

CURRICULUM VITAE

Pearl Beverly Muir-Dlamini
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Personal Details

Gender: Female
Date of Birth: 10 October 1979
Place of Birth: Siteki
Marital Status: Married
Nationality: Swazi
Languages: English and SiSwati
Dependants: Two
Physical Address: Masundwini, next to Old Royal Residence

Tertiary Education:

Name of Institution: University of Swaziland (UNISWA)
Years in attendance: 1998 – 2003
Programme: Bachelor of Arts in Social Science (B.A.S.S.)
Degree Classification: 1:1 (First Class, First Division)
Majors: Statistics and Economics

University Achievements:

- **Sino – Swazi Friendship Award** (given to the most outstanding First Year Student in the Faculty of Social Science in the year 1998/9)
- **Capricorn Africa First Prize** (given to the most outstanding final year student in the Economics department at the graduation ceremony of year 2003/4)
- **Dean's Award** (given to the most outstanding final year student in the Faculty of Social Science at the graduation ceremony of the year 2003/4)
- **Vice Chancellor's Award** (given to the overall outstanding final year student in UNISWA at the graduation ceremony of the year 2003/4)

Post Graduate Qualification

- The following Post Graduate qualifications have been achieved;
 - Postgraduate Diploma in Operational Research from the University of Strathclyde in Glasgow, 2014
 - Senior Management Development Programme from University of Stellenbosch, 2015. I was awarded the "Best Student" Plate
 - Change Management APMG Accredited Practitioner 2013

- Change Management Advanced Practitioner, PROSCI, 2015
- PRINCE 2 (Projects In a Controlled Environment) Registered Practitioner, 2012 and re-certified in 2018
- P3O (Portfolio, Programme & Projects Management) Registered Practitioner, 2012
- Management of Portfolios (MoP) Registered Practitioner, 2015
- Managing & Tracking Projects using Microsoft Project 2010
- Diploma in Management Development from Maccauvlei Learning Academy

I am currently pursuing an **MSc in Operations Research**, distant learning at the University of Strathclyde in Glasgow.

Employment History

- ***Swaziland Posts and Telecommunications Corporation (May 20013 to January 2011)***

Positions held:

- Research & Development Officer
- Research & Intelligence Officer
- Business Intelligence & International Business Manager

- ***Swaziland Revenue Authority (February 2011 to date)***

Positions held:

- Audit & Investigations Manager
- IRAS (Integrated Revenue Administration System) Project Leader
- Director Programme/Projects Office (current post)

MAIN PURPOSE OF CURRENT JOB:

- Lead the development and management of the SRA portfolio of business transformation Programs/Projects, working closely with senior management and guiding them to make decisions that lead to fulfilment of strategic outcomes through the delivery of programmes, projects and key operational initiatives for the SRA.
- Provide consultancy services and technical support to SRA Senior Management on the pursuit for efficient revenue mobilisation through best practise methodologies (Project Management, Change Management, leading Change & Benefits Realisation Management)

aimed to transform the SRA operations and compliance culture, for the benefit of our employee and taxpayers.

- Assess implementation of the SRA's portfolio of prioritised strategic projects against plans approved by Management/Board/Ministry (SCOPE) to generate confidence that the programmes are being managed effectively and that they are on track to realize the expected benefits and achieve the desired outcomes, as well as corrective action where required

CURRENT KEY RESPONSIBILITIES:

No.	Key Performance Area	Input (HOW)
1	Portfolio Management	<ul style="list-style-type: none"> • Advise management in order to maintain a balance on the Portfolio “Triple Constraints- Budget/Scope/timelines” for the SRA portfolio of prioritised strategic projects, to ensure limited resources are channelled to high impact initiatives that will move the SRA towards attainment of its SRA objective and business outcomes. • Develop reports to inform prioritisation of programmes and projects in the SRA to maintain a balanced Portfolio • Develop and present strategic overview of programmes and projects under the SRA Portfolio, providing direction in the development of business cases, programme management and implementation up until benefits realisation. • Develop and present Portfolio Board reporting templates/tools for approval and adoption by the SRA. Also ensure compliance to these approved templates/tools thereof
2	Consultancy Services	<ul style="list-style-type: none"> • Develop, maintain and provide expert advice to the commissioning process whereby programmes and projects are added / deleted from the portfolio to achieve prioritised strategic objectives • Manage the handover of programmes to operational activities and knowledge transfer • Build a culture of adoption of best practice guidelines (tried and tested methods) to accelerate the transformation

