

Analysis

To the attention of:

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PROLOGUE

I acknowledge receipt of your letter of 5 January 2008 for which my thanks. I have to admit that I do not receive interesting letters like this every day.

I thought that such an expensive letter, sent by express courier, deserves an answer of equal value. I appreciate the splendor of the letter, but an e-mail would have been sufficient, cheaper, and would have conveyed more poise. There was no urgent and important information inside the parcel. In addition, you are only receiving an answer, one month and a half later. So, in terms of return on investment, the rush service was too much, in my view. Though, I thank you anyway.

I ignore the reasons why you wrote to me. Is the message of your letter a request, an action report, a decision or answer to something? It does not say what you expect me to do. However, the only new pieces of information in your letter that are of undeniable value are the grant evaluation procedure that you have clarified, the duration, and how awfully regretful I should feel about refusing Halla Angawi's courteous help to forward our proposal to other potential funders.

You have re-iterated this unsettling offer in your letter of 5 January 2008. I was perplexed to find it in a letter signed by the Managing Director of Kingdom Foundation. I find it irresponsible that you approve of the exposure to unknown risks of our project documents by Ms. Angawi.

May I remind you that your department has rejected the proposal on 19 November 2007? Negative decisions, like a declination of a grant have an absolute, definitive and legal value when they emanate from a foundation. My team and myself are technical people, so we have a very digital way of understanding instructions. One is yes and zero is no. I received a zero from you. The way I understand this in a fundraising action is that Kingdom Foundation is alas not interested our current programs.

Procedurally and technically, I am no longer concerned with your investigative grant giving procedures that you have explained in your letter, nor is it my problem how deadly long it takes to get an answer to the funding request. The situation is that I have received a clear and a despotic declination of the proposal. I cannot benefit from a grant to do our projects from Kingdom Foundation.

Because I might call on Kingdom Foundation again in the future with other developments, I thought it important to share with you some observations about your operation so that you can improve it by next time when you hear from us again. For now, I am dismissed by your operation, I feel free to share my observations about your way of working with me, which, I hope, will be helpful. The way you operate concerns me a lot because I think it is damaging the positioning of Kingdom Company as a whole and the image of a noble Arab foundation. The image you've projected for so far does not correspond with the image we have of His Royal Highness Prince Alwaleed bin Talal. My comments are to make you aware of this.

My objective with this present correspondence is to put an end to the ineffective communication between your offices and me. I wish to either receive focused information or nothing at all. In this document, I will tell you a little about my professional background. This will help you know who I am before addressing me any messages, and before making

any obscene suggestions about presenting my work to people in your network of contacts. I will also explain in details why I do not wish our project files to be forwarded to other “potential funders”. I will discuss CSR and your evaluation procedures as well, amongst other subjects.

MY PROFESSIONAL EXPERTISE

Ms. Angawi and you should have had a good look at my CV before the activation of your processes and procedures on the Aurum Helix proposal. I noticed that your operation never asked for the CVs in particular, but I conscientiously included them in the proposal, because it is standard information to any project file. You also might have done yourselves a big favor in reading and understanding the program proposed by Aurum Helix before the negative decision. But if forwarding without reading anything is how you work, then I am afraid you will one day attract international litigation instead of international projects for your boss.

In case you have not noticed, the functions that I covered for at least 10 years were management control functions, mostly in technology project environments and always in large corporations. Perhaps you are more familiar with terms like risk management, which is another term for management control? Let me explain:

A controller like me knows only two categories of people: the professional people and the unprofessional people, no matter what their titles, rank, or status are. Professional people create revenue, unprofessional people consciously or unconsciously create losses. The job of a controller is to be watchful of the economy of a project, a department or an entire enterprise so that it doesn't go bust. Information is the fiber around which the whole economy of an enterprise is woven. Business is information. Information is not only the essence of the whole project in the Aurum Helix proposal if you read it, but it is also the essence of the dispute between us. In my view, Ms. Angawi and you are damaging the invisible threads between Kingdom Foundation and the society and you are violating the knowledge and protection of information assets of Kingdom Company.

The job of a controller requires a thorough understanding of how an organizational structure functions (the fabric) inside a company. The controller studies the company from its strategic positioning in the market place, to its macro-processes, throughout its micro-processes, over the team structures, into roles and responsibilities, until the most inconspicuous interactions between staff members and with the customers. The behavior of the structure directly affects the product or service, the information and the related revenues of the company.

Companies invest in controllers when very large sums are at stake in the delivery of a new service or product. Controller means also that I am very watchful for what is performing and for what is suspect, for what could or will hurt the performance of the business. The Controller has to make sure that the processes and procedures are implemented and respected and that everything in the company or group of companies is orchestrated to the degree that the few words that are spoken by the receptionist contribute to the achievement of the companies' overall objectives. As a controller, when I assumed that loss would occur sooner or later, I performed internal audits. I ordained external audits as a preparation for legal actions when fraud, abuses or corruption cases have been located. I have no pity especially when other people's money or projects are involved, and I do not accept apologies, like you

try to make me do. The job doesn't read like this on my CV, because it is drafted in a friendly way. If you have a look now at my CV, you will understand better what I do.

The Difference between a Financial Controller and an Operational Controller

Historically, the role of a controller was purely of financial nature (accounting and statistics). The difference between a financial controller and an operational controller like me is that a financial controller only works with after-the-facts data. I call that working with "dead meat". In his or her work the profit or loss has materialized and is difficult to correct because the events took place in the past. A financial controller or auditor has to track down data to many years before to understand what has happened then. The only thing I would rather tend to backtrack is how certain employees got hired into a position, and question who brought them in, in the first place. That is more important to sanction than the loss that has already occurred. For me, financial audit is a very expensive nonsense especially after a massive fraud. The money's gone and an audit won't make it come back, but because the whole world still functions in the old way (back tracking data) for the moment, I am on my own with my opinion.

An operational controller of the new era, like me, works with dynamic data and experimental variables before the fact and tries to understand what is happening **now**. These variables permit to find fact-based patterns, to formulate apprehensions for future-based events, and to recommend measures in order to either force these patterns to produce profitable events or to remove them altogether. I work in the direction of Life. The only sense of Life is forward. So, my job is to make disclosures expected by the law and the profession. I denounce risks, and I may not deviate from this rule in work, even today.

Ongoing operational control is a combination of functions that are generally found in the young project management discipline and particularly in project leadership (social intelligence), budget control, planning and quality control, which are all future-oriented occupations. I made sure that I have done all of these before I thought of doing my own projects. I work thousands of times faster than a financial controller. Though, I use the reports from financial controllers or auditors to confirm my findings, to refine my research and also to direct my skill set. I am always still learning and studying. Once a month, I am being coached in new strategic techniques at ICA (www.icab.be).

I started this type of work in 1993 at Merck Sharp & Dohme. I amused my bosses, an American and a Scottish, who saw me struggling with masses of information to process in a very limited time frame. They didn't tell me how to work it all, they only told me what they wanted to have. That is how they developed my sense of judgment first, and then other things. I stayed with them until the end of projects in 1996 and in the most impeccable conditions that I have ever known working in a company. After that, I specialized in doing the same in the computer and software industry. I got hired by Deloitte Consulting to control partnership projects with brands like Siebel, Oracle, SAP PeopleSoft and (of course) MicroSoft. It was an impeccable environment with very high standards that make you understand why these top companies were top companies. It was great fun, hard work, some traveling, but not challenging enough because there were no problems.

Over the years I kept sharpening my planning and control skills. Today, I don't need masses of information, I don't need to be physically present inside a company to identify an

organizational problem and I don't need to see budgets and balance sheets. I only need a few clues. One tiny incident reveals the failure of an entire system.

I have worked with an approximate total of thirty companies, mostly as an external consultant (see credentials in appendix VI). With my skills, I helped resolve two major cases. I got fired twice. Ironically enough, the cases in which I got fired are the same cases that I resolved. I had indicated future sources of loss and legal trouble, and that is not always appreciated. In both cases, the improper conduct by management was the source of disaster. No matter how precise and well-documented I was, management thought they were playing it smarter by suppressing information about detected breaches or losses and feared that this would have an impact on the company's public image and on the share prices in the stock market. In both cases, the whole system was guilty of causing gigantic losses that eventually materialized after I was made redundant. In both cases, the public image got damaged and the share prices plummeted in the end.

In our case now, you cannot fire me. You already got rid of me. I have got nothing to lose, **you** have. Here are the shortened anecdotes:

One case was at a Dutch mobile telecom operator in Brussels where I warned for bankruptcy and where I spotted the culprit. It was my direct supervisor. He essentially blocked the project information flow to the hierarchy. He fired me because he imagined that I knew too much. After I was sacked, I prepared a report with my warnings for bankruptcy, I illustrated it with tangible cases of mismanagement, technical disasters, internal power struggles, and the intentional destruction of development projects by rivals, the high turnover of personnel, especially in the company-critical functions like software engineering, and the impact of all that on the suppliers and the customers. I sent it to the board of shareholders in Holland. A phone call from the chair confirmed that my report was exceptional in comparison with the fake figures they received. In addition to the report, I sued the Brussels' subsidiary, but the legal advisor of the Brussels subsidiary who didn't know that the shareholders were informed tried to bribe me to make me cancel the lawsuit "so that the shareholders won't hear about it". It didn't work. Consequently, the CEO in Brussels never learned about the existence of the lawsuit and he didn't know the board in Holland was informed, and that they know what is going on in his company. He kept the status quo within the increasingly unmanageable Belgian branch. He grew fearful for the very powerful clique of bullies in the technology department and indulged in their demands. The Dutch didn't take any actions until about a year after I got fired, when 'smelly dirt' began to hit the fan at the Belgian branch, and spouting out of the building windows, like brown foam...no end.

On one good day, a major supplier of leased fiberoptic land lines supplied an earthquake and made the entire Dutch operator collapse the same day. The supplier, who is also a Belgian mobile telecoms company, and a competitor of the Dutch mobile operator, ceased the court of Justice to enforce the shut down of the Dutch operator in Belgium. The Dutch operator didn't pay his invoices for leased lines for nearly two years and so he ordained the confiscation of the operator's assets. Proceedings at law had started immediately and the Dutch operator in Belgium received 72 hours to pay an invoice of 300 million Euros. There were no funds, no cash was available, nothing and all the banks refused to extend the already existing credits because the balance were very negative for years in a row. The same day when the news broke, more suppliers suspended their services to the Dutch operator immediately, engineering contractors started to flee, the labor unions started a strike, and the hardware suppliers came to recuperate the unpaid materials like servers and antennas, which caused the

mobile phone connections to drop in large parts of the country. A massive number of pre-pay customers began to change operators right away, and even the cleaning company supplied a minimal service until it gained clarity of the financial situation. It was just like the end of the world, in one day. Former colleagues reported parts of the story and other parts I read about in the newspapers. It felt like reading a comic strip. The supplier was actually looking to take over the Dutch mobile operator's network and clients for nothing.

The Dutch board, in The Hague (Holland) learned about the misfortune through the news like everybody else first and then through the CEO in Brussels. They requested a top law firm to do what they could to oppose the shut down by Justice. They tried to use the premise that the supplier never complained for two years about any non-payment. The bailiff rejected the premise as the responsibility for non-payment is at the client's end, and not the supplier's end. Now, the board in Belgium owed an explanation to the Dutch headquarters. The truth was literally squeezed out, but still drip dropped in incoherent pieces. At the very last minutes, right before the 72 hours term expired, The Dutch headquarters decided to inject a one and final 600 million Euros into its Belgian subsidiary. The famous invoice for the leased lines got paid with half the amount; the other half disappeared in a huge pile of other smaller invoices and litigation that have never been reported before.

Then the owner/major shareholder took action. He fired my former manager, his director and the CEO who protected all of them. Many high-up heads rolled in the finance department, the sales department and in the engineering department. The company had to cut two thirds of its staff to avoid bankruptcy. The new CEO was the founder of the Belgian branch and the largest shareholder. He found his baby in such a mess that it got him into hospital for months. Still, he insisted to correct the situation while recovering in the hospital. He kept meetings at a hotel across the hospital. Former colleagues kept me informed that the CEO learned about what was going on in a letter from some employee who got sacked. My report was the only clue he ever had, and on the basis of which he conducted investigative meetings. He never revealed the name of the reporting analyst to anyone. This new CEO, a young South-African billionaire, changed the name of the company and changed its services, and then sold his shares. I think he will never invest in Belgian people ever again. Though, he sticks around in Belgium and he kept his CEO-job in Brussels... because the diamond sector keeps him here, so I suspect.

A few months after he took office, he declared on the news that the company was on its knees two years before. He will remember me, his North-African sister who once helped him in his business. He is on my list as an investor to be approached in the context of the Aurum Helix projects and to make up for the economic loss that I underwent in his company, six years ago. I think the man is Jewish (his name is Miller). If he were a Muslim, I would already have approached him, and I will if I don't find a Muslim alternative. He loves technology, he loves diversity of people and he has always insisted on interracial tolerance, and if I didn't have a religion already, I would have taken his company values statement for my Bible. I have kept his booklet called "The Orange Values".

The other time I got fired was at a French software-consulting group where I worked as a quality project leader responsible for the ISO certification of the group and for the re-work of a new service product. The owners of the group, husband and wife, were respectively CEO and HR director. None of them had a software background. As soon as I started in that company, I immediately noticed the failures and I supplied corrections where I could. The bosses were happy. Though, there was too much work for re-structuring the whole thing,

even with all the means that I was given to recruit a team. It was a heavy monster that probably grew unstructured from the beginnings and became a time-consuming and money-hungry beast. The beast was obviously able to run during the good times. The bosses apparently knew that too, but they only decided to intervene when it was too late.

9/11 hit the planet. A couple of weeks after the event, the software business began to experience a slowdown. Industries were cutting costs and consultants were the first to go, like usual. My team of previously six people, got reduced to two people, myself included. Then the beast started to hobble. It wasn't light enough to adjust to the new reality of the economy. The owners decided to sell the entire group of companies and quickly found a buyer. When the news broke, the first thing that had hit me was that this company was turned in less than two years time from four original business units into a group of seventeen subsidiaries. It was originally a family-owned business and then it became a stock quoted company on Euronext and achieved the creation of the group like this. It was the most rapidly growing software consulting company in the whole of Europe. For a while, the name of the company became a stock market index for the information technology sector on Euronext Brussels. In 1999, the CEO was even elected "Manager of the Year" by a Belgian business magazine. Yet, he and his wife were already looking to sell the group hardly 18 months after the acquisitions.

As a quality controller, I was not impressed by this publicly well reputed company. I judged that there were only three of the seventeen branches that were performing to standards and that all the other branches, especially the ones they bought from others, were undiluted garbage. So, I recommended to the board to narrow down the scope of ISO certification to the three best branches, one in Brussels, one in Paris and one in Luxembourg. These branches obviously had the best portfolio of clients. The rest of the group was not certifiable, and thus not sellable. The meeting escalated between the board and me. "You can't talk like that about our company", the owners said. "Of course I can, you hired me for the quality, not for the quantity!" I replied. They were looking at the size. I was looking up against traveling just me with another consultant to ISO certify fourteen brothels of which the majority was in the arrogant country called France. I preferred to be home.

It was tense for weeks on end until the finance director advised the owners to shut down the unproductive branches with huge losses. He had the figures black on white. They were the same branches that I had indicated. Then the board changed its attitude towards me. How did I know? Well, one explanation is that I was trained by corporate America and not by the French. Meanwhile, I thought about ways to allow the company to use one certificate for the whole group and I suggested that "perhaps through service contracts between the best and the weaker branches, the weaker branches can benefit from the certificate of the best branch." I advised them to accept 10 % of something, which is better than 100 % of nothing, and to save the cost of certification for the other branches, expensive as ISO certification is. The commercial director found the idea refreshing, he was happy for his branch (more clients). Only because he was happy, the owners decided to appreciate and support this idea and followed my advice, but they didn't forget that I said their group was crap. So, they let the legal advisor sort out the contract aspect, and they let me get this ISO certification and embellished the bride with it.

In a private conversation, the finance director (a Belgian) expressed his sympathy for me, and his antipathy for the owners (French) whom he called "opportunist" and not real business people. The technical director (a French), with whom I had an affinity because his wife is

Algerian, once invited me in his office and made me giggle with his the comic incidents he had with the CEO. He advised me that “if you have an argument with a colleague and you wish to see the CEO about it, don’t go first, make sure you go last... With him, it’s always the one who leaves his office last who is in the right.” He cautioned me that “the more you do good and sincere work, the more the CEO thinks that you do everything to make him look stupid... and especially because you are young woman”. I fell off my seat. The whole of France is like this CEO.

