Training for Thermal Power Plant  
and **UCI Utility Consultant International**, Frankfurt/Main, Germany, Head of the Human Resource Department
- 1985 - 1992**     **Nixdorf Computer AG, Siemens Nixdorf Informationssysteme AG**, Wiesbaden, Germany, Section Leader of Training Development and Training Materials Development Department
- 1983 - 1985**     **Self-employed**, Designer and Producer of training films, industrial video- production and TV-production for German TV-stations
- 1982 - 1983**     **Richter Druck, Main Post, Würzburg**, Germany, Newspaper Journalist, Group leader for advertising supplements
- 1979 - 1982**     **Vogel Verlag**, Würzburg, Germany, Engineer Magazine "Maschinen Markt", Editor, Head of "Logistics" section of the magazine
- 1972 - 1978**     **Dr. Ing. Vogel GmbH**, Schweinfurt, Germany, Head of Manufacturing Engineering Department, (construction business, pre-fabricated walls and windows)
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## Countries of Work Experience:

Abu Dhabi, Albania, Bangladesh, Bulgaria, Egypt, Eritrea, Gambia, Germany, Ghana, Indonesia, Kosovo, Libya, Nigeria, Oman, Pakistan, Romania, Russia, Rwanda, South Africa, Sudan, Thailand, Turkey, Ukraine, Uzbekistan, Vietnam, Zambia

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## Relevant Experience

**2014 – 2018**                      **Capacity Development Expert – Program Manager**  
**SAMARKAND SOLAR POWER PROJECT - UZBEKENERGO**  
**UZBEKISTAN**

Identification of key solar stakeholders and beneficiaries for the capacity development plans

Development and Implementation of an institutional capacity development plan for Uzbekenergo and key solar stakeholders and beneficiaries including relevant solar and scientific research institutes and government financial and technical agencies, academic institutions, local manufacturing industries, and local solar experts on solar power development and grid integration.

Capacity development activities covered technical, financial and economic, policy and regulatory, project development and financing, social safeguards, environment and emissions reductions, project management, and operation and maintenance including the following themes and topics:

**Responsibilities:**

Senior Consultant, Capacity Development Expert, Program Manager

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**2014**                                      **Capacity Development Expert**  
**IMPLEMENTATION OF A TRAINING NEED ASSESSMENT**  
**ZAMBIA – KAFOE GORGE REGIONAL TRAINING CENTRE**

Analysis of training performance, analysis of trainer capabilities, analysis of training marketing, recommendations with regards to extension the services of the training centre world-wide

**Responsibilities:**

Senior Consultant, Capacity Development Expert

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**2010 – 2012**                      **Project Manager**  
**IMPLEMENTATION OF A GEOGRAPHICAL INFORMATION**  
**DATABASE SYSTEM IN SUDAN**

Analysis of training performance, analysis of trainer capabilities, analysis of training marketing, Project Management for the development and implementation of a graphical information database system in the framework of an irrigation project for the DIU (Dam Implementation Unit) of Sudan.

**Responsibilities:**

Senior Consultant, Training Advisor

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**2011 – 2012**                      **Project Manager**  
**DEVELOPMENT OF A TRAINING STRATEGY IN THE FRAMEWORK**  
**OF A RENEWABLE ENERGY PROJECT IN GHANA**

Execution of a training need analysis for the Volta River Authority (VRA) and development of the according training strategy concerning the project support staff of VRA Engineering department.

**Responsibilities:**

Senior Consultant, Training Advisor

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**2008 – 2012**

**Project Manager  
IMPLEMENTATION OF AN ENTERPRISE-CONTENT-MANAGEMENT-  
SYSTEM (ECM) IN LAHMEYER INTERNATIONAL**

Project definition for an ECM (Enterprise-Content-Management System) as the future storage and collaboration tool for the international project execution of Lahmeyer International. Supervision of interviews, result presentation, definition of ECM, request for proposal (rfp), evaluation of bids and ECM implementation, provision of training for project managers and project staff.

**Responsibilities:**

Senior Consultant, Training Advisor

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**2009**

**Project Manager  
OUTSOURCING OF APPLICATION SERVICE PROVISION FOR THE  
ERP-SYSTEM**

Head of the Steering Committee. Request for proposal, bid evaluation and selection of the application service provider for the company's ERP-System (SAP/R3). Design of the service level and monitoring system for 400 users. Implementation of the according communication system for user support and application service provision.