3	Change Management	<ul style="list-style-type: none"> • Ensure Compliance to the SRA Change Management Framework • Development of SRA Change Management Strategy • Lead development of plans for attainment of Business outcomes and Change Management targets • Build the capacity of the Change Management Centre of Excellence team to provide expert and technical support • Facilitating Leading Change sessions for SRA Management • Lead and facilitate Change Management capacity workshops for all SRA staff • Ensure Benefits Realisation Plans for all strategic projects are in place and monitor its delivery • Develop annual Change Themes and further conduct annual change management assessments • Develop Brief to all staff on the Changes happening at the SRA
4	Best Practice (Transformation) Methodologies	<ul style="list-style-type: none"> • Identify, develop, simplify and automate appropriate tools and guidelines for the adopted best practice methodologies • Build the capacity of the Centre of Excellence team to provide expert and technical support on the adopted best practise methodologies • Build organisation wide capacity and buy-in for adopted Best Practice Methodologies through training, workshops and engagement sessions • Benchmark on relevant methodologies and or improvements that the SRA may need to incorporate in already adopted methodologies. Be in touch with the world latest methodologies.
5	Quality Assurance	<ul style="list-style-type: none"> • Define a quality management system and standards for the adopted best practice methodologies at the SRA being Projects, Programmes, Portfolio Management, Change Management, Leading Change and Benefits Realisation Management. • Develop and socialise compliance requirements, tools and guidelines for the adopted best practice methodologies • Carry out maturity assessments to measure the extent of adoption and test the effectiveness of the methodologies (Change Management Assessments, P3M3 for Project/Programme/Portfolio Management) • Monitor compliance to the adopted methodologies by project and programme management teams and report findings with recommended actions to Portfolio Board after sign-off by the Programme Boards.
6	Project / Programme Management Oversight	<ul style="list-style-type: none"> • Supervise all Project Managers assigned to SRA's strategic projects • Quality Assure if Project Managers are complying with Project Management methodology and adopted process which incorporates change management • Conduct monthly assessments to ensure that Project Managers comply to Enterprise Project Management (EPM) mandatory fields • Oversee the maintenance of a compliance dashboard for all projects / programmes • Assess implementation of all project against project plans to ensure incorporation of Change management and Benefits realisation priorities

7	Staff Management	<ul style="list-style-type: none"> • Manage Divisional budget and SRA Strategic Projects Budget • Monitor the provision of outputs of direct reports to ensure deliverables of the Division are met • Conduct performance reviews of direct reports and address areas of non-performance • Lead, coach and mentor direct reports to foster personal growth and teamwork • Address workplace conflict through the appropriate disciplinary procedures • Lead change by engaging with direct reports on the changes initiated at the SRA and make sure the case for change is clear. Address areas of resistance by providing coaching and have one-on-one sessions with affected staff. Provide Change Management feedback to HOD.
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PAST KEY RESPONSIBILITIES (PAST EXPERIENCE):

- **Business Intelligence & International Business.** Below were my major functions;
 - Research studies
 - Business Intelligence
 - Business/Revenue Analysis
 - Business Performance Reviews
 - Developing Sales & Marketing Strategies
 - Forecasting and Pricing
 - International Business
 - Handling negotiations with Operators like MTN
 - Interconnect Agreements
- I was also in the SPTC Tender Evaluation Committee from 2006 to 2010.
- **Projects Experience**
 - I have been involved in numerous projects at SPTC where I would represent the Sales & Marketing team. Below are projects that I have been involved in;
 - **Swazi.net Internet Café's Project team**
 - This project was for re-vamping the Swazi.net Internet café's. (new feel and look)
 - **ADSL Broadband Project Team**
 - This project introduced Broadband services in Swaziland, setting up the ADSL packages, launching the product, managing the Bandwidth
 - **Next Generations Networks (NGN) Project Team**

- This project delivered the “ONE” phone and data packages which were competing directly with MTN.
- **CDMA Warehouse Project Set-Up and Implementation**
 - Setting up the warehouse, agreeing on the design or outlay, supervising execution and running of the warehouse on an Acting basis.

Other Committees I am currently involved in:

- Tender evaluation committee for the SRA
- SRA Provident Fund: Chairperson of the fund

Social/Sporting Profile:

- Athlete from school: 100 meters & 200 meters from year 1994 to 1997
- Soccer Player for Ezulwini Sun Club : 1994 to 1996
- Joined Swaziland Boxing Association(SWABA)
 - Secretary for New Boys Boxing Club from 1996
 - Elected Secretary General in SWABA from 2003 to 2008
 - Swaziland Boxing Association Referee
 - New Boys Boxing Club Director from 2009
 - Secretary of SWABA Marketing & Finance Commission for 3 years
 - **SWABA President from 2011 to 2020**
 - Swaziland Olympic & Commonwealth Games Association (SOCGA) Board member from November 2012 to 2016 then I was elected the **Vice President of National Olympic Committee (SOCGA) from 2016 to 2020**
 - Board Member of African Boxing Confederation (AFBC) as the only Woman representative
 - Appointed Boxing Woman in Sports Commission members for Africa in 2018
 - I was the only female President in the Sport of Boxing in the entire World
- I lead TEAM ESWATINI as the Chef De Mission to the 2014 Youth Olympic Games which were held in Nanjing, CHINA
- I lead TEAM ESWATINI as the Chef De Mission to the 2018 Commonwealth Games which were held in Gold Coast, Australia
- Swaziland Olympic and Common Wealth Games Association – Lecturer for Sports Administration Courses Level 1 & 2
- Appointed Region 5 Woman Sports Leadership Programme Lead Facilitator
- I also conduct lectures for woman on “Leadership in Sports” from 2016 to date.
- Attended numerous training within sports e.g. First Aid training, Sports Marketing training, Sports Medicine etc

Personal Attributes

- Unique Personality
- Excellent interpersonal skills
- Strong Presentation & Analytical Skills
- Results & Deadline oriented
- Good communication skills
- Good time management skills
- Ability to work in a team
- Adaptability to any environment
- Ability to work under pressure
- Assertive
- Attention to detail
- Ability to learn fast

Computer Literacy

Proficient in Microsoft word, Excel, Power Point, Microsoft outlook, Microsoft Publisher, SPSS, Microsoft Access, Microsoft Visio and many software's such as the Microsoft Projects etc

REFERENCES

Mr. Brightwell Nkambule
Head of Business Strategy & Development
7606 3040
(Professional Reference)

Mrs. Nompumelelo W. Dlamini
Former Commissioner Domestic Taxes
76220002
(Professional Reference)

Mr. Patrick Muir
Former Principal Secretary, Minister of Education
7606 3706
(Family Reference)