

1 About WYG

1.A Administrative Information

1. Please find in the table below the administrative information for WYG International Limited and WYG Projects Nigeria Limited.

Table 1: Administrative Information

Information Required	WYG International	WYG Nigeria
Name of Firm	WYG International Limited	WYG Projects Nigeria Limited
Country of Incorporation	England	Nigeria
Company Registration Number	3195485	RC 1158284
Years in Business (date of incorporation)	11 (8 th May 1996)	1 (12 th December 2013)
Contact Name (email)	Chris Rowe (chris.rowe@wyginternational.com)	Adenike Omotoso (adenike.omotoso@wyg.com)
Address (Registered Office)	Geneva Building, Lake View Drive, Sherwood Business Park, Annesley, Nottinghamshire, NG15 0ED (Arndale Court, Headingley, Leeds, LS6 2UJ)	Registered at the address: AYI & Associates, Gateway Plaza (2nd Floor Left Wing), Plot 208, Off Herbert Macaulay Way, Central Business, District, FCT Abuja, Nigeria
Telephone	+44 1623 684501	+234(0)8171406102
Fax	+44 1623 684545	n/a
Website	www.wyg.com	www.wyg.ng

1.B About WYG International

2. **WYG International (WYGI)** is the international arm of WYG plc, one of the top technical and socio-economic consultancies, leading or supporting change in societies to improve the quality of life for people across sub-Saharan Africa, Europe, Asia, and the Middle East. WYG specialises in the management of large and high profile donor-funded assignments in both transitional and developing economies. In the last 20 years, WYG has undertaken more than 460 major assignments worldwide, and is currently working on 112. WYG has a broad spectrum of experience to offer in numerous sectors and is one of the leading consultancies successfully providing Technical Assistance (TA) support for the World Bank, EuropeAid, DfID, EIB, EBRD, CEB, KfW, AfDB and other international donors.
3. WYG International's 565 employees are located in the UK headquarters and offices around the world and provide comprehensive and locally accessible technical and operational support for our TA projects. Their high levels of professionalism, flexibility and resilience are matched by first class backstopping teams who support them to deliver first class projects to our clients. The WYG approach is individual. WYGI ensures that projects are focused on long-term sustainability, so that development will continue locally even after withdrawal. By employing local experts on projects, WYG creates local employment, sustainable professional capacity and supports economic development. WYGI's teams of TA experts work in partnership with stakeholders in governments, the private sector, NGOs and citizens groups. This integrated method allows the incorporation of local knowledge into WYG solutions, thus providing local solutions to meet local needs.
4. WYGI comprises ten practice areas; each led by experienced consultants, specialists and project managers. The Practice area that would be involved in this project is:

- **Public Financial Management (PFM)** – the PFM practice has a wide-ranging and in-depth knowledge of all levels of the financial management cycle gained in economies in transition and in developing countries. It expertise spans multi-annual budgeting, transition to modern treasury and cash management, improved accounting and reporting (based on GFS, IPSAS and ESA-95), financial control and audit. Our expertise also covers the move to accrual accounting and its consequent legal, regulatory business progress and system reforms, as well as training, institutional development and financial systems development. The PFM practice also has significant experience in the design, procurement/custom development and implementation of Government Integrated Financial Management Information System (GIFMIS), as well as training, capacity building and change management. The PFM practice is staffed by senior consultants with considerable international experience.
5. Within WYGI, there is a matrix management structure with regional and technical directors who are responsible for tendering and implementing projects. As noted above, for this project the major parties are the PFM Practice, led by our nominated Project Director and Senior PFM Expert, Chris Rowe.

1.C Project Management

6. WYGI has developed a structured approach to project and implementation management that links the UK project management methodology PRINCE (Projects in Controlled Environments) to the Logical Framework approach. This linkage emphasises stakeholders’ roles and the need to address sustainability. By defining a hierarchy of outputs, the approach facilitates project reporting and monitoring.
7. WYGI specialises in the management of major programme management assignments, with contract values up to \$39 million. The PRINCE approach has been invaluable in ensuring the effective management of projects including:
- **International Technical Assistance Programme of Support to Local Economic Development (LED) in the Eastern Cape Province (€10,987,418) – EU:** supported the Province and a broad range of other stakeholders to provide more effective PFM capacity building to support LED in the Eastern Cape. The programme, which formed part of the Provincial Growth and Development Plan 2004-2014 (PGDP), mobilised technical and financial resources to promote innovative responses from municipalities, partnership groups and financial institutions to the challenge of LED.
 - **Papua New Guinea, ‘Financial Management Project’ (\$9.2 million) – ADB:** The FMP provided support to implementation of the whole of the wider Financial Management Improvement Project, including the IFMS Project Manager, change management, financial and reporting systems and institution building across government.
 - **Intra-ACP Facility for Migration – Implementation of a Project Management Unit (PMU) and of Technical Assistance to the Group of ACP States to Reinforce the Capacity of Regional and National Institutions, and ACP Civil Society (€9,719,810) – EU:** helping African, Caribbean and Pacific (ACP) countries better understand and manage their migratory flows and the consequences of these flows. The project focuses on migration within the intra-ACP region; i.e., the 79 countries of Africa, the Caribbean and the Pacific.
 - **EU Western Balkans Infrastructure Facilities 1, 2 and 3 (IPF I \$39 million; IPF II \$19 million; IPF III \$15m)** - This is a major initiative that finances the preparation of priority investments in the transport, energy, environment and social sectors together with private sector development support. The Infrastructure Projects Facility (IPF) involves identification of priority capital investments projects, preparation of feasibility studies, project designs and tender dossiers, support to procurement of works and services, projects implementation planning and management. The facilities cover Croatia and six other countries in the Western Balkans region.

