International Project Management & Business Transformation

Connecting business needs, people and delivery.

Selected experience in international projects, business analysis and organisational transformation.

EDPS · UN VOLUNTEERS · UNHCR

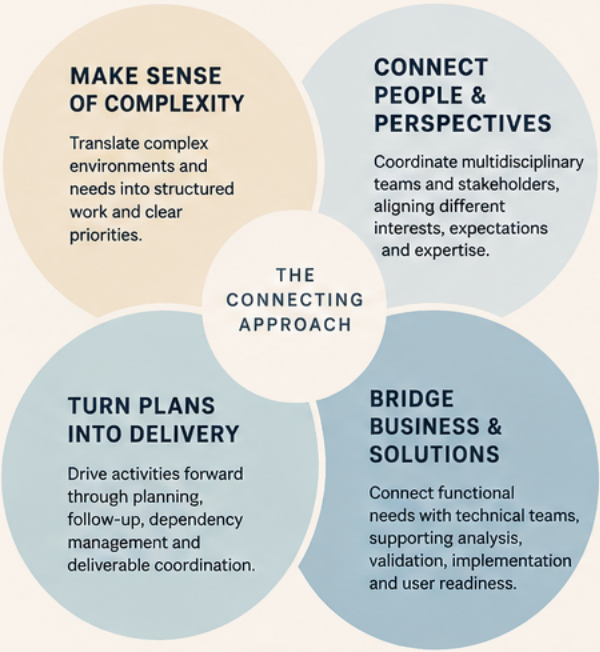
PROJECT DELIVERY · BUSINESS ANALYSIS · TRANSFORMATION



What I Bring

Complex projects don't move forward through tasks alone.

They require clarity, alignment, structured decision-making and someone able to connect the different moving parts.



> *My strength lies in connecting the dots — ensuring that people, objectives and activities move in the same direction.*

A Consistent Approach Across Different Environments

Three projects. Different challenges.
One connecting capability.



01 — EDPS

Institutional feasibility & strategic assessment

10	10+	50+	9	2
stakeholders	workshops	requirements	deliverables	teams



02 — UN VOLUNTEERS

AI-enabled recruitment & functional product

10	20+	40+	6
stakeholders	workshops	requirements	deliverables

10+	20+	2
user tests	users trained	teams



03 — UNHCR

Digital workplace & platform migration

10+	15+	60+	8
stakeholders	workshops	requirements	deliverables

10+	20+	3
user tests	users trained	teams

UNDERSTAND → **ALIGN** → **STRUCTURE** → **DELIVER**

Context & needs	People & priorities	Plans & solutions	Execution & outcomes

From a Complex Institutional Landscape to a Structured Assessment

Assessing the future direction of the EDPS Content Management System (CMS).



The challenge extended beyond comparing platforms. It required understanding institutional needs, existing capabilities, integration requirements, governance implications and the feasibility of different future scenarios.

FUNCTIONAL NEEDS

Requirements, workflows and capability gaps.

TECHNOLOGY & INTEGRATION

Platforms, interoperability, integrations and constraints.

CMS ASSESSMENT & FUTURE DIRECTION

GOVERNANCE & OPERATIONS

Ownership, sustainability, resources and dependencies.

STRATEGIC DECISION

Feasibility, trade-offs and long-term suitability.

OBJECTIVE

Build an evidence-based foundation to evaluate alternative CMS scenarios and support institutional decision-making.

End-to-End Study Delivery Leadership

Leading the day-to-day delivery of a complex feasibility study.

I coordinated project activities, stakeholder engagement, specialist inputs, timelines, analysis and deliverables from planning through consolidation and delivery of results.



PROJECT SCOPE	10 stakeholders	10+ workshops	50+ requirements	9 deliverables	2 teams

A Structured Comparison of Four Future Scenarios

Evaluating alternative options through a common framework.

Rather than assessing solutions in isolation, the study examined four alternative scenarios using a shared evaluation framework and multiple sources of evidence.