**Responsibilities:**

Senior Consultant

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**2008**

**Organisational Analyst  
ANALYSIS OF THE HUMAN-RESOURCE-DEVELOPMENT  
ORGANISATION OF NAWEC – GAMBIA**

Comprehensive analysis of existing HRD activities in the Gambian power and water utility NAWEC and elaboration of recommendations for a market oriented HRD policy. Recommendations for an enterprise-wide data base as management tool for all human resource management and human resource development decisions. Development of the according functional specification and request for proposals.

**Responsibilities:**

Senior Consultant, Organisational Adviser

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2008

**Project Manager  
RE-LAUNCH OF THE INTERNET PRESENCE OF LAHMEYER  
INTERNATIONAL – GERMANY**

Selection of a CMS based Internet Scenario (TYPO3) as internal administration tool for actualisation and presentation, selection and organisation of contents, organisation and implementation of training measures for content editors, and ongoing overall responsibility for the entire internet presence of the company.

**Responsibilities:**  
Senior Consultant, Training Adviser

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2007

**Project Manager  
IMPLEMENTATION OF AN INTERNET-BASED DATA BASE  
(DOCUMENT MANAGEMENT SYSTEM) FOR THE NIPP PROJECT  
NIGERIA – NEPA NIGERIA**

Selection of the document management system according to the specific needs of the Niger Delta Power Project (8 gas turbine and combined cycle power plants – appr. 3,000 MW). Implementation of the workflow, data file name convention for mass upload procedures, and training of local staff. Mass data transfer and upload to the system in close co-operation with the system provider.

**Responsibilities:**  
Senior Consultant, Training Adviser; Trainer

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2006 – 2007

**Project Manager and Training Advisor  
SELECTION AND IMPLEMENTATION OF AN OFFICE  
COMMUNICATION SYSTEM FOR LAHMEYER INTERNATIONAL AND  
ITS SUBSIDIARIES – GERMANY, TURKEY, RUSSIA, ABU DHABI**

Supervision of external consulting services with regard to selection of the office communication systems (E-mail, virtual project platforms, documentation management system) and project management during the implementation phase

**Responsibilities:**  
Senior Consultant, Training Adviser; Trainer

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2005 – 2006

**Project Manager and Training  
DESIGN AND IMPLEMENTATION OF THE ERP-SAP-R3-SYSTEM  
FOR PROJECT MANAGEMENT AND PROJECT CONTROLLING  
WITHIN LAHMEYER INTERNATIONAL – GERMANY**

Design of new training modules after release change in 2005, and development of the entire documentation for different target groups (project manager, project controller and management staff)

**Responsibilities:**

Training System Analyst, Training Designer, Trainer

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2005

**Management Training Advisor  
MANAGEMENT TRAINING POWER GENERATION NEPA  
MANAGEMENT – NIGERIA**

Elaboration of a Training Evaluation System concerning Management Training carried out for NEPA management in the training environment of Lahmeyer International's headquarter in Bad Vilbel. Implementation of this Training Evaluation System on site in NEPA's headquarter Abuja and several NEPA power plants (Warri-Delta, Port Harcourt-Afam, Lagos-Egbin, and the hydro-power station Shiroro). Formulation of recommendations concerning improved future training programmes and know-how transfer measures within consulting projects.

**Responsibilities:**

Training Advisor, Training Manager

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2005

**Management Training Advisor  
MANAGEMENT TRAINING EVALUATION NEPA – ABUJA NIGERIA**

Design and Implementation of Management Training for members of NEPA headquarter and NEPA power stations concerning modern strategies and implementation of appropriate organisational structures for power generation, transmission and distribution within deregulated power sectors like in Europe..

**Responsibilities:**

Training Advisor, Training Manager, Management Trainer

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2005

**Organisational Advisor  
RESTRUCTURING OF POWER SECTOR  
KESH – TIRANA, ALBANIA**

Analysis of the existing organisational structures within the power sector (generation and distribution), elaboration of an organisational development concept in line with the ongoing restructuring process of the Albanian power sector, and recommendations with regard to necessary training strategies. Elaboration of staffing plans for the re-organised company units and general recommendations with regard to both, job descriptions and job specifications.