WYGI Presence in West Africa

8. WYGI has operated in Africa for the last decade, with special emphasis on making significant contributions to social, economic and infrastructural development in places where conflict and poverty pervade. Our approach is based on catalysing change by providing local solutions to meet local needs. In the context of West Africa, our projects support economic, financial and social reform, wealth creation, good governance and the rule of law, as well as delivering improvements to the existing environment and infrastructure. We combine innovation

- and creativity with a totally reliable pair of hands that is trusted to deliver the largest technical collaboration projects.
9. The continuity and experience in Africa has enabled WYG to set up a permanent presence in sub-Saharan Africa through several locally-run entities: **WYG Projects Nigeria Limited** in Nigeria, WYG East Africa Limited in Kenya and WYG Advisory Services in South Africa. These local entities support our work through extensive local network and contextual knowledge, to innovatively design projects tailored to the local context. Our team provides hands-on, local management support to efficiently and effectively deliver projects which live up to its motto: "Over perform and over deliver".
 10. WYGI's current work on the State Partnership for Accountability Responsiveness and Capability (SPARC) in Nigeria is testament to our breadth of experience in the PFM sector. WYGI is responsible for the PFM component of the £59 million DFID programme which encompasses all areas of the sphere including Revenue, Budget, Accounting, Audit, Procurement and IT systems and spans ten Nigerian states (**Anambra, Jigawa, Kano, Yobe**, Enugu, Kaduna, Lagos, Niger, Katsina and Zamfara). WYGI has been active in Nigeria since 2005 having worked on the precursor to SPARC which was the State Local Government Project. WYGI have also worked with the Lagos State Government to support the development of a Medium-Term Expenditure Framework or MTEF (2008-2010).
 11. Currently, WYGI is delivering the SEEFOR PFM Reform Project in Delta State. The three-year programme will support Delta State government to adopt structured reforms to key PFM processes including budgeting (adoption of MTEF), treasury (development of treasury manual), accounting (particularly IPSAS compliance in implementation of new Chart of Accounts) and updated PFM legislation and regulations.
 12. WYGI are also currently delivering technical assistance across the continent, including extensively in Nigeria, as well as South Africa, Liberia, Ghana, Guinea, Gambia, Somalia, Kenya, Uganda, Rwanda and large regional ACP (African-Caribbean-Pacific)-wide programmes. Our client portfolio comprises of the private sector, the public sector, as well as donor, bilateral and IFI market.

1.D Key Differentiators

13. WYGI offer many unique and key differentiators from our competitors. We would draw attention to these particularly relevant Key Differentiators:
 - **Solid track record of excellent performance in the delivery of public financial management reform programmes worldwide** - WYGI will be bringing in its wealth of experience in undertaking numerous public administration and public financial management reform programmes in sub-Saharan Africa, as well as its strong track record of PFM reforms worldwide.
 - **Proven experience working on PFM reforms in Nigeria** – WYGI has been active in Nigeria since 2005. We are currently working on and have completed numerous PFM reform programmes across various State Governments, working in the areas of budgeting, accounting, chart of accounts, financial control and reporting, public finance legislation, public procurement reform, design and implementation of IFMIS and ICT advisory, and facilitating public engagement in PFM reforms.
 - **Extensive Experience in Capacity Building** – WYGI has considerable experience in developing and delivering training/capacity building programs. This ranged from developing comprehensive certified training programmes in all areas of public financial management for the whole of government to smaller training programmes in specific areas. This includes a wide variety of learning media and delivery, from lectures to on-the- job support to online learning, peer-to-peer networks and e-learning.
 - **Demonstrated experience to operate and maintain project teams, both international and national, in-country** – The project experience sheets provided in the succeeding sections show the consortium partners' impressive track record of service delivery across the region and worldwide.
14. We expand upon this experience in section 2 of this document, with full project references presented in Annex 2.

2 Relevant Experience

15. WYG International have a wealth of experience in the field of PFM reforms. This includes the design, acquisition and implementation of systems, support to improve process and procedures in budget preparation and execution, accounting and reporting, audit, procurement and debt management.
16. In this section we outline our experience in Nigeria and the wider West Africa, and also other particularly relevant technical experience across the rest of the World. Further details on all the projects cited below can be found in the reference sheets provided in Annex 2.

2.A Experience Working in PFM Reforms in Nigeria

17. WYGI boast a considerable portfolio of relevant experience in Nigeria, both state and federal government level. The most relevant experience includes:
 - **2014-2016: Nigeria Delta State SEEFOR PFM Reform Project (World Bank funded, US\$880,000)** – WYGI are supporting reforms to key PFM processes in Delta State Government with the objective of reviewing current financial laws and regulations in order to facilitate transparency and accountability in management of public resources. The assignment is supporting the implementation of the following components: budget execution and investment management; accounting, expenditure control and financial reporting; and public finance legislation. To complement the improvements in the current budget process and accounting systems, inroads towards transparency and citizen participation are also being explored in this assignment. This is done through the identification of aspects of the budget preparation process in which information and opportunities could be provided to the public to enhance transparency, and proposing amendments and ways to facilitate effective dialogue between public and government on government accounting practices and financial reporting.
 - **2008-2015: Nigeria SPARC (DFID funded, £59 Million)** – WYGI are responsible for the delivery of technical assistance in Public Financial Management to state governments under the DFID funded State Partnership for Accountability, Responsiveness and Capability or SPARC. SPARC is assisting ten state governments (**Anambra, Jigawa, Kano, Yobe**, Enugu, Kaduna, Lagos, Niger, Katsina and Zamfara) to design, manage and execute wide reforms to the public financial management system. WYGI conducted 10 PEFA assessments for all the states covered under the assignment using the PEFA methodology for sub-national governments. These assessments were then used as a basis for each state’s PFM reform agenda which included reforms in budget preparation (including MTEF and MTSS), treasury (budget and cash profiling), accounting and reporting, audit, tax and revenue, and ICT systems. SPARC also actively support advocacies in promoting transparency and accountability in public financial management, recognising the importance of engaging civil society organisations, traditional leaders and citizen groups in influencing improved governance.
 - **2006 – 2008: State and Local Government Programme (SLGP) – PFM Advisers, Nigeria (DfID funded, €63,564,709)** - The State and Local Government Programme (SLGP), followed by SPARC is designed to enhance the capacity of state and local governments in Nigeria to manage resources and ensure delivery of service, in the interests of poor people, in a transparent, accountable and responsive manner. WYGI has taken responsibility for the increasingly prominent Public Financial Management component of the support.
 - **2008-2010: Nigeria Lagos Metropolitan Development and Governance Project – Support to MTEF (World Bank funded, \$1,550,000)** – Under the World Bank funded Lagos Metropolitan Development and Government Project (LMDGP), supported the development and embedding of medium term budget planning within the Ministry of Economic Planning and Budget, and in line ministries. This has included the development of sector allocation methodology, a medium term fiscal framework linked to macroeconomic projects, a budget manual for use by MDA’s, and also a review of the budget module of Oracle based IFMIS.
 - **2008: Nigeria GIFMIS Specification (Federal Accountant General’s Office, \$107,000)** - WYG International provided support to the Federal Government to develop the specification of the Government Integrated Financial Management Information System (GIFMIS). The support involved undertaking a

