

Warsaw, August 7, 2008

To whom it may concern

I hereby certify that Mr. Tomasz Szuba was employed by Andersen Business Consulting and subsequently Deloitte Business Consulting¹ on the position of senior consultant from September 1, 2004 until December 31, 2007. His major competencies and project responsibilities included the following: e-government, analysis and streamlining of processes and organizations, project management, financial management, budgeting processes, organizational international comparative, analysis, change management, HR – all of these primarily in public sector.

Especially for the most challenging and complex project for the Ministry of Information and Communications Technology in Jordan his work has been recognized and highly valued by the client who underlined his determination, professionalism, engagement and quality of work as well as his knowledge and understanding of public sector.

Mr. Szuba was also our counterpart and support during Andersen's Change Management Project at the Ministry of Finance in 2000/2001 in Poland, where he had been employed at that time. The purpose of the project was to prepare a thorough analysis of AS IS and recommendations for change in order to streamline the organization. He was Ministry's project manager and responsible for contacts with the team of consultants. We highly acknowledge his expertise, knowledge, assistance, and professionalism during our successful cooperation.

Below please find the list of major projects performed by Tomasz Szuba during his work in Andersen/Deloitte Business Consulting.

Social Insurance Institution (ZUS), Cost-cutting – Poland (April 2006 – February 2007)

Position: team leader

The project's aim was to perform cost analysis for the ZUS that would lead to cost reduction and to prepare a modern system of planning and cost control. The system was supposed to be in line with SAP. The analysis of types of costs was connected with analysis of structural arrangements.

Tomasz's major tasks included the following:

¹ in 2006 Andersen Business Consulting merged with Deloitte in Poland forming Deloitte Business Consulting. Thus Mr. Szuba was automatically transferred without change to the position nor the scope of responsibilities.

in line with SAP. The analysis of types of costs was connected with analysis of structural arrangements.

Tomasz's major tasks included the following:

- Identification and verification of major tasks performed by ZUS at the headquarters and branches in all 16 regions in Poland
- Preparation and verification of efficiency indicators for ZUS functioning
- Preparation of the system of constant monitoring of costs
- Preparation of planning system based on ABB and ABC methods
- Preparation of a new budgeting system based on the ABB and ABC principles

Ministry of Information and Communications Technology, 2nd Wave of the E-government Program – The Hashemite Kingdom of Jordan (April 2005 – July 2006)

Position: sub-team leader

The aim of the project was to select and analyze those public services that could be best candidates for e-services and thus be provided by alternative access and delivery channels. The key assumption was that those selected services were to have the biggest possible positive impact on socio-economic development of Jordan. The number of public services to analyze was starting from 400+, 75, 30 up to final 5. The lower the number of services the more thorough the analysis was. Each time a different set of selection criteria was used.

Tomasz's major tasks included the following:

- Selecting and analyzing public services in the defined portfolio (+400, 75, 30, 5)
- Developing and confirming the criteria for identifying, classifying, and prioritizing candidate e-Services
- Providing analysis of impact on processes, resources and structures of public administration by implementing selected e-services
- Performing part of study on expectations of key stakeholders for the e-gov program (questionnaires, focus groups, key national figures interviews)
- Preparing set of criteria to measure benefits from implementing the selected services in electronic channels
- Preparing bidding documentation for the final 5 public services to be implemented within the scope of the 2nd wave of the e-gov program
- Supervising preparation of legal analysis
- Performing stakeholders readiness assessment (organizational, technical, and legal)

European Commission, eEurope 2005 – Modinis Program – Poland (January-December 2005)

Position: team leader

Modinis was part of European Commission initiatives of „eEurope 2005” and „i2010 Information Society”. Major tasks of the Program were to gather examples of projects on e-government, share experience and good examples with people and institutions interested in e-government based on intelligent databases. Professional know-how, providing valuable information on egov, news, links and supporting constant transfer of good practices and educational experience were of key importance to the Program.

Tomasz's major tasks included the following:

- Identifying potential clients of the Program both in central and local public administration and to launch a PR campaign
- Monitoring best e-Government practices in Poland
- Collecting and disseminate of successful implementation cases for the eEurope 2005 Action Plan.

National School for Public Administration, Series of lectures on HR management in public administration, Poland (December 2004 – February 2005)

Position: team leader

The project consisted in preparation and delivery of a series of lectures on modern HR management in public administration. The lectures were presented together with workshops and case studies for year 2 students of the NSPA.

Tomasz's responsibilities included preparing necessary materials, co-lecturing and running workshops.

Please do not hesitate to contact me for any further information.



Artur Kaźmierczak
Director
Deloitte Business Consulting S.A.
Main: +48 22 511 08 11
Fax: +48 22 511 08 13
Mobile: +48 602 415 707
akazmierczak@deloitteCE.com