**Responsibilities:**

Organisational Development Advisor

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2005

**Project Director  
SELECTION AND IMPLEMENTATION REMOTE SERVICE AND  
HOSTING OF THE ENTIRE ERP-SYSTEM SAP-R3  
FOR LAHMEYER INTERNATIONAL - WORLDWIDE**

Elaboration of the Remote Service and Hosting of the ERP-System of Lahmeyer International and supervising the transition of the system to the hosting provider. Elaboration of the necessary information system between ERP-User community and the service provider.

**Responsibilities:**

Project Management

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2004

**Management Training Advisor  
MANAGEMENT TRAINING DEVELOPMENT AND TRAINING  
PBS POWER CO-OPERATIVES, BANGLADESH**

Design and Implementation of Management Training for members of different PBS co-operatives concerning modern strategies of power generation, transmission and distribution within deregulated power sectors like in Europe.

**Responsibilities:**

Training Advisor, Training Manager, Management Trainer

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2004

**Human Resource Development and Training Advisory Services  
MANAGEMENT CONTRACT ELECTROGAZ  
RWANDAN POWER AND WATER UTILITY ELECTROGAZ, KIGALI,  
RWANDA**

Organisational analysis of the existing organisation of ELECTROGAZ and elaboration of recommendations for organisational improvement, elaboration of job-descriptions for the entire commercial department of the utility and its implementation.

**Responsibilities:**

Human Resource Development Advisor, Training Advisor

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**2003**

**Human Resource Development and Training Advisory Services  
MANAGEMENT CONTRACT ELECTROGAZ  
RWANDAN POWER AND WATER UTILITY ELECTROGAZ, KIGALI,  
RWANDA**

Comprehensive investigations concerning the existing HRD strategy and training procedures of the Rwandan Power and Water Utility ELECTROGAZ. The assignment includes the preparation of an action plan to improve the HRD and training strategy in order to prepare the utility for future privatisation. The introduction of results led into a mid-term assignment of the advisor in 2004 to implement the recommended strategy, and to carry out extensive management training for local management of ELECTROGAZ.

**Responsibilities:**

Human Resource Development Advisor, Training Advisor, Organisational Advisor

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**2003**

**Project Manager and Trainer  
PROJECT MANAGEMENT TRAINING FOR MANAGEMENT STAFF OF  
CPPMB (CENTRAL POWER PROJECT MANAGEMENT BOARD),  
VIETNAM, CPPMB, Vietnam**

Design and implementation of an overall training programme for members of the CPPMB with regard to project management theory including training for a computer based project management system (MS-Project). The provided training includes all steps of project management, project evaluation, and project monitoring and project calculation. The programme includes guided visits to European Power Utilities with comprehensive practical training implemented by the concerned utility management.

**Responsibilities:**

Training Advisor, Trainer

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**2002**

**Project Manager and Trainer  
PROJECT MANAGEMENT TRAINING FOR MANAGEMENT STAFF OF  
CPPMB (CENTRAL POWER PROJECT MANAGEMENT BOARD),  
VIETNAM, CPPMB, Vietnam**



Design and implementation of an overall training programme for members of the CPPMB with regard to project management theory including training for a computer based project management system (MS-Project). The provided training includes all steps of project management, project evaluation, and project monitoring and project calculation. The programme includes guided visits to European Power Utilities with comprehensive practical training implemented by the concerned utility management.

**Responsibilities:**

Training Advisor, Trainer

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**2001**

**Training Advisor  
TRAINING IN POWER DISTRIBUTION AND TRANSMISSION  
ZESCO, Lusaka, Zambia**

Design and implementation of an overall training programme for project members of ZESCO (Zambian Energy Supply Corporation) responsible for the implementation of the Copperbelt Distribution Rehabilitation Project. Main topics of the programme dealt with the organisation of the power sector with regard to forthcoming liberalisation and privatisation. Further more the participants were trained in the field of project management and associated tasks like contract management, claim management etc. The programme also includes guided visits to German Power Utilities with comprehensive practical training in the field of operation and maintenance of low-voltage and medium-voltage networks carried out by the concerned utility staff.