review of the existing processes, the user requirements and the business environment to arrive at the specifications for the functional requirements of such a system.

2.B Experience Working in PFM Reforms in Sub-Saharan Africa

18. Below are some examples that we delivered in Sub-Saharan Africa demonstrating relevant experience working in a similar country environment.

- **2015 – 2018: Guinea, Support Programme for the Public Finance Reform - Institutional Component (EU funded, €2,000,000)** – WYG is supporting an international consortium in reforming the Public Finance system of Guinea, as part of a wider governmental economic and financial program. Specifically, this TA is tasked with strengthening institutional capacity for the coordination and management of PFM and PAR reforms, as well as implementing a comprehensive Training and Capacity Building program targeting all managerial and administrative staff involved in the budgeting process.
- **2015 – 2017: The Gambia, Technical and Advisory Services to Ensure the Effective and Timely Implementation of the PFM Component of the Governance Programme in the Area of Procurement (EU-funded, €1,281,609)** – WYG is supporting the Gambian authorities with the implementation of PFM reforms in the area of procurement. The specific objectives of the project are to (i) review the legal and regulatory framework, (ii) support improvement of Gambia Public Procurement Authority capacity in order to strengthen monitoring and controls, (iii) revise procedures, and (iv) support capacity building at the level of the procuring organisations. WYG, acting as a sole contractor, is providing technical and advisory services to ensure the effective and timely implementation of the PFM component of the Governance Programme in the area of procurement.
- **2013-2015: Ivory Coast Support to the Implementation of Results-Based Budget Management (EU-funded, €3,600,000)** – WYGI is supporting the development of good governance in Ivory Coast through the implementation of multi-annual performance-oriented budget planning in line with the new harmonised UEMOA PFM framework. The project is supporting the Ministry of Economy and Finance in the development and implementation of a Public Finance Reform Strategy and Action Plan, supporting PFM management systems reforms, building the capacity of the MEF (in particular the Directorate-General of Budget and Finance and other agencies involved in the MTEF and results-based management or RBM) in the implementation of performance-oriented multi-annual budget planning and supporting the implementation of a new institutional coordination and aid management framework.
- **2012-2015: Liberia, Long-term technical assistance to the General Auditing Commission (EU funded €2,151,000)** – WYG is supporting an international consortium, aiming to contribute to the building of a credible and independent Supreme Audit Institution in Liberia, to serve as an effective pillar of integrity in accountability and transparency of the public financial management. The overall project is implemented through the following key activities: institutional strengthening and capacity building of GAC and strengthened linkages with stakeholders
- **2006-2009: The Gambia Financial Governance Programme (DFID funded, £2,545,290)** – WYGI supported Public Financial Management (PFM) reforms in The Gambia through a DFID-funded project that involved supporting the Department of State for Finance and Economic Affairs (DoSFEA) and the Treasury. In DoSFEA the main emphasis is on developing MTEF and budget capacity, including making the budget more comprehensive and embracing all development programmes. This included linking the budget (financial resource allocation) to the poverty reduction strategy. The project also supported the Treasury to deal with implementation issues in relation to the IFMIS and support to the overall ICT strategy.
- **2003-2006: Gambia Capacity Building for Economic Management Project (CBEMP) Improving Government Budget Process (CBEMP/Dosfea, €467,740)** – WYGI provided support to the government of The Gambia in establishing effective fiscal management through the development of an MTEF, a new budget classification and chart of accounts, and improved budget processes and presentation. Support was then extended to provide assistance in resource forecasting, accounting and treasury, and financial systems. Support was provided to implement improved budget procedures in six key Departments and an overall MTEF for Central Government including an institutional setup and mandate for effective integration of the recurrent and development budgets so as to allocate overall resources more effectively to priorities and to make proper provision for recurrent cost of investments.