The CEO couldn’t make me do worse. As soon as the ISO certification was done and delivered to his office in a golden frame by the accredited certifying company, I received my notice with immediate effect. The finance director also received his notice the same day, but he had to stick around for another three months. All this because the buyer (also French software company) started an audit to assess the value of the group so he can be in a better position to negotiate with the sellers (owners). While I was quietly packing up my stuff, the receptionist called me up to say that the buyer was in the reception area. *“He came to do an audit”*, she said. She ignored that I was fired. “Tell him to wait five minutes”, I said and hung up. I took the backdoor. Audits are never announced. The buyer was asking to get screwed, and I was glad that I was not part a gigantic set up.

I do not remember the exact astronomic price that the owners asked for and received. What I do remember is what former colleagues told me some eight months later. The new owners began to find “dead bodies” in the drawers of the finance department, putrid litigation files that were still open in the legal department, spooky clients in the commercial department of some branches, and everything that made them realize that they were not only crooked, but firmly rolled. Rrrolled over back and forth in the flour like sausages.

On the radio, I learned that the previous owner-CEO and former “Manager of the Year” got sued at criminal, civil and commercial court. He had to refund some 15 % of the sales value to the new owners, which probably corresponded with the original investment value of the group. 15 % is a lot if you asked for hundreds of millions of Euros. 15 % is the price of his arrogance. I would have asked for a 70 % of refund. He might as well have sold the business for one symbolic Euro. As the wife had made a major investment in the (difficult) crystals industry with the money they earned from the company sale, they had no liquidity to pay the fines with. So, the husband, who had hoped to retire, found himself job hunting like a college graduate to pay the fines and began selling some of the real estate he had in the Provence (South of France). The former “Manager of the Year” is ruined. That is what you get when you play with other people’s belongings, be it money or projects.

The achievement that I am proud of is that the branches that I re-shaped and certified in the shortest time were bought over by Cap Gemini directly after the take-over and for a terribly good price. Cap Gemini is a prestigious French multinational consulting company. Some of the prestige they inherited from this Moroccan girl, who remained in the shadow. Some of the setback has got to do with my femininity in 98.5 % male environments, where dismissals and non-recognition are simply part of the game. Even inside Europe it is still rare for women to apply for jobs in the technology sector, and most of the time it is because of fear of technology itself and also of male competition. I went inside no matter what only for the knowledge. I went out to look and learn things with which I can push my country forward. I was not planning to keep working with people who understand five or ten years later what I am telling them today. It was high time I took care of my own people’s prestige. What I am

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able to do for the French and the Dutch, I better do for us, and this is the original idea behind Aurum Helix.

I have developed my own techniques over the years and it works. I call these Helician Sciences, a science by Aurum Helix. We are aiming at finding ways to reduce the time factor in risk management to a minimum. The best way of achieving this is to do up-front what financial controllers normally do afterwards, when possible. My purpose is to develop helpful software that enables system weaknesses to be highlighted before the related potential problems are reflected in the performance, and that enables the remote control of entire groups. This in combination with the experimental variables that I use and an innovative recruitment system (value-based or based on the integrity of people) that I enclosed in the Aurum Helix proposal, should dramatically minimize economic risks and maximize the confidence of investors and the benefits.

I go a little further, I can bring companies ahead of competition with that, and my project is all about this. I want to elevate the Muslims with that, if I am given a chance, and bring us decades ahead in time. However, if it takes me too long to get where I want to be with the Arabs, then I will apply for American goodwill.

Honesty in business has to be the base line for good controllers. However, even after years of experience in fraud cases, fraud still amazes me every time I discover it. Every time I wonder “how is this possible?” “Why don’t people simply do their jobs?” The job of a controller must be one of the most difficult in the sense that as a controller I am almost always the first one to discover a fraud, and therefore every time the only one to witnesses. Nobody can help me find clues for something that only I see. When situations like that arise, I am always strained by the tragedy to denounce or to close my eyes. If I close my eyes and a scandal arises, I am fired for incompetence. If I denounce, people who don’t share my viewpoint fire me too or people who feel threatened in their responsibility or in their selfish interests as you see from the anecdotes. This is the reason why I developed a method with experimental variables. My technique is beyond Corporate Social Responsibility.

In the proposal that I sent, I have insisted on new skills and talents. This is one of them. The new generation of businessmen and women that my system will produce for globalization is going to be shaped to operate this way and much better. If I didn’t know how to assess companies or projects, I would not have proposed to Kingdom Holding the take over of European SMEs.

I am using my skills today to audit prospect partners (mainly suppliers of services) when they have an unclear strategy for themselves or unclear objectives, and also when I suspect an inadequacy to help Aurum Helix achieve its objectives in an optimal way. You will find the cover sheet of one audit report for a university (Université Libre Internationale) in my proposal, part I, page 19. The audit reports always contain advice on what needs to be improved in the context of the partnership and before the conclusion of any partnership contract. This is how I impose standards. The advice is optional for the partner to take or to leave. When they take it, then Aurum Helix will do what she can to make her partners succeed along with her. When they don’t take it, then the partnership is canceled.

Before I started my dealings with any foundation, mid 2006, I first tried to understand how they work. Between 2003 and 2006 I went to learn more about charities and foundation at the nearest foundation center’s library (<http://www.efc.be/>). I checked out the fiscal, legal and

economic framework of foundations, the different types of foundation structures, and the social role. Apart from some differences in the fiscal and legal framework, everything else is pretty the same for most foundations in the world. Now, I am using everything I know about corporations and foundations to clear the incidents between us.

Now, I hope, you have a good idea about who I am and what I am capable of doing. I hope you understand that my type of control has nothing to do with the control of cattle, which is what you do. You want me to jump, when you tell me to jump. You throw elusive “food” to make me follow your instructions with your beautiful letter. So, let me put my management control’s hat on. I will walk you through your own operational fog, and give you a free demonstration of my type of control.

CRITERIA FOR AUDIT

I take your letter of 5 January 2008 as a starting point and as the basis for the analysis and for the assumptions that follow. Your 150 \$ letter was very neat. Honestly, it is a beautifully structured text body, in very nice font, and printed on letterhead paper from the Kingdom Foundation, which is of fabulous touch and feel, and the English is impeccable, very distinguished and simply superb. I should feel honored, and in a certain way, I do. Your elegant letter means to symbolize discipline, transparency, dominance, power, authority, leadership and above all, capital. You have arranged it all in a neat framework of an apology to show that you are civilized and well bred. It looks like it is saying “there are no irregularities, everything is under control”.

This piece of evidence is exactly the clue that prompts a controller to begin digging. Your operation produced a series of injustices, and you stoically declare that “everything is normal” with your letter. I happen to be one of those people who have to see beyond façades, I have to help companies avoid the buying and selling of illusions, those bubbles, unlike you expect my buy into your fluff. You *decide to write an empty letter*, but I truly wish your efforts were more directed in *getting serious things done*. Do you see the contrast in the type of action that you take and should take? That is what an operational controller looks at, it’s the serviceability or lack of it. I have the feeling you are more a declaration-oriented person, but not an action-oriented person. I assume you sell foam in all directions.

ASSUMPTIONS

Making assumption is a ‘must have’ skill for a controller. It is a right and an obligation to project possible scenarios to resolve a problem. Scenarios help narrowing down the research of a case until the truth becomes obvious. Assumptions definitely sound pervert, biased and are hurtful. To avoid prejudice, the mapping of the scenario below has been based on existing overt and covert clues, which you will find in the analysis starting from page 15. The clues are supported by documents that emanate from the Kingdom Foundation.

An assumption is not a judgment and does not make any person guilty. On the contrary, assumptions allow the preparation for defense against the allegations. In other words, they help you save face.

Scenario of the Mechanism

It is assumed that the Kingdom Foundation management and staff are involved in a parallel business system, which is run alongside the regular proposal evaluation procedure. The hypothetical objective of the parallel system is to forge proposals and to re-route the funds towards a different destination than what is expected by the grant-seeking agent. In French, this is called a “carrousel”, it is the recycling of documents. The system works as follows:

The grant seeker is requested to fill out an application form and is expected to submit the proposal to a defined staff member at Kingdom Foundation. In the application form the questions pertaining to the identity of the project originators, like the CVs of the project team that will carry out the project, are omitted. It is assumed that the intention is to forge this aspect of the proposal.

The application form also omits every question pertaining to the visibility of Kingdom Foundation through the public manifestation of the project partnership, on how the sign of Kingdom Foundation would be used in the marketing strategy and in the publicity. It is assumed these elements have been intentionally left out so that any possible verification by the Kingdom's media communication department, on whether the project ever started, is eliminated.

So, the grant seeker sends the application to the Kingdom Foundation in the belief that he or she will be treated fairly.

It is assumed that the Kingdom Foundation staff performs a systematic rejection of any incoming grant application. The rejected proposals are then forwarded to an external gang that forges the details of the authors and inserts (new) CVs and other information to lead the funds towards themselves and not towards the original applicants.

It is assumed that the project plans in the proposal are literally taken away from the original owners and sent back into Kingdom Foundation under a different identity, different team members, and different everything that makes it look remarkable and fresh.

The projects themselves may never see the color of daylight. It is assumed that the only thing about any proposal of interest for the foundation's staff is presumably the amount requested. Perhaps the proposals with the large amounts have more chance of being first rejected and forged than smaller and cheaper projects. The funds end up altogether somewhere else than where they ought to be, eventually in the pockets of the gang. A few members of the gang simply come to work every day at Kingdom Foundation, no sweat.

It is assumed that between 6 to 9 months or even more is needed to transform the original proposal, depending on the complexity of the proposal. This is the estimated duration to change the CV's (the need to forge the appropriate profiles), to re-arrange the names of locations, the schedules, the budgets, small bits here and there, and other bothersome details.

Once that is finished, the gang sends in the grant application containing a project proposal that looks freshly arrived from the people who will execute the project. The foundation staff activates the regular “investigation and evaluation” procedure. A “final report with recommendations” is issued immediately and submitted as fast as possible for approval to the Executive Chairman of Kingdom Company.

Like any top executive of the Chairman's rank, he must have higher priorities at the Kingdom Holding business end, and less time for the Kingdom Foundation's sagas. For this reason, he hired in people to whom he entrusts the control of the foundation. He has no other choice but to believe in the efforts and the recommendations of the Kingdom Foundation's staff. In all logical circumstances, the Executive Chairman willingly approves a grant for the unknown external parties, who actually are related in some way to his staff in the foundation.

By approving these grants, he passively participates in the declination of the grant for the people that actually deserve to obtain the grant, but who have no relations with the Kingdom Foundation. Because he has no knowledge or control of the real procedures at the Kingdom Foundation, the Executive Chairman may find himself sustaining poverty, instead of supporting the underprivileged of his country. He might be supplying financial aid to people of means, including possible rivals for him, through his own foundation. As the proposals come from the general public at large, nationally and internationally, the Executive Chairman does not know who is who anyway. So, for the foundation's staff, it's no big deal changing around a few "small" details. After all, the foundation's funds represent a tiny drop in an ocean of wealth.

Afterwards, the Kingdom Foundation staff sends a grant approval letter to the people that it knows and, perhaps – if they have not done so at the start - also a small condolence letter to the artificially defeated people that they don't know, but who have worked out the projects. They hypocritically use words of commiseration, as if the negative decision was beyond their area of command, insidiously insinuating the idea that His Royal Highness decided so.

In the analysis below, the external people who are known to the Kingdom Foundation staff are referred to as the "potential funders", or "Angawi's network of contacts" or the "potentially interested organizations".

It is also assumed that rejections are forged, just to keep the necessary budgets available for the purposes of the impostors. If they need more budgets, they will simply eliminate some proposal and arbitrarily send out refusals to proposals that the Executive Chairman will never hear from, like it was almost the case for the Aurum Helix proposal, shouldn't I have broken the glass ceiling.

The assumption that the forged proposals are used for attracting funds from other sources than Kingdom Foundation is not excluded.

These are the assumptions that have guided me throughout the analysis.

ANALYSIS

The efficiency of entire companies, departments and projects are best controlled on the basis of processes and procedures and the financial results. I am happy that you touched a word about your processes and procedures in your letter of 5 January 2008.

It sounds like you are in a start-up phase yourself if you say in your letter that your operation is “*stating new procedures for grant application*”, on page 1, § 2, line 6. What you are admitting is that you have failed in the design of your department’s processes and procedures. They are supposed to make a business run smoothly, but in your case there is a stop. Something is not moving. I have experienced it myself. Here are three examples:

First of all, a decision was taken on 19 November 2007 by your operation to stop the grant procedure for Aurum Helix. An e-mail was issued by Ms. Angawi to notify the termination. That decision is an equivalent to the end point in your evaluation procedure in your letter, which also ends in a decision. In your letter you stated on page 1, § 4, line 8, “*A final report (...) is then submitted to HRH Prince Alwaleed Bin Talal for a decision*”. Apparently the Chairman of Kingdom Company is the judge. Was it the Chairman’s decision to completely reject our proposal on 19 November 2007?

Then why did Ms. Angawi bother me afterwards with new e-mails, and why do you spend your executive time writing an expensive overnight-delivered letter to me of which the purpose is unclear? If your operation has declined the proposal on 19 November 2007, then why do you spend a 150 \$ on express courier service by Aramex for Aurum Helix?

Secondly, in one part of the letter, on page 1, § 3, you stated that the electronic files (that I have sent to Ms. Angawi’s e-mail address) have been deleted. This was done because I requested that in an e-mail. Hence, if you don’t trust Ms. Angawi to have the electronic files, why do you trust her to evaluate the hard file, as you stated a little further on page 1, § 4? Why did you delete the one and not the other? Why didn’t you delete both?

Thirdly, In your letter of 5 January 2008 on page 2, § 1, line 2, you stated “*When Kingdom Foundation does not fund a project, Kingdom Foundation staff very often offer to connect applicants with potentially interested organizations*”. This is contradictory to what you said on page 1, § 4, line 3, “*I will forward your proposal to Ms. Angawi for evaluation*”. Why would you forward the proposal for evaluation to your staff when Kingdom Foundation does not fund a proposal, and when it was rejected?

How come that your department’s decision has evolved from an absolute rejection into a submission under the condition to be a registered non-profit. Your operational communications are disorderly, contradictory and full of half yesses and half nos. This, is no longer philanthropy, I call this politics. Aurum Helix is a non-political organization, it is clearly stated in our values statement, so I refuse to cooperate with you in that sense.

In corporate language, this situation is called an organizational dysfunction. An organizational dysfunction is a systemic disorder of mental origin. It is a disorder that affects the organizational structures. The question is what or where the origin is of the disorder, and this analysis will help us find the answers. You, as the Managing Director, have allowed a dysfunction to happen, and forcibly once you begin with creating a dysfunction, then all the

events and responses that follow are condemned to be dysfunctional too. That is your absurd situation right now.

People, like myself, who are knowledgeable in computer technology, see dysfunction faster than people who have no knowledge in technology do. We know how the mind functions, or should function, because we deal with the artificial mind the whole day. 18 years ago, I studied COBOL (IBM-language), for example. It is an outdated modular software programming language for robotics and for automation systems in business environments. Software is a series of procedures. When you have dysfunction in just one procedure, the whole program crashes. It is the same with people, teams, departments and companies.

You have used your processes and procedures (or a lack of the same) to defend your situation in your letter. It surprised me that, as a Managing Director, you discuss your processes and procedures with me. They only concern your department's productivity and are normally not shared with the external world, but obviously you don't know that.

STRATEGIC PLANNING

Before you can think of any processes and procedures, you first have to have a vision for your department and get your departmental mission straight. You should ask yourself: "where do I fit in the whole of Kingdom Company?" Once you know that, then you begin with defining and understanding your role and responsibilities. Only afterwards you develop a macro process, and then the micro processes that help you build a structure for your team. Then you carry out your procedures. Of course, if hidden objectives overshadow your real departmental objectives, then you will never be able to understand your departmental mission and you will never get your processes and procedures right. You demonstrate the existence of hidden objectives in your letter and in your previous operation's communications.

Departmental Objectives

Generally spoken, your department's objective would be to incorporate CSR measures within the company and to make CSR profitable. This means that you should generate business opportunities for your company through activities that better the society. You need to understand your companies' customers, market dynamics and competition. This is the minimum, and that is already a lot if you can do that.

Sadly enough, you don't seem to covet CSR much because you didn't make any reference to CSR anywhere in your communications, nowhere in the application form and not in your letter too. Then, what kind of proposals do you expect from the public? What kind of grants do you give and how can applicants apply for that grant if you don't specify any? How can you force and expect CSR compliant proposals from grant seekers if your application form is not geared towards fulfilling your business objectives while creating social benefits? You will find the analysis of the application form on page 37.