**Responsibilities:**

Training System Analyst, Training Advisor, Training Co-ordinator, Trainer

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**2001**

**Project Manager  
TRAINING IN OPERATION AND MAINTENANCE OF COMBINED  
CYCLE POWER PLANTS NEPA, Abuja, Nigeria**

Design and implementation of an overall training programme for members of the technical management of NEPA (National Electric Power Authority). The programme mainly dealt with both operation strategies and maintenance strategies of combined cycle power plants. Furthermore the participants were trained in the field of project management and associated tasks like contract management, claim management etc. The participants also attended comprehensive computer training within different software packages like MS-Office and MS-Project. The programme includes guided visits to German Power Utilities with comprehensive practical training implemented by the concerned utility management.

**Responsibilities:**

Training System Analyst, Training Advisor, Training Co-ordinator, Trainer

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**2000**

**Project Manager  
TRAINING IN POWER UTILITY MANAGEMENT NEPA, Abuja, Nigeria**

Design and implementation of an overall training programme for members of the management of NEPA (National Electric Power Authority). Main topics of the programme dealt with the organisation of the power sector with regard to forthcoming liberalisation and privatisation. Furthermore the participants were trained in the field of project management and associated tasks like contract management, claim management etc. The programme also includes guided visits to German Power Utilities with comprehensive practical training of the concerned utility management.

**Responsibilities:**

Training System Analyst, Training Advisor, Training Co-ordinator, Trainer

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**1999 – 2000**

**Project Manager  
MARKETING STRATEGY MULTI UTILITY CENTER  
RWE AG, Essen, Germany**

Development and design of a marketing strategy for the newly funded sales organisation of RWE AG, the Multi Utility Center, and according design of a multi-media show for customer presentations and road shows in European countries. Additional elaboration of an interactive presentation module focussing on specific target groups.

**Responsibilities:**

Organisational Advisor, Trainer

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**1998**

**Trainer, Human-Resource-Development Advisor  
TRAINING DEVELOPMENT AND INSTITUTIONAL  
DEVELOPMENT Eritrea Electric Authority,  
Eritrea**

Investigation of the current institutional set-up of the Department of Energy of Eritrea with regard to the implementation of wind energy resources in the rural areas of Eritrea. Based on the findings a new organisation was recommended and implemented. According training was developed and performed for the staff of the Department of Energy and subordinated organisational units.

**Responsibilities:**

Organisational Advisor, Training Manager

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**1998 – 1999**

**Project Director  
TRAINING SUPERVISION AND ORGANISATIONAL  
DEVELOPMENT CONEL – THERMOELECTRICA, Romania**

Design and supervision of training concerning the implementation of both a new maintenance organisation and a new operation strategy for thermal power plants of Thermoelectrica's headquarters and several power plants in Romania. A major part of the project was the audit and benchmark of operational and maintenance performance of the exiting power plants of the

state owned power utility. In the final stage a computer-based maintenance information system will be implemented including all necessary training measures.

**Responsibilities:**

Project Director, Team-Leader

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**1992 – 1998**

**Project Director  
TRAINING ORGANISATION DEVELOPMENT PLN, Indonesia,  
West Sumatra**

Project Director for Design and Implementation of a training scheme and personnel-development-strategy within the training organisation of PLN, the state owned electricity utility of Indonesia. Supervision of a pilot project reduction of technical losses within the city of Bukittingi, West Sumatra. Additional support concerning training management, training administration and training optimisation. Design and Implementation of a training need analysis strategy, training evaluation system, and training marketing philosophy. Specification and erection of lab and workshops equipment for low- and medium voltage distribution training. Specification and erection of computer equipment for commercial training for administrative utility staff (Billing, Accounting, Metering, and Corporate Services).

**Responsibilities:**

Training Advisor, Training Designer, Management Trainer

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**1996**

**Training Analyst and Training Evaluation  
OPERATION AND MAINTENANCE TRAINING (2ND PHASE)  
Egyptian Electricity Authority, Egypt**

Comprehensive analysis of the Contractor's training carried out in the Contractor's country and on site in ASWAN Hydropower Station I. The assignment included the evaluation and monitoring of training on-site and at the Contractor's training facilities. In addition to that the Consultant elaborates comprehensive suggestions for training execution after the Contractor's leave.

**Responsibilities:**

Training System Analyst, Training Advisor

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**1996**

**Trainer, HRD Advisor  
MANAGEMENT TRAINING, ERITREA ELECTRIC AUTHORITY,  
ERITREA**

Implementation of management training concerning the development of a corporate culture for the Eritrean Electric Authority and organisational development for several departments of the corporation. Advisory services for the Ministry of Energy, Mining and Water Resources and its department of energy concerning a human resource development strategy for the subordinated energy and refinery corporations.