- **2003-2005: Sierra Leone IFMIS (DFID & World Bank, \$252,000)** – WYGI provided support to procurement through design of the business and technical architecture for a new integrated financial management system (IFMS). Support to the acquisition process, including developing statement of user requirements, test scripts, bid documents, short-listing of suppliers, bid evaluation, contracting and implementation of new systems. Also development of a new chart of accounts to reflect current international requirements and to develop institutional capacity. Seminars to raise awareness of changes. The fast track IFMIS acquisition is regarded as a model for other countries.
- **2014-2016: Somalia PFM Capacity Strengthening Project (World Bank-funded, \$1,072,000)** – WYGI are supporting a programme to develop the capacity of Somali government officials working in the field of public finance through the design and delivery of a CIPFA-accredited PFM training programme, delivered through local universities and an online distance learning platform. In addition to the certified PFM training programme, a separate PFM training programme is being developed for senior government officials, as well as practical workshops to build capacity in the budget process.
- **2003-2005: Tanzania PFMR (SIDA, €685,000)** - WYGI undertook a SIDA funded project to provide support to the public financial management (PFM) reforms and the Accountant General of the Government of Tanzania. The project was linked to broad public expenditure reviews and PFM reforms, including fiscal and treasury management, accounting, report and financial statistics, financial management IT systems (IFMIS), budget (including MTEF), training and institutional development.
- **2005: Rwanda Development of Integrated Capital and Recurrent Budget (UNDP funded, \$83,786)** – Review of medium term and annual budget processes, institutional structures, systems, classification and all related issues. Identification of a strategy to integrate various reforms and to a framework for budget reforms into the future and preparation of user guidelines. The work also involved integrating and strengthening the Public Investment Planning (PIP) within the budget database system, and proposing long-term reforms to the budget classification and definition of “recurrent” and “capital” in both budgets (WYGI);
- **2005 - 2007: Uganda, Decentralised Programme Support (DPS) Project – Consultancy to Review and Draft New Local Government and Accounting Regulations (LFGAR) and related manuals (€192,207 DfID funded)** - Decentralization policy is one of the major policy reforms adopted by the Government of Uganda to ensure good governance and improved service delivery. WYG provided technical assistance to support the Minister responsible for Local Governments to make Financial and Accounting regulations prescribing financial and accounting measures for compliance by all Local Governments.
- **2000-2005: Lesotho Health Sector MTEF (WB funded, \$1,100,000)** – Development of a sectoral MTEF for the Ministry of Health and Social Welfare, including new budget and accounting systems. The project also involved the development and support to implementation of an integrated health sector budget and Medium-Term Expenditure Framework which embraces non-government organizations in a sector wide approach, a participative approach to budget setting, and actions to make changes sustainable (WYGI);

2.C Experience Working on PFM Reforms Worldwide

19. WYGI have relevant technical experience in providing technical assistance support to implementing the PFM reform worldwide. We have an impressive track record in providing strategic PFM advisory services to Governments, both national and sub-national levels. The most relevant experience includes:

- **2014: Cambodia External Advisory Panel to Review the Progress of the PFM Reform Programme (World Bank-funded, \$154,225)** - WYGI was tasked to assess the PFMRP progress made to date and advise on corrective measures (where needed) to advance the reform program. The objectives of this EAP review is to: provide an independent assessment and confirmation on the findings of the recent PFMRP progress review, to provide additional inputs/guidance on the direction of the PFMRP, and to determine what measures are required to meet key program deliverables and outcomes that have been developed; and Review the structure, functions, and efficiency of the Steering Committee Secretariat (SCS) and make recommendations for enhancing the performance of the SCS to provide necessary coordination and support for the PFMRP.

- **2014: Iraq System Requirement Study (SRS) and Request for Proposal Documentation for acquisition of IFMIS (Ministry of Finance and World Bank, \$563,000)** – WYGI are implementing a project to select and implement an IFMIS, based on a Commercial-off-the-shelf (COTS) software application. The overall process is split into 2 phases: Phase 1 – System Requirement Study and Functional Requirements Definition; and Phase 2 -- Request for Proposal Preparation and Evaluation training. The selected IFMIS is to be based on implementing an existing Commercial-off-the-Shelf (COTS) software application with minimal customization. The project team will prepare a draft Request for Proposal for acquisition of an IFMIS and provide training to the Government of Iraq Project Team.
- **2013-2014: Philippines Strengthening the Financial Management System in the Department of Education (Phase III) (AusAID, \$646,700):** WYGI is providing transition and change management support to the Department of Education in the Philippines in readiness for the introduction of GIFMIS in the department. This activity involves the implementation of necessary business process changes to the current financial management systems to enable the department to prepare for a successful introduction of the GIFMIS in 2015.
- **2014-2015: Electronic Tax Information System (eTIS) Change Management Project (ADB €1,353,984):** Implementation of a Change Management program to support the roll-out of new Electronic Tax Information System. The Bureau of Internal Revenue (BIR) of the Republic of the Philippines is implementing a reform program to modernize and improve its operations. A new electronic Tax Information System (eTIS-1) is scheduled to be rolled out in 2014 to the BIR National Office and its district and regional offices nationwide. Considering the scope and complexity of the impact of the implementation of eTIS in the BIR and the inherent risks and challenges involved in such undertaking, there is a need for a comprehensive change management program to promote understanding and acceptance of eTIS by all internal stakeholders.
- **2012-2014: Cambodia PFM for Rural Development Phase 2 (ADB funded, \$2,300,000)** – WYGI are supporting the Cambodian government in the second phase of support to budget preparation (including MTEF and MTSS's), accounting, procurement, internal audit, monitoring and evaluation, and ICT reforms in three rural development ministries. Under budget preparation, the project is supporting the continued development of program based budgeting and increased inclusion of donor/externally financed projects within the budget documents. This is within the framework of Budget Strategic Planning. Under financial management and accounting, support is being provided to the implementation of the new budget classification and chart of accounts, improved commitment control, financial reporting and support to FMIS implementation. Under Internal Audit, support is being provided to the implementation of audit plans as a useful management tool to improve financial controls and procedures. There is also a focus on strengthening institutional coordination and communication with the National Audit Authority and the Internal Audit Department of the MEF on internal control processes, and internal audit activities. The Project largely focused on capacity building, and devising a clear and well-structured communication strategy to facilitate efficient communication flows among executing agency, MEF, and each of the implementing agencies MAFF, MRD and MOWRAM.
- **2013-2014: Tajikistan PFMP Training Management Support (WB funded, \$1,650,000)** – WYG are leading a project that is providing support to the Ministry of Finance Training Centre and HR Department to develop HR and Training Capacity, develop and deliver training in Budget/MTEF, Treasury, PFM Leadership and HRM, develop and government PFM website to support training, and to develop a cascaded training plan. WYGI's technical assistance team is providing advisory support to the institutional change management process, and is supporting organisational restructuring in terms of shifting the GoRT towards a "learning organisation" model.
- **2013: Philippines PFM Competency Framework (AusAID, \$498,000)** – WYGI supported the Government of the Philippines to develop a Competency Framework (CF) that will apply to PFM staff working in government. The work included determining the current capacity to provide training and other forms of development interventions, with particular emphasis on key gaps in Knowledge, Skills, Attitudes and Behaviours (KSABs) that are not addressed by the supply side at present. The work also involved identifying the implications of the framework that will be designed and developed on the existing government-HR systems, policies and practices in the Philippines.
- **2013: Tajikistan PEFA Assessment (WB funded, \$160,000)** – WYG supported the Government of Tajikistan to undertake a PEFA self-assessment and supported the validation and finalisation of a comprehensive PEFA PFM Performance Assessment in line with PEFE guidelines (WYGI);