I have submitted a CSR proposal, it is not because of your application form or any of your documents, but because I have done my homework. CSR is a two-way street, it's a give and take program, a win-win game. Win-lose games, that is what your application form and your procedures are adjusted to. You will find more comments about the procedures on page 18.

The objective of your department is not to be a support center for other funds. Though, you are making it your departmental objective if you suggest forwarding our files to “potential funders”. You will read more about the forwarding incident on page 23, 34 and 41.

Your Role

1. Your role is to be a broker between the external grant-seeking agent and the philanthropist HRH Prince Alwaleed bin Talal, and to provide him reliable information for decision.

You have changed your role because you changed your departmental objective. There is enough evidence that your objective is to be a broker between grant-seekers and other “potential funders” (see page 23 and 37). I thought that Kingdom Foundation was a private foundation depending on a holding. “Holding” according to the dictionary means whatever falls in your hands is not released. Your operation does the contrary, it delivers to someone else documents that were sent to keep for Kingdom Company. Your operation provides reliable information to other “potential funders”, and presumably unreliable information (like forged proposals) to His Royal Highness. The “forwarding” incident is illustrating the way you run the Prince’s holding (page 40-43).

2. Your role is to distinguish business-critical from non-business critical CSR funding priorities, and holding-compatible and non-holding compatible investments.

You obviously have a hard time doing this because your service rejects CSR funding propositions systematically and within the hours after receipt. That is how you distinguish business critical from non-business critical funding priorities, leave alone the rest. More about the rejection on page 22 and 39.

If you were screening efficiently, you would not need to complain to me in your letter about Kingdom Foundation being “*inundated with proposals on a daily basis*”, on page 1, § 2, line 3-4. I am happy for you and I hope you inundate your Chairman with the same proposals. Find out more about your performances from page 46 to 49.

CSR is about goodwill and integrity. It is a strategic behavior to make things happen successfully. Your operation does everything to make nothing happen (see page 45).

Your Responsibility

Based on the above objectives, you should enhance the company’s image through CSR and to make sure Kingdom Holding becomes a top CSR company in the world. You are responsible for implementing corporate governance measures to limit risks, if you know where to find those risks. You are also responsible for implementing an ethical code of conduct within your company. For this, your behavior needs to be CSR compliant first, and then you teach by example. That is called “leadership”. It would be great if you could be a leader for the Saudi women with CSR. Before you could be any CSR yourself, you should first be ashamed of yourself. The limits of your type of leadership are discussed from page 43 to 45. Your range of influence on your staff is discussed in the People section on page 28.

You are charged with finding the appropriate proposals that fit the CSR objectives of your company, with working out strategies to attract appropriate proposals to Kingdom, and with going out in the world and bring back projects that fit your company’s objectives. Your

responsibility also includes attracting donations with those projects. Your responsibility should also include helping grant-seekers in developing proposals that fit your CSR purposes and to train your staff in the same. According to the assumptions on page 12, you only know how to help yourself.

Does this sound like you, or not? I don't think you ever helped anybody develop a proposal unless you re-organize someone else's proposal for yourself or for Ms. Angawi's "potential funders", who probably need funds from Kingdom Foundation themselves. If Ms. Angawi says in her e-mail of 20 November 2008 "*I will, in further correspondences with other organizations, stipulate that no informal organizations will be considered from the start*". There is a high probability that these «other organizations» don't have money and don't exist. This is all analyzed in the next section.

Your responsibility does not include the declination of any CSR project (page 22 and 39). Your responsibility is not to sit on proposals for six or nine months. It is also not to wait for the perfect proposal, with all the attachments included, to knock on your door. If you wait for the perfect proposal to come in, you better take a seat because you will have to wait a very long time. Your management time is discussed on page 47.

Have a look on the net at what large corporations do, phone them up and ask them if they found a formula with which they could directly influence the profitability and innovation for the future of their organization with CSR. CSR is at an experimental phase worldwide; thus you could probably still become a world leader if you set your mind to it starting from now. Yet, from your attitude in your letter and in relationship to our projects I can deduct that you are not interested. Your relationship to our project is analyzed on page 49.

IMPLEMENTATION AND OPERATION

Your Processes and Procedures

Throughout your letter, you seem to agonize about your processes and procedures. As said before, your internal processes actually do not concern me. They exclusively concern you; it's about how **you** want to work. Outsiders are not interested in how you work; they only expect a service from you. However, now that I have written proof of your processes and procedures, I will use them to make you aware of what you are doing (how you really work), of what **you think** you are doing, and of what I think you are concocting to do (your real objectives).

The Reference

In your letter of 5 January 2008, on page 1, § 4, line 4, you stated, "*the evaluation procedure that the International Projects Department follows involve a thorough investigative grant giving process that extends to between 6 and 9 months from the date of a proposal's receipt. It necessitates the compilation of information, comparing/contrasting all costs in submitted budgets, and includes an assessment of its viability, feasibility and impact. A final report, with appropriate recommendations, is then submitted to HRH Prince Alwaleed bin Talal for a decision.*" We shall use this statement of procedure as the reference. This is what you think you are doing.

Validation of the Reference

Did you know that processes and procedures are of legal value once you begin to trade with the outside world? Did you know that you first need to agree on processes with your staff and with your hierarchy, and that a procedure is only valid if it is approved, signed and dated by your Chairman. Each time you change something in a procedure, you need to redo the validation process. If you don't do that, then you commit illegal operations with your invalid procedures.

There are many other things that can invalidate your procedures. In your case, for example, the grant application process is linked to the evaluation process. The application process is primary and the evaluation process is secondary. If you say, "*Kingdom Foundation has been in the process of instating new procedures for grant applications*", on page 1, § 2, line 6, then the grant evaluation process (the reference) that you have stated a little bit further in the same letter is invalid. How can you have a secondary process if you don't have a primary process? So, you would first build the house and then you make the building plans. You first drink up coffee, and then you stir it, and then you cook it. That is what you are saying in your letter. You have evaluation procedures ready, but you have not one set grant application process ready. Then what do you have? Nothing.

By stating "*Kingdom Foundation has been in the process of instating new procedures for grant applications*", you have invalidated everything else you have said in your letter afterwards. With that statement your grant evaluation procedures in your International Projects Department are all **invalid**. In spite of that, you somehow still proceeded with a rejection of my proposal. How professional are you? How professional do you think you are?

Suppose I take this case to the Court of Justice, then **I** win, because you have no valid procedures in place anyway. In Europe, even if the foundation didn't plan to fund my project, it will be considered an abusive rejection. The foundation will be condemned to pay the amount requested in addition to the moral damages caused, plus the cost of defense. If you don't have valid procedures, then you don't have a company. It's that simple. Therefore, your business or foundation can be closed by judicial force. It's the processes and procedures that make the enterprise (not the registration document that you needed from me).

I may not win a law case in Saudi Arabia because of your Angawi's "network of contacts", but if your foundation gets condemned in Europe or in the USA, your foundation will be black listed as an unreliable or filed as a false foundation. Perhaps you heard about the 990PF (public file for foundations). Only one article in a newspaper like the Financial Times or the Wall Street Journal is enough to have grant seekers with innovations never dare to submit his or her ideas to Kingdom Foundation first. This is how your foundation would eventually lose opportunities for leadership and end up receiving ideas for inventing inferior wheels. In addition, international investors will think that Kingdom Holding functions in the same way. I hope that this is not what you.

Your Structure

Processes and procedures will normally help your staff and you fulfill your responsibilities and achieve the companies' objectives. Let's have a look at your procedures:

The grant evaluation procedure you have described in your letter of 5 January 2008, on page 1, § 4, is not a procedure, it is a process. Procedures are the instructions in your head that make you do something. What you described in your letter was not in your head, it is only on paper. It is not what was done. It was not applied on the Aurum Helix proposal. Therefore:

- A process is a defined sequence of tasks and is fixed on paper for the sake of memory.
- A procedure is a process in operation, it is done or it is in process of execution.

Therefore, what you have described in your letter of 5 January 2008, on page 1, § 4, is not the standard procedure of your operation. Something else was on your mind and **that** was applied. What you have described is a projected procedure, a planned procedure and we will use it though as the reference for the analysis.

Process Mapping

May I please request you to display the three flow charts in the appendix on pages 55, 56 and 57 in front of you on your desk? Appendix I = process A, appendix II = process B, appendix III = process C, and appendix IV is the legend that explains the mental patterns.

- I. **Process A** is what you have described in your letter. This is the “the intended procedure”. It was not put in operation, and has not produced results. Therefore it becomes the “pretended procedure”. This process will be used as **a reference**.
- II. Process B is the procedure that was performed and that produced a rejection of the proposal as a result.
- III. Process C’s characteristics are that it is a reverse process. It was performed twice, once per e-mail and once per letter. It twice produced a negative result. Another very important characteristic is that there is question of a third party.

Let’s have a closer look at each of the processes

A process typically starts with one request, and ends in one result for that request. The context is the Aurum Helix proposal that was sent on Monday 19 November at 1:00 a.m.

I. Process A.

Objective

The objective of process A is to obtain a judgment or decision from HRH Prince Alwaleed bin Talal, the Executive Chairman.

Expectations in process A

In process A, it is normal that His Royal Highness would expect benefits for the business and for the society (CSR objectives). It would be normal for you to manage these expectations.

Description

In Process A, the grant seeker issues a Request for grant to Kingdom Foundation. At Kingdom Foundation, the process starts at the proposal’s receipt, followed by an investigative grant giving process of 6 to 9 months, then a Final Report is issued, and then the Chairman

makes a Decision. The process ends when an Answer to the Request is sent to the grant seeker.

Process A is based on the description in your letter. The only persons that are involved in process A are Aurum Helix, the Kingdom Foundation staff, and Kingdom Holding (His Royal Highness). We have a total of three distinct actors. We have all the phases Request, Action, Decision and Result. We also have the usual documents that are related to each phase: Proposal document, Final Report and the Answer, a total of three documents.

Testing the Reality of Process A

The reality is that between 19 November 2007 and today is that we only had two actors. We only had a Request, a Decision and an Answer. The Action is missing. We have more than three documents and we have only been through the Action phase. Technically, we have not reached phase II, yet we have more than three documents. Therefore Process A is not your procedure, it is your pretended evaluation procedure.

In your letter of 5 January 2008 on page 2, § 1, line 2, you stated “*When Kingdom Foundation does not fund a project, Kingdom Foundation staff very often offer to connect applicants with potentially interested organizations*”.

Your pretended evaluation procedure (process A) shows that a decision is taken at the end of the procedure by HRH Prince Alwaleed bin Talal. In our case, a decision was taken at receipt of the proposal, and immediately afterwards Ms. Angawi offered to forward to someone else. An evaluation has never taken place. So, connecting me with “potentially interested organizations” happens before the foundation investigates whether it will fund a project or not, and before HRH Prince Alwaleed bin Talal has made any decision. Conclusion, your foundation staff planned to connect me with “potentially interested organizations” before any official decision was taken. Therefore process A is not your evaluation procedure in force, and it is not the procedure in your head.

Another proof that process A, the pretended evaluation procedure, never started for our proposal, is that you are proposing in § 4, line 2 and 3, to “*forward our proposal to Ms. Angawi for evaluation*”, should I register as a formal organization. In your letter, you made a condition of this “registration document”, whereas the e-mail of Ms. Angawi of 26 November 2007 cancels this condition. It says, “*Whether you register as an NGO is your decision. That is not the main criteria for KF funding but it was the first reason that stopped the process of evaluation*”.

Process A is unreal because there is no proof to support its existence.

Question

Do you think that your operation has respected the “*the evaluation procedure that the International Projects Department follows*”? Is what happened in reality the same like the procedure in your letter?

Conclusion

Ms. Angawi did not respect your International Projects Department's evaluation procedure that you described in your letter of 5 January 2008. You seem to approve of this type of behavior in your own division. You defend Ms. Angawi's offer to forward our projects to outsiders in your letter on page 2, § 1, line 3-5. You even reprimand my refusal on page 2, § 1, line 5-6, you stated "*In the event you had agreed, you would have been copied on all correspondences*".

The way Ms Angawi proceeded does not correspond with process A, and does not correspond with what you described as being the standard grant giving evaluation procedure in your department.

If process A was implemented and used, we would not have had this discussion at all. We will use process A throughout the analysis as a reference to examine what went wrong in reality.

II. Process B

Objective

The objective of process B is a rejection by the Kingdom Foundation of the grant giving application.

Expectations

Each process has its own expectations. The question is whose expectations do you think you are managing in process B? Are these your own expectations as the Managing Direction of the foundation, and the responsible for managing the expectations of His Royal Highness?

Description

In Process B, Aurum Helix issues a Request for grant to Kingdom Foundation on 19 November 2007 at 1 a.m. On the same day the grant proposal was received by Kingdom Foundation at 12:49:25 PM, that issues a Decision containing the declination of the proposal. This was the Answer to the proposal.

Testing the Reality of process B

The rejection that was sent by Ms. Angawi per e-mail, on 19 November 2007. Who decided that? The conclusion of the grant giving procedure was done the same day the proposal was received, and before the examination of it. Process B is real and is proven.

Question

Does process B look like the "*the evaluation procedure that the International Projects Department follows*" to you? Is this the same like you described in your letter of 5 January 2008?

Conclusion

The proposal is rejected without an evaluation procedure ever taking place.

III. Process C

Objective

The objective of process C is that Kingdom Foundation staff forwards the Aurum Helix funding proposal to other “potential funders”.

Expectations

After process B, it was clear to me that I definitely can't expect anything from you anymore. With process C you try to give me false expectations with your “potential funders”. You expected me to believe you. Your tricks may have worked on most grant seekers, but I have challenged your expectations. This time, it does not work out for you. Now, you don't know what to expect yourself.

If it is not your own expectations that you are managing here, then it must be someone else's outside of Kingdom Company. It is very clear that you are definitely not managing the expectations of His Royal Highness in process C.

Description

In Process C, a Request is issued from outside Kingdom by “potential funders”, some unidentified individuals who expect the proposal to be sent to them on 19 November 2007 01:02 PM. Kingdom Foundation Decides to follow it up and passes on the Decision for agreement to Aurum Helix. Aurum Helix issued a series of questions between 19 and 26 November 2007, and declines the request in the end (26/11/07).

Testing the Reality of Process C

Aurum Helix initially declined for three reasons:

1. The request for decision from Kingdom Foundation came under the form of “help being offered”, and like a very obvious flaky “compensation” after an artificially manipulated deception. In other words, it was a shameless demonstration of very big and fat hypocrisy that can only be attributed to a rotten soul, not to mention the sudden and unmotivated hostile treatment in the e-mails. It is the aggression that made me decline your offer to forward. If you can't rationally justify the reasons why the verbal aggression was needed, then the only possible explanation for it is irrationality, like a mental disorder, folly.
2. The expert questioning by myself has led the Kingdom Foundation staff to confess that neither the decision, nor the suggestion to forward to “other potential funders” comes from His Royal Highness.

On 21 November 2007, at 7:39 PM, Aurum Helix asked: *“May I please know if you will (be) helping and forwarding our material in your own (personal) name, or in the*

Kingdom Foundation name?" It took Kingdom Foundation staff 5 days to answer this simple question, whereas before, all the answers were sent promptly.

The answer from Kingdom Foundation was: "*I would not be forwarding it in Kingdom Foundation's name. I simply know of some people who might be better suited to fund this type of project*". Ms. Halla Angawi did not sign the e-mail with this answer, which leads me to think that you wrote the e-mail.

Working for Kingdom Foundation and not forwarding in the name of Kingdom Foundation, but wanting to represent it anyhow is called duality, schizophrenia. The answer sounds like Kingdom Foundation and Kingdom Holding is not one and the same company, as if they both have a different founder. I sensed an internal power struggle, therefore, I declined your offer to forward our material.

3. The procedure concerning forwarding our documents to other organizations collides with Aurum Helix fundraising procedure, which is:

- not to send a proposal to any organization unless I know who the owners are;
- to make the first contact by an initial inquiry letter,
- to wait for an answer to the inquiry letter, and if accepted, then
- to send the proposals. This way, I make sure that I only deal with someone who *is* interested and who invites me to submit the proposal. I don't deal with ***potentially*** interested people or organization, like you want me to.

This how I have proceeded with the Kingdom Company, and I will not deviate from this procedure because you want me to. My proposal document is now considered an asset for Kingdom Company. It is up to Chairman to decide what to do with Kingdom's assets. You can't out-source your decision-making about that to me.

You will find more reasons to drop the "forwarding" procedure on page 41.

The Mysterious Apparition of a Third Party in Process C

Process C contains a third party. Who are the "potential funders" and what do they want?