**Responsibilities:**

Organisational Advisor, Training Manager

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**1996**                      **Training Advisor, HRD Advisor**  
**TRAINING DESIGN, THAILAND**  
**Provincial Electricity Authority, Thailand**

Curriculum development for project management training of high-voltage design and erection projects within PEA (Provincial Electricity Authority), Thailand. Advisory services concerning the organisational structure of PEA due to project implementation and project evaluation.

**Responsibilities:**

Human Resource Development Advisor, Training Advisor

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**1995**                      **Training Advisor**  
**TRAINING DESIGN, BULGARIA**  
**Bulgarian State Railway, Bulgaria**

Development of a long-term training strategy for the Bulgarian State Railway Company in Sofia, Bulgaria, and advisory services concerning the selection of adequate training organisations for implementation of a broaden training project to strengthen the managerial and technical performance of the corporation.

**Responsibilities:**

Training Designer, Training Analyst

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**1995**                      **Training Advisor**  
**TRAINING NEED ANALYSIS, PAKISTAN**  
**Karachi Electricity Supply Corporation, Pakistan (KESC)**

Training-Need-Analysis on the computer department of KESC, Pakistan and recommendations for staff pattern. Implementation of several DTP-courses for KESC-staff concerning the economical department of the utility.

**Responsibilities:**

Training Designer, Training Analyst

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**1995**                      **Training Advisor**  
**TRAINING EVALUATION (1ST PHASE), EGYPT**  
**Egyptian Electricity Authority, Egypt**

Training-Analysis on technical and managerial training within Aswan I Hydro Power Station of EEA, Egyptian Electricity Authority. Organisational analysis for the Power Plant and recommendations for staff pattern within Aswan I HEPP..

**Responsibilities:**

Training Advisor, Trainer

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**1995**

**Training Advisor  
ORGANISATION ANALYSIS AND TRAINING DESIGN, THAILAND  
Provincial Electricity Authority (PEA), Thailand**

Analysis of the project management scheme for High-Voltage-Projects and Medium-Voltage-Projects within PEA Provincial Electricity Authority of Thailand and implementation of project management courses for PEA staff...

**Responsibilities:**

Training Advisor, Trainer

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**1994**

**Project Manager  
TRAINING QUALITY ASSURANCE, GERMANY  
RWE ENERGIE, Germany, Nuclear Power Plant Biblis**

Training-Analysis and recommendations for trainer improvement within the training department of the nuclear power plant Biblis (RWE, Germany)

**Responsibilities:**

Training System Analyst

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**1994**

**Training Advisor  
TRAINING STRATEGY DEVELOPMENT, GERMANY  
GKM, Germany, Mannheim**

Analysis of the training department of GKM-Power Utility and design of a strategy for training management and personnel development.

**Responsibilities:**

Training Advisor, Organisational Advisor

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**1993**

**Training Expert and Trainer  
MANAGEMENT TRAINING, UKRAINE  
Charkov Energo, Ukraine**

Management Training for key-personnel of Charkov Energo and members of the Ministry of Energy, Ukraine. Training Implementation for Power Plant Managers within several power plants of Charkov Energo.

**Responsibilities:**

Trainer, Training Advisor

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**1994**

**Project Manager**

**TRAINING AND TRAINING MEDIA ANALYSIS, VARIOUS COUNTRIES  
GTZ, Germany and abroad**

Media analysis and efficiency improvement for projects referring to the training of power station staff in Egypt, Indonesia, Thailand and Pakistan.

**Responsibilities:**

Training Media Analyst

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**1992 – 1995**

**Project Director**

**TRAINING DESIGN, DEVELOPMENT AND IMPLEMENTATION  
PreussenElektra, Hannover, Germany**

Design and Implementation of a training scheme and training strategy for a Computer-Based Management Information System for PreussenElektra (value about 2 Mio. DM), including training super vision, training evaluation and training modification.

**Responsibilities:**

Training System Analyst, Training Designer

**Languages:**

	<b>speaking</b>	<b>reading</b>	<b>writing</b>
<b>German</b>	mother tongue	mother tongue	mother tongue
<b>English</b>	excellent	excellent	excellent
<b>French</b>	fair	fair	fair

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