- **2011-2013: Lao PDR Public Financial Management Strengthening Program (PFMSP) (World Bank, \$1,043,000):** WYGI is supporting the Government of Lao PDR (GoL) in the acquisition and implementation of a Treasury Information Management System (TIMS) for use by the GoL. The programme includes delivery of an effective agenda of change management and capacity building in order to make the new system sustainable. The TIMS implementation is designed so that the system can be rolled out across the whole of national and regional government, with the result that TIMS becomes the PFM IT system for the whole of government. The work involved business process reviews and mapping of financial transactions, from budget, transaction processing and payment, banking to reporting across government. It also involved the procurement of software, hardware and communications infrastructure and related services as efficiently as is feasible through processes compliant with World Bank and GoL procurement processes.
- **2011-2013 Serbia Support to the Ministry of Finance – Treasury Administration Capacity Building (EU IPA, \$2,490,000):** WYGI provided support to the Ministry of Finance in improving Treasury and Debt administration through the development of an Operational Legal Framework, improvements to FMIS and treasury sub-systems integration, and more efficient financial planning and budget execution. This was done through a diagnostic assessment of FMIS, Accounting and Reporting, and Debt Management systems. Support was also provided to the development (broadening and deepening of usage and functionality) of the FMIS, as well as improvements in business processes. This project was designed to develop a comprehensive programme, which covered technical as well as change management and system re-engineering issues, resulting from the need to address the transition from a purely producer-led culture to a client-oriented culture, with administrators needing to develop management and soft skills.
- **2012: Solomon Islands PEFA Assessment (EU Delegation-funded, €111,000) –** WYGI prepared a comprehensive “Public Financial Management – Performance Report” (PFM-PR) according to the PEFA methodology. This was undertaken to provide an updated baseline assessment of the overall performance of Solomon Islands’ PFM systems, as well as to follow-up on progress against the PEFA indicators from the previous (2008) assessment. This assessment was aimed to facilitate and assess, over time, changes in PFM performance, while assisting the capacity development of local staff in their understanding of PFM frameworks and systems (WYGI);
- **2010: Algeria PEFA Assessment (EU-funded, €172,178) -** The overall objective of the project was to undertake a diagnostic assessment of public finance management (PFM) in Algeria following the PEFA methodology and to prepare a complete report on PFM performance in Algeria (WYGI);
- **2009-2011: Kyrgyz Republic Sector Policy Support Programme (EU funded, €800,000) –** WYGI are part of the consortium assisting the Government to improve the design, management, delivery and effectiveness of state programmes that are aimed at poverty reduction, through the implementation of the EC Sector Policy Support Programme (SPSP) 2007-2009. This includes advising and assisting the MoF and MoLSD in improving MTBF and annual budget preparation and execution processes (WYGI);
- **2011-2013: Kyrgyz Republic Development of mid-term sector strategies and definition of non-financial performance indicators in pilot ministries (WB funded, USD 623,999):** The main project objective was to support the Ministry of Finance in making the Three Year Budget an effective tool of strategic budgeting. It has helped to develop systems (procedures, methodologies, skills, templates) for planning, coordinating, reviewing and approving medium-term sector strategies, related MTBF and annual budgets in line with government priorities. It has also developed systems for monitoring and reporting of non-financial performance of sector strategies using the MTBF as a resource framework and associated sector results framework. The consultancy has focused on three large sectors: social sector; infrastructure; and public administration.
- **2009-2011: Cambodia PFM for Rural Development Phase 1 (ADB funded, \$1,850,000) –**The assistance is in the form of technical assistance and targeted capacity building initiatives to equip key Government agencies with the required knowledge and skills to ensure that the results of the reforms will be sustained. Assistance is specifically focussed in Budget Preparation (linked to policy objectives, i.e. MTEF and MTSS) and Execution, Accounting (IPSAS), Procurement and ICT reforms. The core theme of this project was capacity building with a strong focus on change management, organisational improvements and restructuring. The work also involved the review of FMIS in line ministries.
- **2008-2011: Nepal Public Financial Management Project – Computerised Integrated Financial Management Information System (IFMIS) (DFID, \$870,000):** WYGI provided technical assistance

to the Financial Controller General's Office (FCGo) to update and further develop the integrated financial management information system (IFMIS) in accordance with international best practice. Under Phase 1, new budget and accounting procedures were introduced, the budget reorganised and Oracle-based financial management systems were introduced in the FCGO, Ministry of Finance and District Treasury Offices. In Phase 2, the IT systems were upgraded so as to integrate a Medium Term Expenditure Framework (MTEF), performance reporting and budget accounting. The design and build work was conducted in accordance with Structure Systems Analysis and Design Methodology (SSADM) and PRINCE2 project management methodology. WYGI's Project Team provided advisory support in change management process and institutional improvements/restructuring, and support to organisational transition to new technologies.