In a normal grant evaluation procedure the request comes from the grant seeking agent, like in process A. In process C, the request does not come from the grant seeker, it comes from another external source, from the so-called "potential funders". The "potential funders" are seconded by the Kingdom Foundation in their request. Therefore, Kingdom Foundation and the "potential funders" are one coalition.

Kingdom Foundation itself cannot play the grant seeker. But because the Kingdom Foundation staff has connections outside that seem interested by the proposal, the probability is very high that the "potential funders" can decide to play the "grant seekers" at some point.

If Kingdom Foundation staff is capable of replacing the name of His Royal Highness by "potential funders" to mislead the grant seekers, then they are also capable of replacing the name of one grant seeker with the name of another grant seeker. If you already do it at one level, you are capable of doing it at another level too. Therefore, it is confirmed that you are capable of doing this, you have already done it.

What makes me say that, is the following:

- If you take process B and you turn it around (upside down). Compare it with process C and only pay attention to the process part, you will see that both patterns begin with a Request related to a Project (Data), followed by Decision and finishes with a Result.
- Now, turn process B back into its normal position (upside up), you will see that the logical sense of the evolution is from top to down. Process C is the reversed version of process B and evolves in the illogical sense, from down to top. The source of Request and the source of Decision are being reversed. The request comes from an unspecified source, and not from where it should come. The decision is being passed on to where it should not go. The only difference between process B and process C is that in C we have the transfer of the same decision to another party, from Kingdom Foundation to Aurum Helix.
- If you take process C and you turn it around (upside down), and now compare it with process A. You will see that apart from the Investigation in process A, it is exactly the same process, provided that you replace the entity (Aurum Helix) by the Chairman of Kingdom Holding who takes the final decision. The investigation is probably not needed depending on who is sending in the proposal.
- In process C, the Project Data is being pulled between the two external parties. It is two or more parties against one. In this battle, Kingdom Foundation is fighting in coalition with the unspecified third party and provides no other support to the authoring party of the project proposal. Instead, Kingdom Foundation is shooting with bullets of insults (e-mail of Ms Angawi of 19/11/07), harassment and psychological pressure on the authoring party for unexpressed reasons. In your letter of 5 January 2008, you are trying to negotiate with me, ***“either you accept us to forward your documents or you can wait 9 months”***. That is what your letter is actually saying. Whether you shoot with words, or whether you shoot with real bullets, the intention is the same. Its intention is to eliminate. The overall hostility from Kingdom Foundation's staff is sufficient indication that Aurum Helix is supposed to be eliminated physically from the evaluation process.

Therefore the grant-seeking agent (Aurum Helix) and the “potential funders” are interchangeable. Furthermore, I have no reason to believe that the “potential funders” are veritable investors. The attitude of the “funder” is missing. Investors who are interested in a project would ask you to ask me if they can have my contact details, so they can pick up direct contact with the project originator. Real investors don't wait.

The “potential funders” may as well not exist at all. In this hypothetical case, if the “potential funders” are actually “grant seekers” themselves, and if the Kingdom Foundation staff is connected to them, then the “grant seeking agency” might as well be the Kingdom foundation staff themselves.

Question

Does process C look like the “*the evaluation procedure that the International Projects Department follows*” that you have described in your letter?

Conclusion

Process C is a process that is driven by external people, which is illegal.

There is question of two potential funders, but also two or more grant seekers competing for the same proposal and the same evaluation procedure. In process C, there is one common interest, and this is the Aurum Helix project proposal. There is only one “request for funding” possible in an evaluation procedure, and only one source of money possible, which is the Kingdom Holding’s endowment.

I declined Ms. Angawi’s suggestion to forward the project documents to an unidentified third party. I don’t compromise in this respect. “Compromise” in technical language means, “risk”. It is my right and duty to avoid that. The declination of Ms. Angawi’s offer has created an unexpected problem for which you do not wish to take the responsibility. That is why in process C, the final decision is being transferred to me, but because you fired me, I am no longer part of the game. You must take your responsibility and accept it.

Inconsistencies with the Reference (Process A)

We have passed the grant application phase. The funding proposal (Request) was submitted and is now in the hands of the Kingdom Foundation staff. We are in the grant evaluation phase for which a procedure is expected to exist and to be done. It appears that the one and the same funding proposal (Request) has caused the revelation of different grant evaluation procedures. In this section, we will compare the three processes and confirm what the standard grant evaluation procedure is at Kingdom Foundation.

When you look at the flow charts, the three charts A, B and C show each a terribly different pattern. Three grant evaluation procedures. Same proposal. Same program. Same amount.

Process A is according to you the standard investigative grant giving process in your International Projects department. You think this is your procedure. It is an internal procedure in which the grant seeker is not involved.

I suppose this is the standard process that was agreed upon internally by the Kingdom Foundation team, you and the Chairman. These become the authorized instructions that emanate from His Royal Highness and he expects results and benefits from that procedure.

Yourself do obviously not refer to the enacted procedures (processes B and C) as being your standard procedures because they are not logically mapped in your letter, you have dispersed them. You confirmed bits and pieces of process B and C.

You have confirmed the rejection and the presence of a third party by saying “*when KF does not fund a project, KF staff often offer to connect applicants with potentially interested organizations*”, but you don’t call those your “procedure”. The only process that **you** call your (standard) evaluation procedure is the one that was not effectuated (process A). Therefore, process A is your standard hallucination.

By confirming the presence of a third party, you have also confirmed that the instructions come from someone else, someone outside Kingdom with whom you have agreed the procedures and who also expects results from those procedures.

From your letter it is confirmed that the forwarding of proposals is a separate procedure from the pretended regular procedure (process A). You have interrupted the sequence of instructions by starting another paragraph in which you explain the forwarding procedure (process C). Therefore process C is a hidden procedure, and an unwritten rule. This is a procedure, which is only experienced by the grant-seekers that you don't know. You hierarchy does not know this procedure exists.

If process A is your standard procedure with one very clear objective and expectation, then:

- How come Aurum Helix receives an instruction to do something in process C?
- How come that in process C the decision to forward our proposal to "potential funders" comes before the start of your International Projects Department's evaluation procedure? More importantly,
- How come in process B, the decision comes way before the Executive Chairman's decision?
- Executive Chairman does not appear in process B and C. Does the Executive Chairman ever participate in the decision-making process or is he not allowed to be part of your empire?

Process B resulted in a termination, a decision to reject the proposal. Process B is followed by Process C, which is a re-opening of a process that your operation has closed intentionally. This is inappropriate and unprofessional in a grant evaluation procedure. In Process A nothing comes after the decision. The grant evaluation processes stop there.

- Then why, does the grant evaluation process continue after the decision was taken (process B) in the case of Aurum Helix proposal?
- And why has there never been an investigation before any decision was taken?

The way you have proceeded with the Aurum Helix proposal does not correspond with what is in your letter, so forget process A. process A has never produced any outcome. Therefore, process B and C is your procedure and it produced an outcome (e-mails and letters). You might want to review and change procedure A (your intended procedure in your letter) to match the reality, because if you still call that your procedure, then forgery is confirmed.

Conclusions

You have three competing procedures: A, B, and C. Two are true and one is false. If you have three different processes for the same job in the grant giving operation, then it is like you have three different kingdoms. In one kingdom, His Royal Highness is the decision power. In another kingdom it is some condoleezza who decides, and in one more kingdom, the decisions come from beyond the Kingdom Company's walls. I sent my proposal to one kingdom. I received a reply from another kingdom, and a third kingdom is expecting to receive my proposal. In which kingdom do you work?

Because procedures are in people's head they say, in corporate language, that there are as many procedures as there are agendas. You have tons of procedures. You said it yourself in your letter on page 1, § 4, line 4, "*Please note the evaluation procedures...*". In your case, you have many hidden agendas

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Process B and C are a x-ray of your operation. The flow charts are made for those who have a hard time perceiving and understanding what is going on in your department. The flow charts reveal the existence of your hidden agendas, only known to you, unlike back pain, nobody sees it, but you feel it. Only an x-ray shows where the pain is. Process B and C are the only truly effectuated procedures as the tasks that have been effectively executed by your operation and this is also the one you should call your standard evaluation procedure in your International Projects Department. Process B and C is the rule. This is how you work. You have applied these rules, but they are unwritten rules.

Should you ever have an audit of your department, you will not be questioned about what you think the procedure is. You will be questioned about the actualized procedures. So, the pretended procedure (process A) in your letter is invalid, it is not the same like what was or is in your head (Process C). Your pretended procedure has not been validated by the reality and by the documents that have been produced by your operation. Process B and C are the valid procedures and can be authenticated by the e-mail exchanges between Ms Angawi and myself, and by your letter.

By putting down process A in your letter, and by calling it your procedure, you are refusing to accept responsibility for the actual unwritten procedures or rules. In your letter, you tried to change the reality. Changing around procedures like that is called in legal terms “dissimulation of true information and forgery of documentation”. You dissimulate a loss and you falsify a document to cover up for the loss. In plain English it means you are cheating.

Given the above analysis, you dispose of written and unwritten, but factually proven procedures. Your department has strongly diverted from the reference procedure (the authorized procedure, process A) in the case of the Aurum Helix proposal. Therefore your department has, in my view, committed a series of illegal acts. Process B and process C are both illegal, and must be considered your standard procedure.

People Participation

A. There are two categories of entities or actors in business processes: internal and external entities. Operational processes and procedures, like yours, concern the internal people only.

Overview of the People Involved

Process	External	Internal		External
	Party 1	Party2		Party 3
	Grant Seeker	Kingdom Foundation	Kingdom Holding	Unknown
A	X	X	X	
B	X	X	?	
C	X	X	?	X

In process A (the reference), we have three entities: Aurum Helix (external), Kingdom Foundation (internal) and Kingdom Holding (internal), and two parties: Kingdom (internal) and me (external).

In process B, we have two entities: Aurum Helix (external), Kingdom Foundation (internal), we have only two parties: Kingdom (internal) and me (external).

In process C, we have three entities: your “potential funders”(external), Kingdom Foundation (internal) and me (external), and three parties: Kingdom (internal), your “potential funders” (external) and me (external).

Comparison with the Reference (Process A)

The only process in which you involve the Executive Chairman is in process A. Process A was not applied, therefore, process A is not your procedure. Had you applied process A, it would have been legal.

You didn’t involve the Executive Chairman of Kingdom Holding in processes B and C. Processes B and C were applied, and therefore become your active standard procedure. By the absence of Executive Chairman, the application of processes B and C becomes illegal. All the decisions taken in the illegal processes are considered unauthorized decisions.

You have decided to involve unknown entities in your evaluation process C. Since C is an illegal procedure, this decision is unauthorized. You have therefore violated the confidentiality, the knowledge and protection of information assets belonging to Kingdom Company and to Aurum Helix.

In all logic, your final report (based on process A) should only contain two parties, the grant seeking agent and Kingdom Foundation. Since process C is your standard procedure, you would normally end up with three parties in your final report that you submit to His Royal Highness for decision. Obviously, you don’t report about the existence of two grant seeking parties because process C is a hidden procedure or agenda, but the Executive Chairman does not know that you work with hidden agendas in his organization. Therefore, you must eliminate one before His Royal Highness sees your final report for decision.

The verbal aggression against Aurum Helix described earlier is an indication that Aurum Helix is to be eliminated and replaced by your “potential funders”. I suspect that is what you do, because His Royal Highness must receive a final report concerning a partnership between Kingdom Foundation and the grant seeking party, a total of two parties, not three. So, you simply take one out.

The final report is all he gets from you. He cannot possibly read everything that comes in. That is why he hired people to help him. Like most high profile businessmen and women, he only needs to know *what, when and how much*, he has no time to question your recommendations further. He has no time to study the ***who*** and the ***how*** of every proposal. He trusts that your competent hands follow-up these details for him.

However, the ***who*** and the ***how*** are exactly the pitfalls that your operation uses to entrap the proposals of innocent grant seekers. The ***CVs*** is the ***who***, and the ***project plan*** is the ***how***. You insert the CVs you want and adapt the project plan to your wishes, and why not the ***how***

much also. Your hierarchy does not know that you have hidden procedures running with more than two “grant seeking agents” for the same proposal anyway. As he does not know *who* the original grant seeker is anyway, and as he does not know anything about your so-called “potential funders” too, he simply thinks that your “potential funders” are the grant seekers. At least, your operation makes him think so.

This is what I concluded in November. The red flag was in Ms. Angawi’s e-mail of 20 November 2007 in which she proposed to forward our proposal to “*her contacts at OCHA and anyone else she feels would be interested*”. She wrote, “*I will, in further correspondence with other organizations, stipulate that no formal organizations will be considered from the start*”. Why would she be interested to forward our proposal if we can’t count on any support from her contacts? It sounded like “Aurum Helix should not be involve at all”. That is what she meant. Thus, these “potential funders” will “start up” the organization … with Kingdom Foundation’s funds. That’s what it is.

Following to this conclusion, I sent a registered letter to His Royal Highness on 25 November 2007. Had I not sent a hard file of the proposal by postal mail to his attention, with a letter explaining what had happened, he would probably have never heard about the proposal at all. He would not have known that an electronic version of the same proposal was already sitting there in his foundation for about a month. Now, at least he knows which proposal belongs to which grant seeker. This is how I decided to circumvent the risk that the omissions of the CV requirement by your operation in the application form represent.

Conclusion

It is the existence of a third party that explains why you have so many different evaluation processes running for the same objective in your operation.

B. There are two types of people in your procedures: people that you know and people that you don’t know.

- Process A is intended for everyone. Process A was not applied.
- In process B you deal with people that you don’t know
- In process C you deal with people whom you apparently know (“Angawi’s network of contacts”), and you also deal with people that you don’t know (Aurum Helix).

Your department does not know who I am, but decides to apply evaluation processes B and C on our proposal with no further discussion. If processes B and C are for the people you don’t know, then in all probability you reserve process A for people that you know only. The possible use of process A for people that you know covers up the time and effort spent on the use of processes B and C for people that you don’t know. This way, your hierarchy thinks you are productive and making progress, and does see a reason to question you and your operation any further.

Conclusion

You have an evaluation process for people that you know and an evaluation process for people that you don’t know. Indeed your letter of 5 January mentions that the International Projects Department follows evaluation procedures. This proves that you have several procedures available… (But, you only have one application form).

People who know you or someone in your department stand a better chance of being serviced by your department in one way or another. They either receive projects from your department because you are forwarding everything to them, or they receive funds, or both. People, who don't know you personally or anyone in your department simply have bad luck.

If this is the case, then you are guilty of nepotism, fraud and abuse of trust.

C. The impact of multiple procedures for the same evaluation of grant proposal on your people (internal staff).

People in key positions like yourself, are normally respected for being an example of success and stand for role models to be followed by others, starting with the subordinates. It is accepted that the subordinates follow your instructions and that you monitor their communication with the outside world.

Therefore, in the e-mails that Ms. Angawi wrote, you approved the decisions that she communicated. She must have forwarded, copied or blank copied you before sending out any mail. Therefore, she should be relieved from any charges of guilt you may impose on her during her function. She acted under your leadership, or if you wish, under your terror. This means that you have used her. You have been hiding behind Angawi's back since 20 October 2007, when the (incomplete) application form was sent to me.

It is the writing style in the e-mails and in your letter that makes me think that everything was drafted by the same person. Unlike the inconsistencies in the e-mails, which I reported to His Royal Highness in my letter of 25 November 2007, your letter is a manifestation of similar ambiguity and incoherence. Therefore, the dysfunction must come from one and same person.

Ms. Angawi was literally playing Russian Roulette with the Aurum Helix funding proposal. First she rejects it, and then she comes back. It was the registration document that was missing, and a bit later it seemed not the main criteria (e-mail of 26 Nov. 08). First she is reviewing during the first quarter, and then it will take 6 months before any review is done. Her hormone levels did surely not dictate the sudden mood swings in Angawi's attitude, but rather another kind of level in her organism may have influenced her hormones.

According to your letter of 5 January 2008, on page 2, I should have accepted the offer of Ms. Angawi. According to me, you as the Executive Director of the Kingdom Foundation should know better.

You have encouraged Ms. Angawi to practice unlawful behavior and to commit illegal operations (process B and C). You could be accused of abuse of power over a weaker person by functional grade, with the aggravating circumstances of manipulating negatively your staff to cause economic losses in the context of an international partnership deal making for your employer.

Another impact on Ms Angawi is that if she gets fired for the illegal operations that she committed under your instructions, then you messed with Ms. Angawi's career, which could get damaged for a lifetime.