THE FOUR SCENARIOS

01 ARKCASE + ARES

02 LIFERAY + ARES

03 MODENA + COMPASS + ARES

04 CONTINUITY OF THE EXISTING FABASOFT ENVIRONMENT

A COMMON EVALUATION FRAMEWORK

- Functional suitability
- Governance
- Interoperability
- Usability
- Sustainability
- Feasibility & alignment

EVIDENCE-BASED ASSESSMENT

- Document review
- Stakeholder consultations
- Technical validation sessions
- Vendor demonstrations

> *The outcome was a structured understanding of the trade-offs between functional coverage, implementation effort, governance complexity and long-term sustainability — providing an evidence-based foundation for the institution's next steps.*

Making AI-Enabled Recruitment Usable

Functional design and implementation follow-up for AI-supported recruitment longlisting.



Recruitment processes involve handling large volumes of applications, understanding role requirements and identifying relevant candidate profiles consistently.

UN Volunteers explored an AI-enabled longlisting solution designed to support application handling and candidate matching while reducing repetitive tasks.

THE CHALLENGE

High application volumes
Large amounts of candidate information to review and process.

Recruitment requirements
Understanding job criteria and candidate profiles.

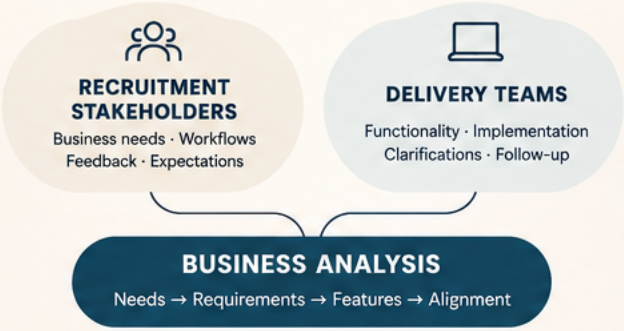
Functional alignment
Ensuring the tool supports the actual recruitment workflow.

User usability
A practical and intuitive solution for recruitment teams.

Connecting Recruitment Needs with Solution Functionality

As a Business Analyst and functional team member, I contributed to translating recruitment needs into functional requirements, user stories and solution features.

I participated in functionality discussions, prioritisation and solution-design input, helping align stakeholder expectations with delivery-team outputs and supporting implementation follow-up.



MY CONTRIBUTION

ANALYSIS
Translate recruitment needs into functional requirements and user stories.

PRODUCT INPUT
Contribute to feature definition, functionality discussions and prioritisation.

ALIGNMENT
Connect stakeholder expectations with functional scope and delivery outputs.

IMPLEMENTATION FOLLOW-UP
Support continuity between functional decisions and solution implementation.

> *My contribution was to bridge recruitment needs and solution delivery — ensuring that functionality, priorities and user expectations remained connected.*

From Functional Design to User Readiness

Functional design only creates value when it can be validated and understood by the people who use it.

I contributed to implementation follow-up, user testing, validation and user enablement, including prompting guidance, documentation, training and onboarding.

FUNCTIONAL DESIGN
Requirements, features and functional expectations.

IMPLEMENTATION FOLLOW-UP
Alignment between functional decisions and delivered solution.

TESTING & VALIDATION
User testing and verification of functionality.

USER ENABLEMENT
Guidance, documentation, training and onboarding.

PROJECT SCOPE

10	20+	40+	6
stakeholders	workshops	requirements	deliverables

10+	20+	2
user tests	users trained	teams

> *AI initiatives require more than technology. They need clear functional requirements, practical validation and user enablement to bridge the gap between a designed solution and its operational use.*

Transforming the Digital Workplace

Functional leadership for the transition from Adobe Experience Manager to SharePoint Online.



UNHCR's BRMS intranet migration involved transitioning from Adobe Experience Manager to SharePoint Online.

The challenge extended beyond platform migration. Business and user needs had to be translated into a coherent functional scope, covering information architecture, navigation, search, personalisation, content management, workflows and governance.