- **2008-2009: Tajikistan PFMP IFMIS Design (WB funded, \$360,000)** – Under World Bank funding, WYGI assisted the Ministry of Finance to design the Integrated Financial Management System (IFMS). This included developing the conceptual design of the Public Financial Management system and developing the functional requirements and technical specifications for acquisition and implementation of an IFMIS. The system include a mixture of COTS and CDSW covering core treasury systems, budget preparation, macroeconomic forecasting, debt management, payroll and HR.
- **2008-2009: Kyrgyz Republic Sector Policy Support Programme for Agriculture (Ministry of Agriculture, €488,860)** – WYGI supported the Ministry of Agriculture in improving its finance, budgeting and auditing functions to make better use of funds transferred and advised them on how the Ministry can impact positively on rural livelihoods and social protection;
- **2009: Georgia PFMS IFMIS Design (WB funded, \$280,000)** – Under World Bank funding, WYGI developed the conceptual design of the Public Financial Management system, including the technical and functional system specification in preparation for the procurement of IFMIS. The work included the analysis of existing business processes as well as the development of a Concept Document that include recommendations for improving institutional capacity, and the functional requirements of the PFMS, together with necessary procedural and organisational changes for its implementation.
- **2007–2009: Tajikistan Technical Assistance to the Ministry Of Finance – Food Security Programme (EU funded, \$1,000,000)** – WYGI provided support to the Ministry of Finance to strengthening linkages between sectoral policies, medium term expenditure framework (MTEF) and annual budget allocations with a special focus on budget preparation and execution. The work also involved the following: development of an Administrative Classification (AC) of all budget organisations in the Tajikistan public sector to contribute to the future effectiveness and efficiency of budget execution; improvements in the public sector accounting framework through analysis of the current Budget Classification and Chart of Accounts, as well as contributing to the development of a Unified Chart of Accounts (WYGI);
- **2008: Tajikistan PFMP Local Government Finance (WB funded, \$60,000)** – WYGI provided support to the government of Tajikistan to develop improved financial regulations and normative based for public financial management in local government (WYGI);
- **2007-2009: Kyrgyz Republic Support to PFM (EU funded, €856,000)** – WYGI supported the implementation of improvements to the budget systems used in sectoral line ministries as part of wider reforms to the budget process (WYGI);
- **2006-2010: Maldives Strengthening the Public Accounting System (Ministry of Finance of Maldives, \$1,660,000)**: WYGI provided technical assistance to the Ministry of Finance and Treasury on a range of public financial management reforms including the implementation of the new Public Finance Act, budget process reforms, capacity building initiatives and the acquisition of an integrated financial management system. Work undertaken included updating the draft functional specifications for the Public Accounting System (PAS) for budget and expenditure frameworks, preparing and finalizing bidding documents for acquisition of the PAS based on World Bank's standard bidding documents (including detailed technical specifications and performance requirements for integrated software, hardware, and associated implementation services). Providing support to the Government during PAS procurement process, and providing technical advice and project management support during implementation phases. Other activities included working with users to document business processes, create user acceptance scenarios and perform testing at the "proof of concept stage". A comprehensive change management strategy was devised so that systems users, especially GoM senior staff, would

make use of the improved information generated through IFMIS, to make better decisions and exercise more effective control over operations.

- **2006-2007: Philippines PEFA Assessment (World Bank-funded, \$63,354)** - WYG International conducted an assessment of the public financial management within the Philippines using the Public Expenditure and Financial Accountability (PEFA) assessment tool. The PEFA assessment has been developed as part of the PEFA project, supported by major international organisations including the World Bank, the EU and DFID. The PEFA assessment covers all aspects of public financial management within the government from budget through accounting and reporting to include audit controls and reporting (WYGI);
- **2005: Moldova PFMP IFMIS Design (WB funded, \$100,000)** - Under World Bank funding, WYGI developed the conceptual design of the Public Financial Management system, including the technical and functional system specification in preparation for the procurement of IFMIS. The objective of the budget component of the PFMP was to improve fiscal discipline and strategic financial resource allocation by placing the budget into a medium-term perspective (MTEF). WYGI also advised the government of Moldova on the design of a budget classification and chart of accounts to meet multiple requirements of performance budgeting, IMF reporting and effective expenditure management.
- **2005: Moldova Budget Classification and Charts of Accounts (Government of Moldova, \$90,000)** - Under this assignment WYGI (IMCL) worked in partnership with the Ministry of Finance (MOF) to revise the budget classification system and develop a new chart of accounts for public institutions. The new Chart of Accounts was developed to enable the Government to operate a financial and accounting system that is based on the International Monetary Fund's (IMF) current system of Government Finance Statistics (GFS2001).
- **2005-2006: Albania IFMIS (Government of Albania, €53,567)** - WYG International (IMCL) provided the services of one of its associate consultants under a World Bank individual contract (part of the WB funded Public Administration Reform Project) to support the treasury department in the Ministry of Finance. The consultant was engaged to support the selection, specification and implementation of a comprehensive computer system to support the budgetary, treasury and accounting functions of the Government of Albania.
- **2005-2006: Nepal IFMIS and Budget Classification (DFID funded, \$110,000)** – WYGI (IMCL) provided technical assistance to the Government of Nepal to facilitate an internal review of financial analysis requirements of government in the light of additional requirements generated through the introduction of the MTEF, the change in accounting convention to Capital and Recurrent budget and accounting, the anticipated switch to accrual accounting and the implications of the current programme of decentralisation. The re-programming of computer software and further staff training requirements were also proposed for the classification.
- **2000-2007: Papua New Guinea Financial Management Project (FMP) (Government of PNG, \$9,211,863)** – The FMP is the ADB loan funded component of the Financial Management Improvement Programme (FMIP), and is specifically responsible for programme management, new systems, training and change management. It comprises four main components – Budget, Accounting, Information Technology (IT) and Human Resources and Training (HRT). The Budget component's work included developing improved resource forecasting, MTEF, presentation, information management, reporting and development of new legislation and regulations. The Accounting component's work included developing financial standards, new chart of accounts, improvements to the regulatory framework, developing and improving accounting formats, financial statements, reporting, procurement and implementation of new accounting system. The IT component's systems support included the preparation of TORs and evaluation of offers for software and hardware, implementation of local and wide area networks, and ensuring systems are sustainable and can be continued even in the event of external disasters. System to be implemented across central and local government. The HRT component's work includes establishing a sustainable capacity building initiatives.

2.D Summary of Relevant Experience

20. A summary of how WYGI meets the requirement set out in the procurement notice is presented below. The detailed project references of relevant assignments (including contact information) for capability statement in Annex 2.