D. Human Resource Allocation

Whatever Ms. Angawi did or didn't do, it is your human resource management skills that should be scrutinized. Human resource allocation, for example, is based on a cost/benefit view like for any other resource. According to the standards of the Project Management Institute (PMI), a project manager is only appointed when the sponsor approves the project. When a proposal is not approved, then it is not yet a project and therefore you don't assign a project manager at that stage. You already allocated an International Project Manager (Ms. Angawi) on the Aurum Helix case before your hierarchy approved the proposal.

You have allocated an expensive International Project Manager to deal with the application requests of grant seekers. In your letter of 5 January 2008 you stated on page 1, § 2, line 4, "*Ms. Angawi followed standard procedures in requesting a completed Grant Application Form*". A junior secretary or a junior clerk can perform this task of sending and receiving. The executive time of an adult project manager is not justified. Ms Angawi apparently had nothing else to do than writing non-sense in e-mails to people she does not know. In addition, she spends her costly time faking rejections of investment projects and forwarding proposals to her friends. How profitable can she be? How profitable do you think she could be?

Very profitable, because you approved of that type of spending. The cost/benefit calculation and control falls under your responsibility, not hers. You not only allow her to intentionally create future losses for her company, but also to be an active cost in progress. Altogether, with your own cost/benefit ration included, the potential for human liability in your division must be horrendous. Your role, as the Managing Director, is to save money as much as you can. Saving is as good as making money. You should eliminate redundant positions from your organization chart, if you cannot justify the cost. That is CSR.

1. Process Ownership

Even if you wriggle yourself out of your responsibilities and use Ms Angawi as your scapegoat, in a corporate structure it is *the* Managing Director of the division who is responsible at all times. The Managing Director is the process owner. You are the designer of your departmental structure (way of working). It is your own program that you are running. Love it or hate it, you are the owner of processes A, B, and C, because they are your directions with which you lead the staff. Staff, like Ms Angawi, is called the process user and is therefore not considered responsible. The Executive Chairman is considered the process recipient, and therefore is not responsible for the rejection...but the public thinks he is.

Therefore, you are the owner of the decision for rejection, you own the instructions concerning the forwarding of proposals to "potential funders". You are also the owner of all the deliverables in your department, and therefore you own the errors in all the documents, like the omission of the CVs in the application form, amongst others. You are responsible for allowing your processes to be externally driven by jerks. You are the owner of the conflict between us. You are the process leader.

Conclusion

By investing your human resources in process B and C, you lose control over process A. You are investing resources on unauthorized procedures (process B and C), and in the case of the Aurum Helix proposal there is no proof that you have put manpower on process A.

The letter of 5 January 2008 proves that Ms Angawi did not act independently. She followed suite with your procedures (you wrote it like this). A professional project manager would either escalate your inefficiency and your unhealthy interference in other people's projects, or would present her resignation to find a more valorizing job than checking grant application forms. It is important for project managers to either keep their license or to have records of successful projects, should they want to find another job.

In addition to the active creation of economic loss through the delay or elimination of CSR proposals, you are also creating a passive economic loss by the mismanagement of costly human resources. And, you are the responsible of everything.

Document Control

Every process requires the production of deliverables. In a simple funding process, like process A, documents can typically be classified in categories of information like Request, Action Report, and Answer. Documents are typically divided in two classes of property: internal and external, and they are used to validate the existence of procedures.

If documents are missing to a certain process, then a dysfunction has taken place and the procedure becomes invalid. This is the case for process A. If Process A is considered the reference procedure in which only three deliverables are produced: a proposal, a final report and answer, then any other additional document that was produced during that process calls for revision of process A (the reference procedure) to match the reality.

In total, (process B and C combined) we only have a valid Request and a valid Result containing the Decision from your operation to reject the proposal. Your procedure (process A) will not be valid until you produce a Final Report that you submit to His Royal Highness for decision. So, normally we need a total of three documents, but we only have two. Then the procedure that you have described in your letter of 5 January 2008 is *false*. The number of deliverables stated in your pretended procedure (process A) does not correspond with the number of deliverables produced in reality. The reality that we already have a Rejection without having a Final Report to support it.

There have been some other written exchanges between Ms. Angawi and myself. These documents fall outside the ideal procedure that you have described in your letter (process A, the reference). These deliverables prove that you have hidden procedures. They belong to the other well established but undisclosed procedure (process B + C).

The documents that I have from Kingdom Foundation prove that process B and C combined is the real procedure, the standard procedure in the International Projects Department of the Kingdom Foundation. I have more than three documents. To correct the situation, you should logically either insert processes B and C into process A, or make of process B and C your current and active procedure, by validating these with a signature of the Executive Chair. You can't change the reality by sending me your procedures in a letter. What you can do is change the procedures to match the reality.

If unauthorized documents have been produced that don't belong in process A, then process A is not an existing procedure. Since the investigation has not taken place and I already have a

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decision, then Final Report is the missing piece in case you would like to call process A your procedure. Digested or not?

Control List of Documents

In this list, you will find the deliverables that Kingdom Foundation produced in the context of the Aurum Helix proposal.

Event	Content	Process	Date	Author
e-mail	Confirmation Receipt of Inquiry letter + Application Format + invitation to submit the funding proposal	-	20 October 07	H. Angawi
e-mail	Suggestion to have Aurum Helix documents preferably per e-mail than per post	-	3 November 07	H. Angawi
e-mail	Rejection of the proposal	B	19 November 07	H. Angawi
e-mail	Proposal to forward our proposal to external contacts	C	19 November 07	H. Angawi
e-mail	Reply to an e-mail asking for clarification about the rejection and the forwarding	C	20 November 07	H. Angawi
e-mail	Forwarding is not in Kingdom Foundation's name and the registration document was not the main criteria for rejection	C	26 November 07	H. Angawi
Letter	Grant Evaluation Procedures	C	5 January 08	M. AbuSulayman

What can we say about this table? We see that process C generated a sequence of events and a critical mass of documents. This shows that a dysfunction has occurred, which brings the relative project on a critical path.

Process C concerns the forwarding of the project documents from Kingdom Foundation to an unknown destiny outside Kingdom Company. Consequently, the “forwarding event” becomes most of the most critical activity inside Kingdom Foundation. Process C is likely to produce more masses of documents in the case of the Aurum Helix proposal if a higher authority does not break this repetitive cycle.

The forwarding event is an exclusively Kingdom Foundation problem that should be investigated closely, like you will see in the next section.

Distribution Control

The forwarding

The forwarding of our proposal to strangers is less acceptable in comparison with the rejection, and here is why:

I approach the foundations, the people and the industries with which I feel I can be very creative with, and I thought that Kingdom Foundation was one of them. Nobody but myself can define the amount of funds, the type of partners, the people and the foundations that will work best for our inventions.

I cannot help seeing a lot of evil in the offer to forward my documents to other people by your operation. On the one hand, I think it is a very bad idea for Kingdom Foundation to forward its assets to other “potential funders”, so I refuse to share this responsibility with you. On the other hand, it is Aurum Helix’ responsibility to submit the funding requests to other organizations and not yours. It is my birthright to decide about what is going to happen with my own ideas and to take care of my proposals so they match the values and priorities of the other foundations and companies. You have to respect that.

I am very much surprised, even scandalized if I may say, to discover that as a Managing Director of a foundation you seem to approve and to minimize Mrs. Angawi’s offer in your letter of 5 January 2008, page 2, § 1. You even make it sound normal. Is forwarding to other organizations part of your standard grant evaluation procedure? If so, then why didn’t you include it in your description of the evaluation procedure of the Kingdom Foundation’s International Project Management Department?

It must be a well-established routine within your operation, because you protected Ms. Angawi’s intention to commit - what I qualify as - an illegal operation. In the letter you stated *“The environment at Kingdom Foundation is one of cooperation and collaboration. (...) Ms. Angawi’s offer (...) stems from this environment”*. The analysis, the flow charts with the processes, and this whole entire document shows that you collaborate with everybody except with your boss. You must have a very thick wall with all sorts of artificial barriers around your little fortress. Your kingdom, seen from the outside, is a black hole. You know what is put in (input), but you don’t know what is coming out (output)... and if it will ever come out. This is how dysfunctions become visible beyond the walls of your empire and even beyond the Kingdom of Saudi Arabia as a whole.

General Rules for using the “Forward” Function in e-Mail

There are two ways of sending e-mails. Either you push on the button “send” or on “forward”. There is a reason why we have two buttons for seemingly the same action. The basic difference between “send” and “forward” is the message transfer path and the related telecommunication carrier costs. “Send” is the long path, and “forward” is the shortest possible path and also the cheapest. Originally, the “forward” function was invented for sending activities between users in the same domain, group (or company), and “send” for sending activities to users on the public network, like the Internet.

The use of your business mailbox should be limited to conducting business only. The “send” function is only limited to officially approved communications and messages within your area of responsibility, and for communication with the external world. The recipients in the “send” function are considered “first rate recipients”. The code of business protocol requires that you “send” a message to a person of primary importance. You draft a personal communication that is intended for that person, while elevating the image of the company you work for. To guarantee a good image, quite a number of multi-national companies simply disable the rights to “forward” through the Internet for certain (ab) users.

The recipients in the “forward” function are considered “second rate recipients”. You “forward” to people of secondary importance, which generally are your colleagues and your subordinates in a business. In a private mailbox, you “forward” to friends and family. In

both cases, you don't take the trouble to write anything, you only forward what someone else wrote to you.

When you "send" information, the sender is considered the solicitor. The receiver gets information that he or she does not expect. When you "forward" information, the receiver or recipient expects to receive that information and is therefore considered the solicitor. The "forward" function is not used for sending information outside the domain, group or company, and if you use it, then the information is considered requested for.

Conclusion

The fact that Ms. Angawi and you clearly mentioned "forwarding" evokes the possibility that some person is expecting an e-mail with our proposal to be forwarded. Ms. Angawi or you may have raised the expectations of outsiders before suggesting to forward the documents to me. It is now established that you have a recipient outside Kingdom. Therefore, A third party in this story is confirmed.

In the context of a foundation, you are not supposed to send proposals around, you are only supposed to receive them. You can be prosecuted for illicit disclosure of company assets, for the illegal dissemination of our ideas to unsolicited third parties, for illegal exploitation of intellectual property, and for breach of trust.

The Ethical Conduct for Foundations

In general, no foundation wants to be held liable for the consequences pertaining to the intellectual property rights of the authors of any proposal. It is therefore expected that the proposals be handled carefully by foundation staff, and that grant seekers keep track of where and when the proposal was sent to (cf. list of foundations in our proposal, part II, page 18). This means that no foundation wants to be held responsible for the illicit dissemination of the proposal's content. This could cost them fortunes. For this reason, no foundation will share proposals it receives from grant seekers with third parties even if the grant seeker insists.

Foundations also generally avoid naming another source of funding to a grantee, essentially to keep the flow of projects come in their direction first. Instead, Foundations prefer to refer the grant seeker to support centers for donors, to grant makers associations and to foundation networks, for addresses of contacts. Kingdom Foundation is not a support center for "potential funders".

The only times when a foundation involves other foundation in a program, is when it approves the program first, then it arranges to take leadership in the trade, before it invites other organizations to share it, especially in CSR.

The only times when a foundation would offer help in fundraising is when a foundation awards a contract for technical assistance to do that for the grant seeker. Without that approval, without an established association between the grant seeker and Kingdom Foundation, any help your operation is offering is invalid and illegal.

The standard principle is that the Chair must have approved or disapproved the project before it is suggested to someone *he* or she appreciates, and with the agreement of the authors. Ms. Angawi and you may not propose other contacts from her network before that time.

What is even worse is that Ms. Angawi clearly stated in her e-mail of 26 November 2007 that she “*would not be forwarding it (the proposal) in Kingdom Foundation’s name*”. She “*simply knows of some people who might be better suited to fund this type of project*”. This is a solid proof that a different kingdom employs her.

Ms Angawi and you think you are smart, but you don’t work like smart people . A professional who truly finds it hard to say no to a grant seeker does the following: He or she says: “*your proposal has been rejected. We can’t help for reason xyz, but here is a list of names of people and organizations that we think you should contact*”. He or she attaches a list of contacts and leaves it all up to the grant seeker to do the legwork and does not interfere any further. This is smooth, transparent, positive and very professional. This makes everyone come out clean and happy. A grateful grant seeker would keep the foundation informed about the further evolution with those contacts. This management model is healthy. This is not what your operation does. Why didn’t you operate this way?

Your management model is unhealthy because you are an organization that first says “no” and then comes back running after somebody while you are not prepared to help in any way. Then, you suggest to forward, and at the same time you want to keep the re-routing of the proposal within your control, rather than empowering the grant seeker with that control. Your management style is negatively sick and suspect.

Confirmation of the Existence of a Third Party (process C)

The “forwarding” incident confirms the true existence of a third party, otherwise your operation would not transgress the generally accepted rules pertaining to electronic business correspondence, and the code of conduct for foundations.

Communication Control

The objective of communication is to create a flow, and then to increase that flow and channel information in the required direction. Communication brings changes, it mobilizes, obtains participation, delivers vision and removes opposition. Communication involves the maintenance of interpersonal relationships. It must be properly coordinated and consistent with an existing framework or strategy.

The Application Form

1. Form

The first document that I have received from Kingdom was an application format. It was not a form as you argue in your letter, but a list summarizing the requirement to be respected for submission of the proposal. The list was sent by e-mail in the text body.

I am not responsible for what I receive. Kingdom Foundation is responsible for what it sends, so if there is a problem with the way the application was done, then it is at your end. I don’t know why you are so nervous about the “application form” in the first part of your letter of 5 January 2008. You have received a project proposal as an answer to the application format, you have already decided and terminated the grant evaluation for our funding proposal seven

weeks before, so why do you bother weeping about your application form now in your pretty letter.

The question that you should be asking yourself is if you have different evaluation procedures (process A, B and C). How come you have only one grant application form that *all* applicants are required to complete (your letter, page 1, § 2, lines 4-6)? Don't you think you should have an equal number of application forms and evaluation procedures?

2. The Content

Firstly, your application format that I received from Ms. Angawi does not request any CVs at all. The staff capacity (skills) is the first thing a project manager looks at when a project folder is submitted. Is there anybody who can do the projects or not? Do you have access to the know-how or not? This is what a project manager asks immediately after learning the objective of the project. It is surprising to observe this from an International Project Manager.

Secondly, your application form should force a CSR orientation on the applicant if Kingdom Foundation wishes to make a difference in the community and to have a business presence at the same time. Your application form doesn't do this. Kingdom Foundation donates CSR money to people to get down to work. It is not an alimony or charity. CSR is productive money. Then why doesn't your application form ask any business-oriented question in addition to the community related questions? For example:

- “Could you please tell us what is in it for Kingdom?”, and
- “Why should we invest in your project?”. It also does not ask
- “How are you going to do the marketing and promotion? What media you will be using?”
- “How will the public recognize Kingdom Foundation during the marketing and promotion?”

Don't these questions sound more strategic to you? Your application format is omitting everything that concerns the visibility of Kingdom Foundation. Why? Since your application format does not ask for everything, or for what ultimately will be the true project. You consequently don't have all the information.

In the case of Kingdom Foundation, I did my homework without any guidelines from you. I thought Kingdom Foundation is a good match because Kingdom Holding is unlike Aurum Helix not dedicated to one specific sector. Otherwise, I adapt the strategy in our proposal so that the project proposal matches the profiles of the companies depending on the sector, the business objectives, the values, the corporate culture, and the leadership of the foundation or company to where the proposal will be sent. Aurum Helix does not have just one way of solving problems. It has many ways. As a result, I don't have just one proposal, but I have variations of the same, as well as variations of the same projects.

Your operation sent me an application format that I respected. I think it is inappropriate for your operation to interfere with the other funder's guidelines. Yet, you wanted to forward our proposal to other “potential funders” ***in your format!*** Don't you think that other organizations would like to have the proposals shaped in their format too? You will not be happy yourself to receive a proposal in the format of another foundation's application form.

Finally, your application form is not suitable for attracting innovations and technology projects. Technology projects and innovations have other parameters than the ordinary or regular projects. With your format, it will take you longer to figure out what and where exactly the solution is in the proposal. If the concept is cut up and re-shaped in the format you want, it becomes a puzzle *for you* to sort out. With your application format as is, you help Kingdom Foundation invest in bright loser and in stupid winners.

The solution for your application form is very easy. I know how to resolve this quickly, but since you fired me, you can do it yourself.

CONTROL OF OPERATION

Risk Control

The scope of risk will be calculated on the basis of the actual procedure of the Kingdom Foundation, which are process B and process C.

Process B is a rejection. The rejection of the Aurum Helix proposal is in principle not a risk for any party. However, arbitrary rejections must be examined because in the long run, these uncontrolled events may have an impact on the foundation's image and credibility.

Process C is the illicit forwarding of project documents to external parties, and is a much bigger risk for the company. Economic impact of such an event is described further below.