Adobe Experience Manager
Existing intranet environment

FUNCTIONAL TRANSFORMATION
Scope · Needs · Governance Alignment

SharePoint Online
Target digital workplace

TRANSFORMATION SCOPE

Information architecture
Structure and organisation of information.

Navigation & search
Findability and user experience.

Content & taxonomy
Content management and classification.

Workflows & governance
Functional processes and ownership.

Personalisation
Functional needs for tailored experiences.

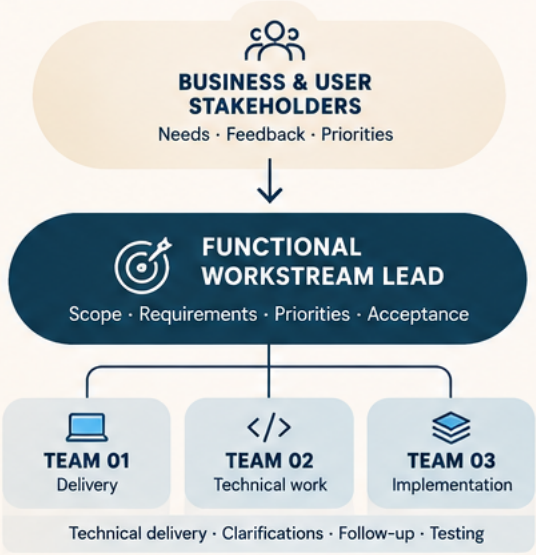
Accessibility & adoption
Usability and user readiness.

Leading the Functional Workstream

Translating needs into solutions, coordinating teams and driving delivery.

I led the functional workstream, translating business and user needs into structured requirements while coordinating technical teams around scope, priorities and delivery follow-up.

My responsibilities extended from functional discovery and requirements management to testing, validation and functional acceptance — ensuring that the delivered solution remained aligned with agreed business and user expectations.



MY RESPONSIBILITIES

Functional scope
Define scope, priorities and acceptance criteria.

Requirements
Manage requirements, user stories and business expectations.

Coordination
Coordinate technical tasks, priorities and delivery follow-up across three teams.

Quality & acceptance
Support user testing, validation and functional acceptance.

Change enablement
User guides, training and onboarding.

Delivery control
Keep scope, requirements, priorities and implementation aligned.

PROJECT SCOPE

60+	3	15+	10+	20+	8
requirements	teams coordinated	workshops	user tests	users trained	deliverables

> *Functional leadership is about more than defining requirements. It means keeping scope, priorities, teams and validation connected — until the solution meets the needs it was designed to address.*



Beyond Technology. Across Industries.

Bringing structure, people and delivery together in complex enviromments.

My experience across international projects has shaped a way of working that goes beyond technology.

Whether addressing institutional challenges, introducing new solutions or coordinating complex transformations, my focus remains the same: understanding needs, connecting people, structuring work and turning objectives into tangible progress.

These capabilities are transferable across industries and environments where collaboration, adaptability and structured delivery are essential.

WHERE THESE CAPABILITIES CREATE VALUE

INTERNATIONAL ORGANISATIONS

Institutional programmes, multidisciplinary projects and complex stakeholder environments.

TOURISM & HOSPITALITY

Operations, guest experience, service transformation and cross-functional coordination.

INNOVATION & TRANSFORMATION

New initiatives, process improvement, implementation and organisational change.

MULTINATIONAL ENVIRONMENTS

Cross-functional teams, international collaboration and delivery across cultures.

WHAT I BRING

STRUCTURE

Turning ambiguity into clarity.

COORDINATION

Connecting people, teams and perspectives.

ADAPTABILITY

Navigating different cultures, organisations and challenges.

DELIVERY

Turning plans into action and maintaining momentum.

Different industries. *One connecting approach.*

I bring a structured, collaborative and delivery-focused mindset to complex projects — wherever people, processes and objectives need to come together.