Table 2: Project references of the most relevant assignments to this task

Reference/Project Activity	Year	Experience in								
		PFM Legislation	GFMS	Budgeting and/or Standard CoA	Accounting & Reporting	Audit & Tax	Public Procurement	Training and capacity Building	Experience working with Development agencies	Working in Nigeria and Sub-Saharan Africa
1. Nigeria Delta State SEEFOR PFM Reform	2014-2016			X	X			X	X	X
2. Nigeria SPARC	2008-2014	X	X	X	X	X	X	X	X	X
3. Nigeria SLGP	2006-2008			X	X		X	X	X	X
4. Nigeria Lagos Support to MTEF	2008 -2010		X	X	X	X	X	X	X	X
5. Nigeria GIFMIS Specification	2008		X	X	X				X	X
6. Guinea PFM Institutional Component	2015-2018	X		X	X		X	X	X	X
7. Gambia Procurement	2015-2017	X	X	X	X	X	X	X	X	X
8. Ivory Coast Results-Based Budgeting	2013-2015	X		X	X	X	X	X	X	X
9. Somalia PFM Capacity Strengthening	2014-2016	X		X	X			X	X	X
10. Liberia General Auditing Commission	2012-2015	X		X	X	X	X	X	X	X
11. Gambia Financial Governance Programme	2006-2009	X	X	X	X	X	X	X	X	X
12. Gambia CBEMP	2003-2006	X		X	X			X	X	X
13. Sierra Leone IFMIS	2003-2005		X	X	X			X	X	X
14. Tanzania PFMR	2003-2005			X	X	X		X	X	X
15. Rwanda Budget	2005	X	X	X	X		X	X	X	X
16. Uganda, Decentralised Programme Support	2005 - 2007	X			X			X	X	X
17. Lesotho Health Sector MTEF	2000-2005	X		X	X		X	X	X	X
18. Cambodia EAP	2014	X		X	X			X		
19. Iraq SRS and RFP Doc for IFMIS	2014	X	X	X	X			X	X	
20. Philippines GIFMIS	2013-2014		X	X	X			X	X	
21. Cambodia PFM for Rural Devt Phase 2	2012-2014	X		X	X	X	X	X	X	
22. Tajikistan PFMMP	2013-2014	X		X	X			X	X	
23. Philippines PFMCF	2013	X		X	X			X	X	
24. Philippines eTIS	2014-2015	X		X	X	X		X	X	
25. Tajikistan PEFA	2013			X	X			X	X	
26. Lao PDR Treasury Information Mgt System	2011-2013		X	X	X		X	X	X	
27. Serbia Treasury Adm Cap Building	2011-2013	X	X	X	X	X		X	X	
28. Solomon Islands PEFA	2012			X	X			X	X	
29. Algeria PEFA	2010			X	X			X	X	
30. Kyrgyz Republic Sector Policy Support	2009-2011	X		X	X	X		X	X	
31. Kyrgyz Republic mid-term Sector Strategies	2011-2013	X		X		X	X	X	X	
32. Cambodia PFM for Rural Devt Phase 1	2009-2011	X		X	X	X		X	X	
33. Nepal IFMIS	2008-2011		X	X	X			X	X	
34. Tajikistan IFMIS Design	2008-2009		X	X	X			X	X	
35. Kyrgyz Republic Agriculture SPS	2007-2009	X		X	X	X		X	X	
36. Georgia IFMIS Design	2009		X	X	X			X	X	
37. Tajikistan FSP	2007-2009	X	X	X	X	X		X	X	

Reference/Project Activity	Year	Experience in								
		PFM Legislation	GFMS	Budgeting and/or Standard CoA	Accounting & Reporting	Audit & Tax	Public Procurement	Training and capacity Building	Experience working with Development agencies	Working in Nigeria and Sub-Saharan Africa
38. Maldives SPAS	2006-2010			X	X	X	X	X	X	
39. Moldova IFMIS Design	2005		X	X	X		X	X	X	
40. Moldova Budget Classification and COA	2005	X	X	X	X	X		X	X	
41. Albania IFMIS	2005-2006	X	X	X	X			X	X	
42. Nepal IFMIS and Budget Classification	2005-2006		X	X	X			X	X	
43. Papua New Guinea FMP	2000-2007	X	X	X	X	X		X	X	

3 Consultants

21. We present below profiles of WYG permanent staff and long term contracted associates. We supplement this team with highly skilled and experienced associates for our projects in West Africa.

Table 3: In-House Consulting Team

Name	Qualifications	Country/ Regional Experience	Years of relevant experience	Envisaged Role / Skill Area
International Consulting Team				
Chris Rowe WYGI Technical Director	MSc Economics BSc Economics Dip. Financial Management	Nigeria The Gambia	15	Budgeting and Treasury Expert
Chris Rowe is an experienced project director, team leader and consultant with 15 year experience in PFM reforms. Chris is Project Director and Acting Team Leader on the EU-funded Treasury Capacity Building Project in Serbia, and is also Project Director on WYGI projects in Laos (IFMIS design, procurement and implementation), Bangladesh (Treasury and Accounting Component of the SPEM Project). He was also Team Leader on WYGI projects in Albania (IPSAS Migration) and Somalia (PFM Training). Chris is currently Budget Advisor on the DFID-funded SPARC programme in Nigeria (including development of Budget and Cash Profiling Methodology) and has provided inputs on budget preparation and execution in many Nigerian states, including Lagos. He was director and consultant on the LMDGP Lagos MTEF project, and has provided inputs on IFMIS-related projects in Tajikistan and the Gambia.				
Abigail Dunleavy WYGI Senior PFM Consultant	Masters in Public Policy BS Business Economics	Nigeria	18	Budgeting and PEFA Expert
Abigail Dunleavy is a senior PFM consultant with WYG International and brings over 15 years' experience in public financial management practice gained as a consultant, multilateral donor staff member and beneficiary government oversight official. She worked on several SPARC assignments, supporting wide ranging reforms to public financial management in state governments. She undertook an initial benchmarking exercise identifying current practices in budget preparation process in five SPARC states and subsequently supported reforms to the budget process including development Medium Term Fiscal Framework, linked to a macroeconomic framework. As a former staff member of the World Bank's PREM-East Asia and the Pacific Region, Abby is experienced in the conduct of analytical notes specialising in PFM-related activities for the preparation of Project Appraisal Documents and she has in-depth knowledge of World Bank project and procurement guidelines. She has full understanding and appreciation of the requirement of donor agencies' for analytical review exercises. She is also an experienced Project Manager having managed multi-million dollar projects in Kosovo and Turkey, as well as several PFM projects in Africa and Asia.				
Sara Breen WYG Senior PFM Consultant	MSc Public Policy and Management (ongoing) MA English BA English	Kenya, Zimbabwe, Zambia	10	PFM Training Expert
Sara is a Senior PFM Expert in the PFM team and is currently managing the PFM Education and Training project in Somalia.				
Chris Boyd WYGI Director M&E	MSc in Economic Development; BA Social Sciences	Nigeria, Ghana	12	M&E Senior Consultant