The Rejection (Process B)

In this section, we will examine the criteria on which you founded your rejection of the Aurum Helix proposal on 19 November 2007. It is not because you stated in your pretty letter of 5 January that you would review the proposal sometime in the hereafter, that the rejection of 19 November 2007 should not be questioned.

I accept rejections. Rejections don't mean that the foundation is a bad one, they only force the grant seeker to be more original and to submit better proposals. However, rejections are generally emitted at the level of the initial inquiry letter, and rarely after the proposal submission. According to the standard institutional practices by foundations, a decline of a proposal can be based on three reasons:

- The proposal is not within the guidelines
- There are no more funds
- A similar project was already funded

Here is the Kingdom Foundation practice:

First of all, your rejection comes after my initial inquiry letter of 19 September 2007, and after your invitation to submit a proposal of 20 October 2007. The rejection comes within hours after the proposal was sent. You didn't mention any of the above reasons in your rejection. You only mentioned an administrative shortcoming (the registration document).

Your operation confessed that the registration document theory was bogus, after my expert questioning. On my question by e-mail of Wednesday 21 November 2007 at 7:39 PM, *“Should we get registered as an official organization, will the Kingdom Foundation reconsider its position, or not? Getting registered as a non-profit in Belgium is a question of 1 day”*. Your operation answered, *“Whether you register as an NGO is your decision. That is not the main criteria for KF funding but it was the first reason that stopped the process of evaluation”*.

It is not the main criteria, but the reality is that the process is stopped. Then why is the process not moving? For as long as that is the case, the rejection is valid and definitive. So,

- Why didn't you reject our projects on the basis of the inquiry letter?
- Why can't you wait 6 or 9 months before sending a rejection?
- Why can't you wait 6 or 9 months yourself before sending a rejection and forwarding the proposal to the “potential funders”?

Consequences for Your Foundation's Image:

Unfortunately, the rejection will always be the first experience I have ever had with the people of Saudi Arabia, and with the only foundation that I approached in the entire Middle East, Kingdom Foundation. At some point, I will have to take this to my people in Europe and North Africa. The rejection is only just a humiliation for the millions of Arabs in Europe who do not find support with other Arabs. That is all it is.

We might as well become Hindus then, because Mr. Lakshmi Mittal, the second wealth on Earth (see forbes.com), as generous as his name stands for in Hindi, answered positively in spring 2007. He loves innovation. He has between thirty and hundreds of times the wealth of His Royal Highness Prince Alwaleed. He is not a contact from Ms. Angawi's network of “potential funders”, but from my own legwork.

The money is in principle not the problem, I only need a model for excellence in successful Islam and business, so I can say to the Muslim youth “here is the standard”. I cannot mobilize the Muslims with a Hindu. We also need an Arab to be number one in something, as for now, except for a few successful Taliban, we have nobody, naught, zero, cipher. His Royal Highness Prince Alwaleed is the only one we can push forward through our projects into a number one position in the shortest time possible, because he is not far off (no. 13 on Forbes). It is for this reason that I am holding off a start-up with Mittal's money until I have a Muslim to join him. I strongly believe that both Mittal and His Royal Highness would make a very good team to heal the fractionated World through our projects.

It would take us far more effort and century ages to push *you*, for example, to a number one position. As it turns out, indeed, it feels like pushing the Himalayan Mountain to move you a few millimeters. That is how heavy you feel to me. All of this because you probably think that you make more money by rejecting our proposal than by pushing it. That is the image you want to give of the Arabs.

The Illicit Forwarding of Project Documents (Process C)

The Economic Risks for Kingdom Company

As the Managing Director of the Kingdom Foundation, you are supposed to operate like an investor on the basis of the information capital that you receive from external sources. Here is what **your** operation does:

In your letter of 5 January 2008, you mentioned on page 1, § 4, line 2, “*Should you register, I will forward your proposal to Ms. Angawi*”. Yet, in the same letter you find it normal to let her forward our proposal to other “potential funders”. No investor says “*go to another investor, and then come back to me when you are registered*”. That is what you told me to do.

- Why would your operation give the privilege to another organization to be informed about the existence of our inventions, before your superiors have had the chance to learn about the proposal at all?
- Suppose the project is a thrill. No investor would willfully offer the glory of a success to another investor, would he? Though, this is what Ms. Angawi and you are doing in the capacity of investors. What if His Royal Highness wants to be faster than the rest, what if he wants to be five miles down the road, ahead of everyone? Your actual procedures do not allow that to ever happen to him.
- Ms. Angawi and you may have stripped Kingdom from good opportunities like that in the past, and you are still keeping your hierarchy from hearing about other good things too.

This, in legal terms is called a conspiracy to commit fraud, improper conduct by management through the violation of information security by disclosure of company confidential information without appropriate authority and without an obligation to do so, with the intention to cause ulterior economic damages. By defending Ms. Angawi, you are offering protection to an offender.

The Unprofessional Image for Kingdom Foundation

Unless Kingdom Foundation shares a common objective with another organization through a partnership, the objectives of the another organization should in all logical circumstances not be your concern. In other words, professional people take responsibility for their own business.

- In your letter and e-mails from your operation, you are clearly talking about organizations you don't work for and with whom you don't have a partnership, when you state “Ms. Angawi's network” of “potential funders”. A real professional would otherwise stipulate that. I am not bright enough to imagine that Kingdom Company pays Ms. Angawi and you a salary and gives you an operational budget to work for other “potential funders”.
- Ms. Angawi and you don't know what is inside the proposal, yet you want to forward it immediately after receipt. What if it was a description of cloud-coo-coo-land? What if the unknown third party has a question? Are you going to answer their questions? It's

Ms. Angawi's professionalism that will be questioned by any outsider and eventually your management too.

- Our proposal is aligned with Kingdom Holding's objectives (investment in businesses) and with the priorities of the Kingdom Foundation as stated on your web site and in my letter of inquiry of 19 September 2007. Therefore our proposal will not correspond with the objectives of any other organization, and thus cannot possibly be forwarded to anybody else. I would be concerned if all corporations were pursuing the same objectives and priorities, not you?
- For example, the project is essentially about commerce, the development of new technologies, the globalization of the mid-market economy, and training underprivileged people in those new fields. Yet, Ms. Angawi decides in her e-mail of 19 November 2007 that the Organization for Cooperation of Humanitarian Aid (OCHA) is an appropriate fit and suggests to forward our projects to them. Ms. Angawi didn't read the material. In addition, I applied for private CSR funding. OCHA is not a private fund and I really do not see what business we can begin with the OCHA.
- In addition, the rule in Aurum Helix is that it is forbidden to approach public institutions like OCHA through internal contacts in the context of our projects. It is mandatory to use the front door like everyone else, to participate at public tenders and published calls for projects. We want to be a clean organization. We do not appreciate the introduction of our projects through personal contacts in public institutions. However, we do appreciate contacts at public institutions for their expertise and in the context of an inquiry or a study. That is not the case here.
- It is also unacceptable for you to forward the proposal because I always use an initial inquiry letter as a buffer to protect the intellectual property to some degree.

The Unethical Image for Kingdom Foundation

Your operation engenders adverse consequences on the company's public image:

- Forwarding proposal for Kingdom Foundation to another funds would look like Kingdom Foundation is saying, *"We don't have any money, would you please do us a favor and give for this poor thing in Brussels something?"* Which foundation in her right mind would agree with this picture of herself? Though, seen from the outside, this is the damaging image Ms. Angawi and you want to give to your employer. We would really like to avoid that kind of errors, but from your letter I see that you don't care.
- People who will receive the proposal will really question the integrity of Kingdom Foundation in relationship to Aurum Helix. When the forwarded proposal doesn't match their organizational values, they will laugh at you, not me.
- Everyone will figure out, based on the date and time in the properties of the electronic document that you have first presented the proposal to them before your Chairman has seen it. This does not look fair on your Chairman, and chances are that people might eventually not cooperate with you after all.

No charity in the world would agree with this kind of image for itself, and we are far too proud of Kingdom to put it under such a light, even if it does not help us today. Damaging the image of Kingdom Foundation in the face of third parties is to be avoided. It is very embarrassing publicity you are preparing with your forwarding business, your vain e-mails and your futile letters.

In legal terms, this is called misrepresentation of a company and its services, and this is punishable by law.

Enlarging the Scope of Risk for Conflicts

When you have a disagreement that is unresolved, you should not export it beyond the walls of Kingdom Foundation. Your role as the Executive Director is to certify that the damages that were caused by the existing dysfunction remain limited.

You and I are in conflict. By forwarding our document to other parties you would only enlarge the scope of the conflict between us. You would raise the expectations of third parties in a project that you cannot defend or do yourself. If you don't live up to the expectations of the people that you have contacted in the context of our projects, you will be in trouble with them too and with me. The existing problem or dysfunction that your operation created will become bigger and more difficult for you to control. I will definitely not help you manage the expectations of people that I have never solicited myself.

Conclusion

CSR is difficult to forward. Forwarding our documents is really bad business more for your organization's image than for ours. What you suggested to do is called libel, in legal terms.

Control of Power and Decision-Making

Processes and procedures delimit the responsibility and the relative decision-making power of every human resource in a department. It's the decisions made that reveal if a procedure was respected or not.

Your Sense for Responsibility

In the context of the Aurum Helix proposal and on the basis of your letter of 5 January 2008, you have manifested a tendency to either refuse responsibility for things that happen in your department, or you exceed the boundaries of your responsibility to influence decision-making.

For example, sending our proposals to other possible funders is my personal responsibility. Yet, your operation has suggested doing this instead of me. You have exceeded your boundaries of responsibility by interfering in my area of responsibility.

In your letter of 5 January 2008, on page 1, § 4, line 4-9 you stated “*(...) the International Projects Department (...) includes an assessment of (the proposal) its viability, the feasibility and impact*”. It is not the responsibility of your operation to determine viability, the feasibility and impact of a project. **You** cannot objectively assess the viability, the feasibility and impact of someone else's project, your don't have the right to do that. Isn't that the responsibility of the grant-seeking agent?

How can you, who are seated in Riyadh assess the viability, the feasibility and impact of a project in Reykjavik or in Buenos Aires, or in Brussels, for example? It is up to the grant-seeker, who has knowledge of the local market and society, to concretely justify the viability, the feasibility and impact of the projects in his or her country or region. You cannot intervene or decide instead of him or her. Here again you take a responsibility that you can't handle, only just to take it away from someone else. You have picked out exactly the things that reveal you have very little or no real-world project management experience.

No wonder you feel inundated with proposals if for each one that comes in you assess the viability, the feasibility and impact of the project. That is what you get when you don't respect your limits of responsibility. You just drown.

Wouldn't you rather dedicate your time to the assessment of the viability, the feasibility and impact of your processes and procedures?

Your Decisions

There is an uncertainty flowing around the decision-making authority at Kingdom Foundation.

Have a look at the charts again. If you compare the three charts, what can you say about the decision? In process A, the decision is located in phase III. In process B, the decision is located in phase II, and in process C the decision is located in phase I and phase II. It looks like the decision is moving up all the time.

When we look at the timing. A negative decision was taken on 19 November 2007. Another decision was taken the same day concerning the proposal's destiny, and the same decision was passed on to me directly afterwards. So, Kingdom Foundation first decides something and then passes the decision-making on to Aurum Helix. Kingdom Foundation is passing on a responsibility to Aurum Helix. Aurum Helix refuses to cooperate. Myself took a firm and negative decision on 26 November 2007.

My decision was not planned for by your operation. Consequently, the decision is being sent back to you. With your letter of 5 January 2008, you projected a final decision to be taken by His Royal Highness in 6 or 9 months or more, if no decision by myself is taken sooner. That is the mechanism in your letter.

The decision is the moving target in time and space. It can't move all by itself unless someone is playing Russian Roulette with the decision power. Usually it is a person who has difficulties in accepting the limitations of her responsibilities. Someone who violates the territory of someone else, who assumes to herself the decision-making for that territory, and who creates the conditions for the other people to believe that it was the original incumbent who decided. A lot of people would think His Royal Highness decides it all, but it is you who abuse your position.

- How many decisions does your operation need for the same proposal? According to your pretended evaluation procedure (process A), you only need one decision in 6 or 9 months time. We are only two months and a half later, and you've already had tons of decisions for the same proposal. How many more decisions do you need?

- Is this effective decision-making worthy of your title and your function in a noble house?
- Which decisions are credible and which aren't?

Note that writing e-mails and sending 150 \$ letter headed letters are considered decisions too. Someone decided to write the e-mails and the letter of 5 January 2008. Someone is responsible for the e-mails and the letter of 5 January.

Conclusions: your operation has a problem of authority. It visibly does not respect the authority of His Royal Highness as *the* decision-maker. It also seems to have a terrible problem when someone who is supposed to be the vulnerable party, like the grant-seeking agent takes firm decisions. Your operation does not respect its own decisions.

Your Power

Overall, from an external viewpoint, your operation reveals too many weaknesses, and almost no strengths. You have a negative balance so far, but the statistics of your department should confirm this status. The degree of professionalism is low. Consequently your power is also low. Power and professionalism are correlated.

Technically, you show an inability to sustain a simple grant evaluation procedure of your International Projects Department, which you described in your letter of 5 January 2008. You are aware of your inadequacy and to compensate for that by creating a difficulty where there is no problem (the unjustified rejection). Then you try to modify a difficulty which does not exist (the forwarding of project documents to your external contacts), and then you take that as *the* solution that you want to impose, whereas there was no problem in the first place. In the very end you deny that a problem exists (your letter of 5 January 2008 does only this).

This shows that there is an emotional dimension that generates weaknesses in your management. To cover it all up, you have recourse to heavy manipulation (smoke, fog, foam). Your operation, in particular, pulls its strength in the use of confusion. It's a weakness in reality, but for you it is strength. In fact, it's the culture in your operation.

Your Culture and Management Style

The internal culture within your department does not behave according to the CSR values. Examples of these values are transparency, accountability, integrity and honesty, for example. One controls with rules. When the rules are not clear, then the rule is confusion. In that case, confusion becomes the culture.

Someone has an advantage in creating confusion inside Kingdom Foundation. Your operation's confusion created mistrust on behalf of everyone and it has driven the processes and procedures into a deadlock. Your operation has conflicting procedures, ambiguous statements everywhere, it does not seem to serve the interests of the company first, and it has written and unwritten rules. Someone is controlling the confusion, and usually it is the one that started it in first place.

Sometimes things go out of control. The controller of the confusion ends up caught in a web of conflicts and loses control over the confusion. The whole analysis shows that this is the

situation. Right now, the confusion is leading a life of her own, it is uncontrolled and looking very well after itself... until it targets somebody.

Confusion may have worked for you with many grant seekers, until you got someone like me at the other end, then the mechanism of your empire has stopped. An unauthorized decision was taken, His Royal Highness is informed, and the pretending decision-maker remains hidden. Nobody wants to take responsibility for faking His Royal Highness's decision.

The only way for you to keep some control over the existing confusion is to put some pressure on the apparent vulnerable party, which is the grant seeker, Aurum Helix in your case. Aurum Helix is an external party that your operation has dismissed a few months ago in the hope to increase the pressure. Instead of putting pressure on your operation for it to follow suit, you prefer to control my thinking and my decision-making with your beautiful letter. That is how you work.

With the letter, you are trying to sell me nonsense. Haven't you got anything else to suggest than your "potential funders", who in the mean time have become "potentially interested organizations"? The parameters around these contacts were changing all the time. Can't you imagine any better way of controlling me? For example, don't you have an idea on where I can find a real funder?

In principle, a letter like that was intended to make believe that His Royal Highness decided everything you stated. Unfortunately for you, I don't believe that Kingdom Holding was built on the same confusion that you have used to build your little empire. First you shoot, and then you aim. I trust the sense of judgment of His Royal Highness who built his own wealth by aiming right probably almost 100% of the time. In all evidence, taking into account how lousy you operate for him, he must have done it all on his own. He probably thought that he hired you to help him maintain his extraordinary accomplishments.

- How come that under his leadership your department does not behave like him?
- How come that under your management your department has failed aiming right?
- Doesn't this look like you have two different cultures, two different kingdoms?

Confusion is the only strength you have. The only person that has some control over the confusion in your division, is yourself, the Managing Director of the Kingdom Foundation. Your operation dominates in all the charts.

Eventually, it's the sword of Justice that will cut through the confusion to achieve the truth. The sword of Justice sanctions positively or negatively according to the effectuated acts or procedures (process B and C), and not according to the pretended ones (process A).

Conclusion:

Confusion is the dysfunction and your management culture.

PERFORMANCE CONTROL

The processes and procedures that you have in place directly affect the quality of your performance. If you don't work your processes, the processes will work on you. The only

way to measure if you have your processes under control or if they control you is through the statistics of your performances.

When your processes and procedures do not work correctly or when they are not clear, ambiguous or undefined, you will have incorrect financial statements for your department. As a Managing Director of an important division, you are normally expected to keep statistics of your performances through a dashboard or a score card, if you don't deal with financial statements yourself.

Your performance is measured by your management time against budget and results (volume and/or progress). These statistics reflect your ultimate delivery, which is in the case of a foundation, the service or the product that results from the projects funded. These statistics also reflect the processes and procedures you have in place. If you have incorrect financial statements, you will have to justify every single discrepancy. The type of errors will show if you have a conduct of goodwill or ill will. Absolutely no one can help you with your departmental statistics because you are the only one who knows best how your operation functions.

Control of Action and Progress against Management Time

According to your pretended procedure (process A) it takes apparently 6 to 9 months for you to examine, to understand and to submit the proposal for approval. Ms. Angawi was not following suite then, because it took her less than one hour to reject the proposal.

- If it takes her one hour to reject it how come it takes her 6 to 9 months to investigate it?
- If it takes you between 6 to 9 months to evaluate one proposal, then how many proposals per year do you submit for decision?
- If it takes you 6 to 9 months to evaluate and understand the proposal and to submit it to His Royal Highness, then how come you understand it well enough to forward it to other organizations?
- What if 9 months later, when you submit our proposal for decision, the Chairman says “let's do it”. Would you then be prepared to reveal that you have forwarded the projects to someone else, or don't you ever wonder about how things can turn around, sooner or later?
- If you say in your letter that you are “*inundated with proposals on a daily basis*”, and that it takes “*between 6 and 9 months*” to assess a proposal, why do you find the time to write aimless letters to a person whose proposal was rejected?
- How come you find time to play the broker between grant seekers and other organization?

If you need 6 to 9 months then you are simply saying that you are not efficient. You are not performing. You are only exhibiting your inability to distinguish company critical information from non-critical information and your professionalism to be proactive, while believing that you are the delaying progress on our side. Your spirit of solidarity and goodwill that your foundation stands for will loose its credibility. That is all you're projecting with that sort of information.

In 6 to 9 months we would have connected thousands of NGOs in the world through a VOIP conference system, raised a performing operation from the ground, and trained at least 15 people to function fully. You would have read one proposal during all that time.

First you kill the proposal, and then in a later mail and letter you come back to say that it is going to be evaluated but that it takes six or nine months. Do you practice “post mortem” examinations in your department?

Do you think you are focused on your processes and procedures, on your responsibility, on your role or on your departmental objectives? I think you are only focused on something else. Have another good look at the three charts again:

Ideally, you would have Request, Action, Decision, Result, like in process A. Though process A is the pretended procedure that has never existed in reality. The only part that is missing all the time in your active procedures is the Action (the investigation). So, in reality, there is no Action in your department. When the action is missing then other things mostly consume your attention and your executive time, like managing rejections and forwarding proposals, and managing the expectations of your “potential funders”. That is all you think about the whole day.

Control of Volume against the Budget

Based on what I have experienced with your operation, I really wonder how you control your dashboard if you have tons of different evaluation procedures running for each submitted proposal. Do you measure and compare the Dollar value of the total number of proposals for a period of 1 year (100%), for example?

For example, do you keep score of the:

- (1) Dollar value and percent of submitted proposals,
- (2) Dollar value and percent of submitted proposals funded,
- (3) Dollar value and percent of submitted proposals rejected, and the
- (4) Dollar value and percent of submitted proposals in preparation for funder’s decision.

You might want to add at least two new classes, in your case:

- (5) Dollar value and percent of submitted proposals rejected and in preparation for funder’s decision.
- (6) Dollar value and percent of submitted proposals rejected and funded

In the case of process B, you may have at least a discrepancy between the Dollar value and the percentage of submitted proposals rejected (3). If, for example the Dollar value oscillates around 50 %, the percentage of submitted proposals rejected must be at least 100 % percent.

Perhaps keeping score of the total number of application forms sent against the total number of proposals received is perhaps an easier way to track down the number of proposal rejected and in preparation for funder’s decision, and the number of proposals rejected and funded, in your operation.

Another way is to count for each one final report, you must have one original project proposal that came in at a certain date, and one forged project proposal that was produced at a later date. You also must have filed one rejection letter and one grant approval letter for the same proposal. According to the effectuated procedure (Process B and C), the rejection letter comes immediately after the original project proposal’s reception date, and the approval letter may be issued immediately (of course) after the decision by His Royal Highness.

If the total volume of grant proposals submitted is 100 %, then the total volume of approval and declination letters sent must be 200 %. In any case, if you have more letters than grant proposals, then you have a big problem. It all depends, of course, if you keep records of anything in your operation.

Conclusion

I hope you understand how arbitrary procedures increase the scope to misstate financial and operational reports, and how they work like boomerangs and catch **you** and not the grant seeker in the very end.

Control of Delivery

Delivery control is a product-related metric that requires you to know who your customer is and it helps you know if you have achieved customer satisfaction. It tells you if you have achieved the impact that you wanted to make in the market or in the society. Your customer is the society at large, represented by the non-profit that submits a request for funding. Your product is the project with which you position your foundation and your corporation. The project or program is your core business.

CSR is not just any philanthropy. In regular philanthropy the real performances of the non-profits are not measured because donors don't care and don't have time. In CSR performance measurement is a hot topic. In CSR, philanthropists apply the same discerning eye to charities and non-profits like they would to a stock investment, and one way to do so is to measure the success of the programs funded, unlike institutional funders (like OCHA) do. Just like on the stock market, donors feel very confident in fueling money into CSR projects, if regular reporting on the delivery is done. In CSR, the corporation needs to test whether the non-profit is CSR compliant and, if it has a deep sense of responsibility to its funders. This is very important for international projects and donations.

I imagine that at some point His Royal Highness would expect that you brief him about the projects that you helped him decide to fund. Photos, videos, newspaper articles of non-profits thanking His Royal Highness Prince Alwaleed for his magnanimity, inaugurations and public announcements with TV and radio around would speak for themselves. You don't have to do anything, you have an easy job, and you only need to cut newspaper articles. If you could just do that and celebrated it with a smile, without doing any of the boring corporate governance procedures above, you would outstandingly marvel.

I hope my assumptions are wrong, but I really wonder how you prove whether a project has effectively started and how the money was applied. I bet you only use written reports or you are avoiding delivery control altogether. I also wonder if any of your funded projects ever needed an extension of funds. That at least would prove that the projects are alive. If they never need more funds then the projects don't exist. Your funded projects must all be one-shots. Does the Chairman ever get any thank you letters from the charities and non-profits that you recommend him to support? Aren't your "potential funders" any grateful to him?

The project

In the Aurum Helix proposal there are three interdependent programs and a total of 10 interrelated projects. The whole is called a complex project. There are four major dimensions to a project: an objective (what), a team (who), a schedule (when) and a budget (how much).

Professional foundations discuss the projects in documents that fall outside the regular evaluation process. In your case, your operation has never asked any project-related questions in the mails and letters that fall outside your pretended evaluation procedure. I would have been happier if you provided me some feedback on the projects so that I can improve them. I have no where seen any opinion you might have about the projects. Therefore, the project does not interest you.

A project is a synonym for “action plan”. If the Action part (the investigation) is missing in the charts of your actual procedure (process B and C) and in your performance then, the action does not interest you. In all analogy, it means that it is not the project that has retained your attention in the Aurum Helix proposal. In addition, you are a declaration-oriented person, no an action woman, like observed on page 12, right before the assumptions.

The Aurum Helix team also does not interest you too since your operation did not asked for the CVs. The CVs are part of the project plan. You also don’t give a hoot about the scheduling because the plan you have is to delay the final decision, if any at all, as much as possible, maybe in 6 months, maybe in 9 months, or maybe never.

This leaves us with the budget as the last clue that perhaps caused you to behave in a funny way. You are probably staring your eyes blind at the amount of money requested. You thought that I was the same like you. That is why you have used, as your strategy, the hollow promises of forwarding the proposal to so called “potential funders”. The key word is “funders” which means “funds”, “money”. The key word is modified with the adjective “potential”, which means “hollow”, illusion, and hope.

The only coherent pattern to be found throughout your very ambiguous and inconsistent communications is the word “funders”. In that respect you are absolutely devoted and uniform. You tried to activate an emotion in me with that word many times. The more I see it, the more I resent that word because I am already dealing with a funder. The number of times that your operation uses this word reveals that you are the one who is excited about anything representing funds.

Money is definitely part of your strategy, not mine. If I want money, I go to work. It’s that simple. My project is my strategy. It’s not just a “potential project” because the plans exist. I only need to test whether the funder’s vision synchronizes with my strategy before I think about accepting any funds. I need to make sure that I can carry out funder’s vision. You are not helping me in that sense, because you don’t have a vision for the project. The only vision you have is the amount. Therefore, the amount is definitely for you the only strategic thing about the project. So,

- What do you think of the amount?
- Is the amount high enough for you?

You also mentioned in your letter the “*comparing/contrasting (of) all costs in submitted budgets.*” Now, that attracted **my** attention. What do you mean with that?

- You compare/contrast the costs in comparison with what?
- What is the standard? Could it be how much you need?
- Why didn’t you reject the project on the basis of the amount?
- Are you not afraid that with my requested amount there would be no funds left for you and Halla’s network of contacts to take? Are you, in addition to being a dysfunctional, also a scarcity-thinker? This is the kind of people for whom there is never enough to go round.
- What if my projects can fill the fund? Don’t you and your “potential funders” ever think like this for one second? I bet you don’t believe that I can fill the fund with those projects, and you can’t wait for the project to be born to see it happen. There could be much more for you and your whole entire network to take. No, you prefer to abort it indiscriminately and mercilessly as fast as possible from the start.
- Between 6 to 9 months is the time you need. Is that the time you need to dry up the existing funds with easier projects to fake by your “potential funders”?

Conclusion

If your attitude towards the project is not of an investor (task-focused) and not of a philanthropist (people-focused), then the intention purely is money-focused. It is because you try to control the grant itself, that you end up controlling the grant seeker with your beautiful letter.

FINAL CONCLUSIONS

We have traveled from the strategic level until the interaction level and scrutinized your performance in relationship to the Aurum Helix proposal. We have made 360 degrees tour in and out Kingdom to find out why you are placing an enormous obstacle to the advancement of the Aurum Helix funding proposal. I sensed an unmotivated antagonism from your side, though we’ve never met before in our lives. I do not exclude that you may harbor envy inside of you for a vision that came to me and not to you. I am requesting you kindly to suspend those feelings and to transcend your ego. I also do not exclude the existence of jealousy and rivalry towards the Prince because the vision was sent to him and not to you.

Either our project or the amount requested, or both affected you and must have made you feel insecure for no reason. In general, you have manifested an immaturity and a wrongly directed ambitions not worthy of the honorable position that was offered to you in a country known for its conservative opinion of women, and where the opportunity you have must be a divine miracle. Miracles never happen twice.

We have observed a series of dysfunctional behaviors in your operation with us, which in a chain reaction affect the entire structure inside your office, outside your office and abroad. Most of the behaviors you have fixed in your letter of 5 January 2008. If a dysfunction has a mental origin, then it must be you. Maybe the consequences are not as bad as I assumed on page 12. Maybe it’s due to inexperience or incompetence. Perhaps you do not have a background in business, banking, and sales or perhaps you have never worked before in your life. Maybe you need training, but you definitely need to get rid of emotions at work.

Or, maybe the consequences are worse than I can possibly think, because your behavior deviates strongly from the standard business practices. You reveal too many deficits for the small amount of interaction we have had together. Your mental structure is not CSR compliant.

In technology, a software procedure that is contaminated by a virus is called “a corrupted program”. With people, the only one common name for the series of dysfunctional behaviors that we have seen throughout this analysis is called **corruption**. It’s a brain damage. It’s a disease, which is contagious by human contact. People program people to behave that way. Perhaps the “potentially interested organizations” or “funders” that you mentioned and socialize with are like this.

Corruption simply means an “anti-economic” way of life. It is the equivalent of high treason, especially if foreign investments or foreign projects, or both are involved. You better check what kind of repressive measures are attached to this type of infringements in your country before deciding anything in your international projects department.

Perhaps if you read again the assumptions on page 12, you may get the feeling that the mechanism or modus operandi described is plausible. The analysis supports the assumptions and the documents also. To resume, in all likelihood, process A is the pretended grant approval evaluation procedure for the treatment of pretended project proposals from pretending grant-seekers that are called by you the pretending “potential funders”.

The overall conclusion is that the analysis indicates that procedures A, B and C are invalid and illegal, and that you are a social threat and a business risk. **You deserve an audit!**

RECOMMENDATIONS

Based on the statements in your letter of 5 January 2008:

1. Implement the pretended grant evaluation procedure now and make it legal.
2. Don’t publish your application form and your evaluation procedure on the World Wide Web. Instead, publish the Annual Report of the Kingdom Foundation in which you publish a track record of giving around the world or a list of grantees, and your future funding trends. Include a statement from the Chairman and inform about what kind of impact the foundation hopes to fund, and some news clippings.
3. You could complement that with viewing some of the CSR projects that are either in progress or completed on your web site. Support it with photos and videos to testify their veracity. Mention the range of budgets to apply for, so people have a model for inspiration, and donors will be encouraged to entrust their donations to Kingdom Foundation. If not,
4. Then take out the words Corporate Social Responsibility from your web site because it is really misleading.

EPILOGUE

Next time, know who you are dealing with, know what you are talking about, know the implications of your decisions, and know what you are doing before starting any procedure with someone. You did not expect your thoughts to be unraveled, combed through with the finest comb, researched under a magnifying glass, re-arranged and then sent back to you?

Smart people, when they define a process, they insert the “what ifs” into the processes and they make scenario tests. What are the risks? What if it goes wrong? What if you deal with a controller or an auditor, one day? What if the person at the other side is a lawyer, or a judge or a journalist? That is the essence of CSR. It is working with awareness.

If we had an agreement together, I would have sent you one of our team members, Mr. Fabio Iraldo, who is a CSR strategist. You have his CV in the Aurum Helix project folder. Have a look at his profile and try to understand what he does. There are only a handful of CSR strategists around in the world, and I have been able to find and keep one for our future projects.

If the relationship between us was sound, I would also have sent you some junior process analysts to help you set up and run your procedures in no time. Or, I would have sent someone to train you and your staff in designing efficient organizations. It is called knowledge sharing. Because your application form didn’t ask for the CVs in the first place, and because you have dismissed us from the start, I can now tell you to ask someone in Halla Angawi’s network of contacts to help you with your procedures and with your CSR. Ask them how they work, and how they attract and assess CSR funding proposals.

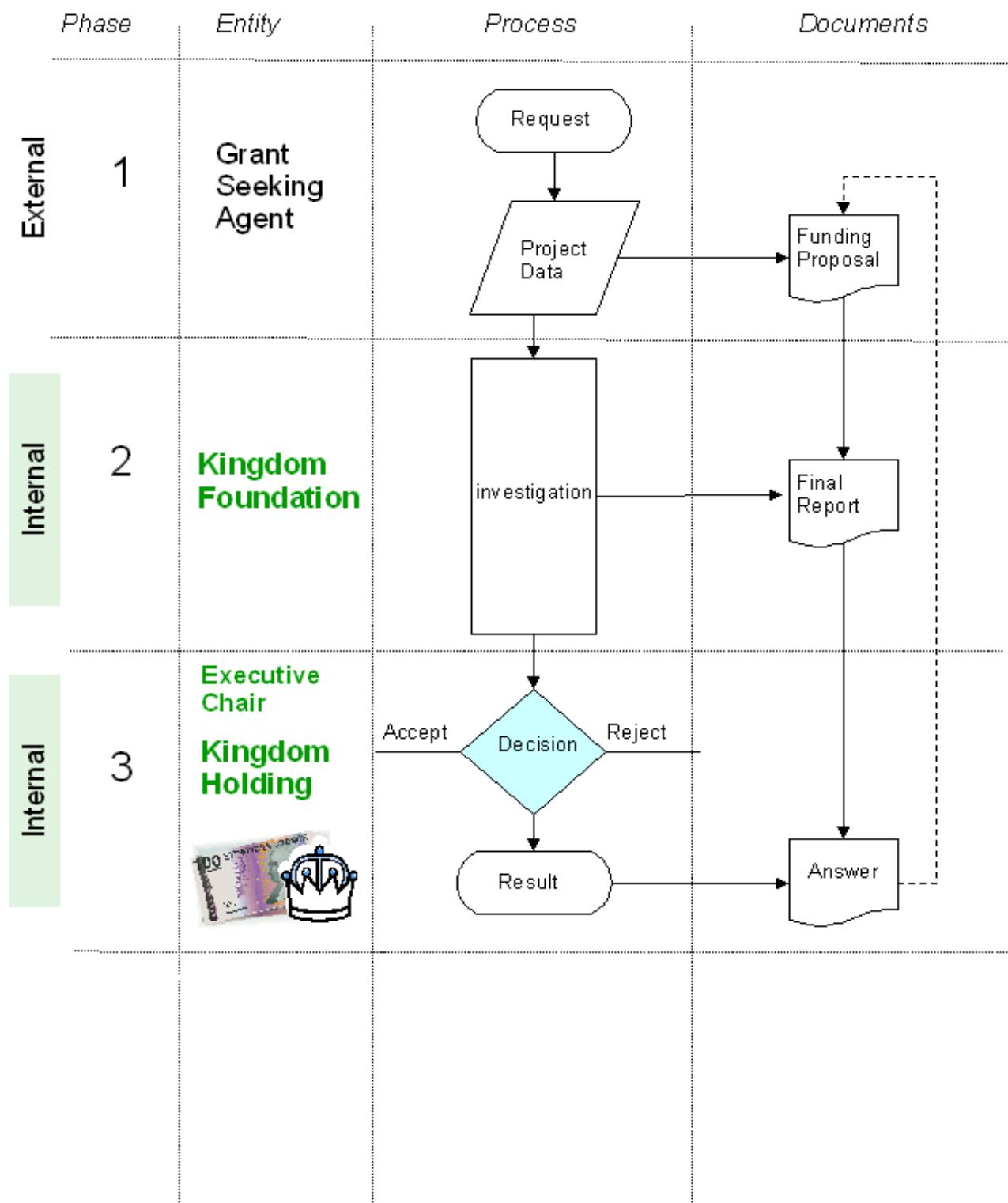
I thank you for the rejection. I really enjoyed writing this analysis.

Best of luck in your job as the Managing Director of the Kingdom Foundation, and good-bye.

Appendices

Appendix I

Process A
 Pretended Process – Funding Evaluation
 Date : unknown
 Duration : 6 – 9 months



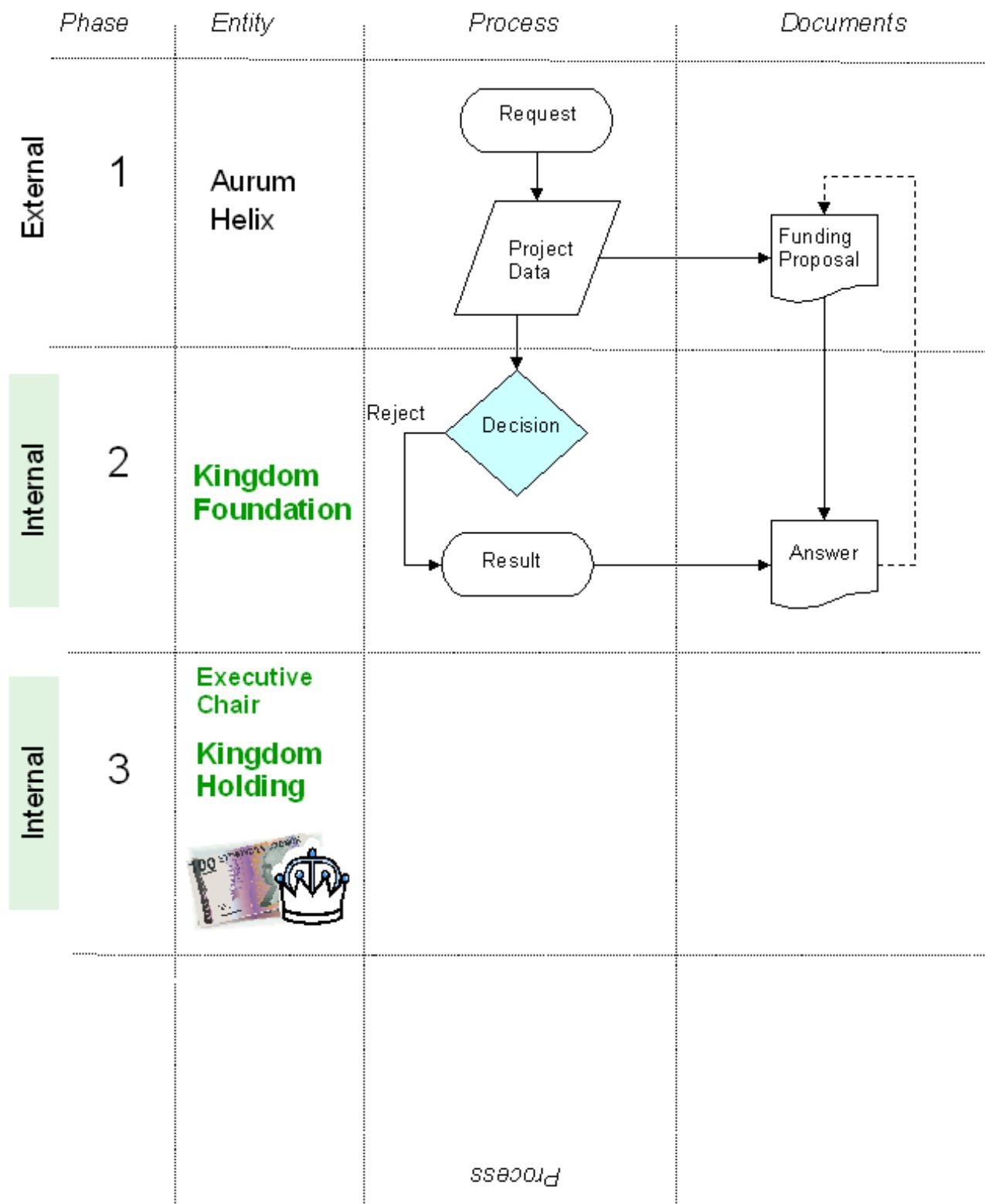
Appendix II

Process B

Effectuated Process – Rejection of the proposal

Date : 19 November 2007

Duration : less than 1 hour



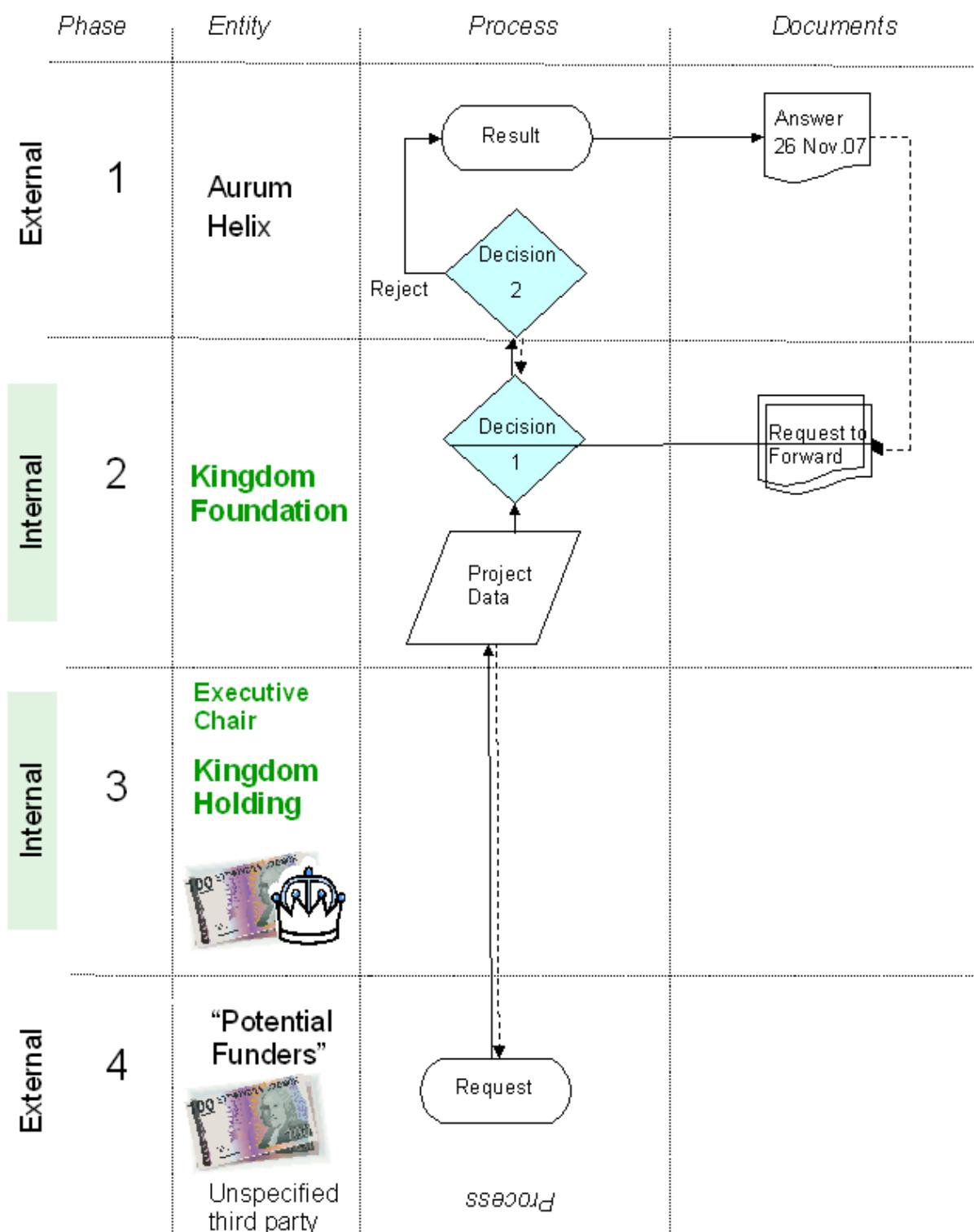
Appendix III

Process C

Effectuated Process – Forwarding of Proposal to 3rd parties

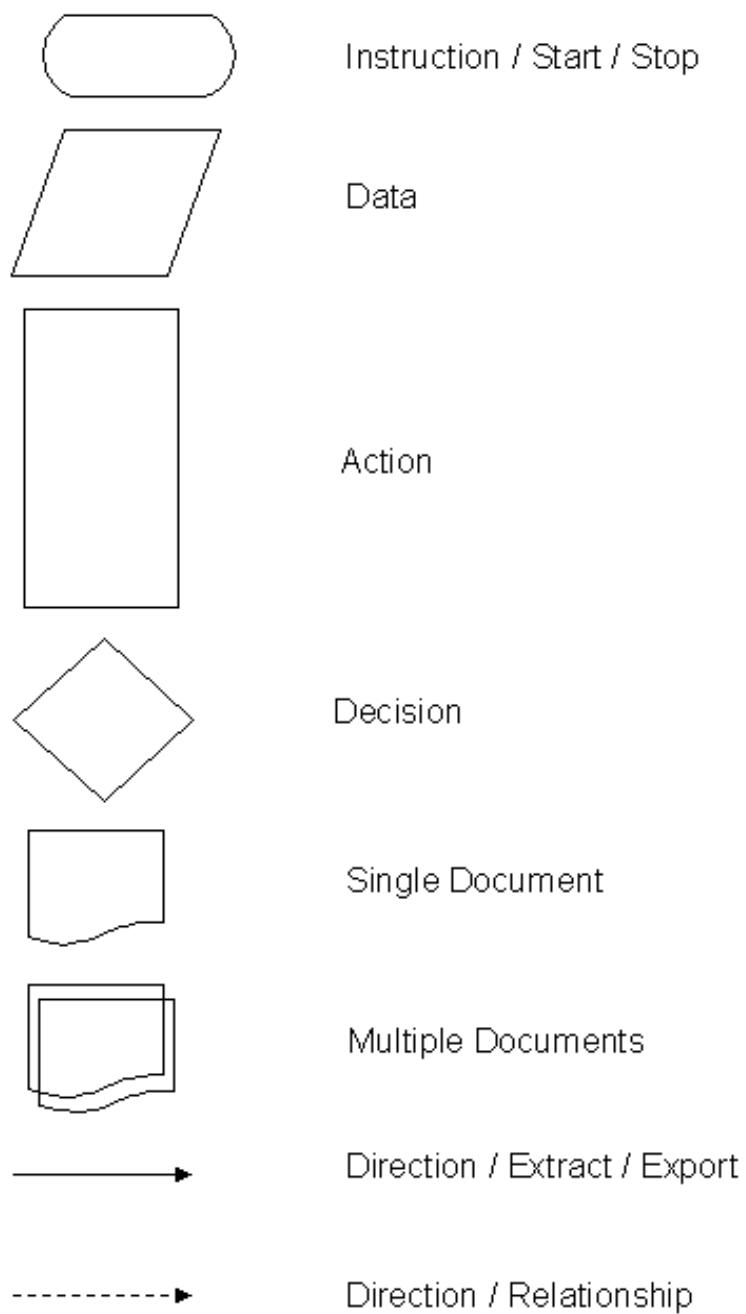
Date : 19 November 2007 (re-iterated on 5 January 2008)

Duration : 10 minutes



Appendix IV

Legend



AURUM HELIX



Aurum Helix
Rijmelgem 10 Box 5
1932 Woluwe-Saint-Etienne
Belgium

January 5, 2008

Dear Ms. Mouali,

Thank you for your letter of November 25, 2007 to His Royal Highness Prince Alwaleed Bin Talal Al Saud. This matter has been forwarded to my attention as the Managing Director of Kingdom Foundation (KF).

Having read your letter and discussed the matter with Ms. Angawi, we apologize for the inconvenience KF may have caused Aurum Helix. Although we understand that time is of great value to a small NGO, however, KF is inundated with proposals on a daily basis. Ms. Angawi followed standard procedures in requesting a completed Grant Application Form as *all* applicants are required to complete it. KF has been in the process of instating new procedures for grant application which will be online and will list all requirements and criteria to prevent such situations from recurring.

Rest assured that all electronic files related to Aurum Helix have been deleted. I solely maintain the folder you enclosed with your letter which contains a hard copy of the project proposal. This copy will remain in my archive.

As stated by Ms. Angawi in her correspondence with you, KF will not in any way influence Aurum Helix's decision to register as a formal organization. Should you register, I will forward your proposal to Ms. Angawi for evaluation. Please note, the evaluation procedures that the International Projects Department follows involve a thorough investigative grant giving process that extends to between 6 and 9 months from the date of a proposal's receipt. It necessitates the compilation of information, comparing/contrasting all costs in submitted budgets, and includes an assessment of its viability, feasibility and impact. A final report, with appropriate recommendations, is then submitted to HRH Prince Alwaleed Bin Talal for a decision.

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مؤسسة المملكة
ص.ب ١
لریاض ١١٣٢١ المملكة العربية السعودية
تلفظ: ٤٨٨١١١١
فاكس: ٤٨٨١١١٢

AURUM HELIX

The environment at KF is one of cooperation and collaboration, in the true sense of the word. When KF does not fund a project, KF staff very often offer to connect applicants with potentially interested organizations. Ms. Angawi's offer to forward your project stems from this environment and was meant to connect Aurum Helix to funders through her network. In the event you had agreed, you would have been copied on all correspondences. No such emails were sent and there is no chance of a leak.

KF team wishes Aurum Helix all the success in its future endeavors.

Sincerely,



Muna AbuSulayman
Executive Director
Kingdom Foundation

APPENDIX VI



At Ariane Group I worked as a Quality Assurance Project Leader. Ariane Group is a Software Consulting company.

Bruxelles, le jeudi 6 décembre 2001

ATTESTATION DE TRAVAIL

La société ARIANE GROUP SA, située Chaussée de Charleroi, 23 à 1060 Bruxelles et représentée par Mademoiselle Françoise DEWAEGENAERE, Administration du Personnel, certifie employer Madame Naïma MOUALI, domiciliée Rijmelgem, 10 bte 5 à B-1932 Sint-Stevens-Woluwe, depuis le 02 juillet 2001 en qualité de « Project leader » dans le cadre d'un contrat de travail à durée indéterminée.

A handwritten signature in blue ink that reads "Françoise Dewaegenaere".

Françoise DEWAEGENAERE
Administration du Personnel

AURUM HELIX

These business cards speak for themselves. For details, please consult my resume and the recommendation letters in Part I in the Aurum Helix project folder that was sent to Kingdom Foundation



Nadine Mouali
Project Controller
Practitioner Support

Deloitte Touche
Tohmatsu

Deloitte Consulting (Europe) LLC
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NMowgli@dtccg.deloitte.be

The KPN logo is a blue diamond shape containing the lowercase letters 'kpn' in white. Above the diamond is a small blue crown icon.



Nadine Mouali
Planning Analyst

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