Chris Boyd is the Director of WYG's Monitoring and Evaluation (M&E) practice and is an experienced M&E practitioner with more than 12 years' experience of providing services to the public and private sectors. Chris has project managed over 80 evaluations in his career to date, many of which have involved large scale primary data collection surveys in fragile and conflict affected states (FCAS). Trained to operate in FCAS, in 2012 Chris was awarded the UK Civilian Service Medal for his extensive work in Afghanistan. Chris has particular expertise in leading evaluations on behalf of donors, and at present is currently directing several Global Evaluation Framework Agreement (GEFA) evaluations in countries such as Rwanda, Nigeria, Ghana, as well as multi-country studies. Chris has considerable experience of establishing M&E systems on DFID funded projects in Afghanistan, specifically at Government of Afghanistan ministries. He is also familiar with the main impact evaluation techniques including experimental, quasi-experimental and theory of change approaches. Chris has considerable experience of directing evaluation outputs which meets donor's quality standards, and importantly, can successfully pass through donor's Specialist Evaluation Quality Assurance System (SEQAS).

National Consulting Team

Chidiebere Ibe WYGI Associate Consultant	Masters in Public Policy and Management, M.Sc Economics B.Sc Accounting Diploma, Public Policy and Management	Nigeria	22	Budgeting Expert
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Chidiebere Ibe is a Public Sector Governance specialist, holding a Master's degree in Public Policy and Management from the University of York, UK, an M.Sc. in Economics from the University of Lagos, and a B.Sc. in Accounting, from the Abia State University. Chidiebere has more than 18 years of experience providing technical assistance on public finance management, public budgeting, financial analysis and public policy on international donor funded assignments, including EU, USAID and DFID. In addition to being a Commissioner on the Ebonyi State Local Government Service Commission (2002-2005), he was a senior adviser on the EU-funded Support to Reforming Institutions Programme (SRIP) with emphasis on PFM and civil society engagement (2007-2009). Chidiebere also led on the Nigeria Restructured Economic Framework for Openness, Reforms and Macroeconomic Stability (2005-2007), which included capacity building of public officials in four states of Nigeria. Chidiebere is currently a PFM Adviser for WYG on the State Partnership for Accountability, Responsiveness and Capability Programme, providing technical advice and backstopping on public expenditure, budgeting, accounting, procurement reforms, and accountability institutional reforms amongst others.

Chinedu Eze WYGI Associate Consultant	PhD Public Finance (in progress) Masters of Business Administration (MBA) Finance Bachelor of Laws (LLB) Bar License (BL) Associate, Chartered Insurance Institute of London Post-graduate Diploma (PGD) Finance	Nigeria	25	PFM/ Budgeting/Public Finance Legislation Expert
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Chinedu Eze is a PFM expert with more than 20 years of experience on donor-funded projects on Nigerian public finance management. He holds an MBA in Finance from the University of Nigeria and is currently pursuing a PhD in Public Finance. Throughout career, Chinedu held various high level advisory posts, including 8 years as Special Adviser for the Governor of Enugu State. Since 2003, Chinedu was the Lead Consultant on the EU-funded Support for Reforming Institutions Programme, developing state economic planning framework, conducting situation analysis of internal revenue administration in Anambra state, and assessing in detailed PFM systems in Osun State. Additionally, he performed the Functional Review of the Office of the Head of Service for the Federation under the Public Service Reform Programme (2003-2007). He has thus developed in-depth understanding of both the federal and state-level public finance management, and became well versed in institutional/governance review and assessment in the areas of PFM, budget management, revenue administration, debt management, procurement procedures and fiscal performance. Since 2010, Chinedu has been working with WYG on the SPARC programme, coordinating the scaling up of the Federal Government of Nigeria MDGs Conditional Grants Scheme to Local Governments. In this capacity, he conducted PFM reviews of 113 local governments, facilitated training and also oversaw the initiation and sensitization workshops for State Peer Review Mechanism. Chinedu is well known to WYG having worked on the SPARC and SLGP programmes for numerous years.

Olugbenga Oyewole WYGI Associate Consultant	MBA Finance MSc Economics BSc Economics	Nigeria	20	Public Sector Budgeting Expert
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Olugbenga Oyewole has considerable experience in PFM and budgeting reforms in Nigeria having worked on the SPARC programme during the last few years. He was the MTEF Expert for the World Bank-funded Lagos State MTEF Project where he supported the State Government adopt medium term budgeting through the establishment of an Economic Intelligent Unit for the Ministry of Economic Planning and Budget (MEPB), design of an Excel Medium Term Fiscal Framework model, and training and capacity building of EIU and other staff of MEPB, among others. Olugbenga is also an external Tax Consultant for Ondo State (2009-date) and has previously worked on the Federal Road Maintenance Agency (FERMA) project where he supported the design and implementation of the accounting system and project documentation.

Backstopping Team

Adenike Omotoso WYGI Associate	MBA; BA in Arts of Psychology	Nigeria	5	Backstopping Coordinator
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Annex 1 Curriculum Vitae

22. Please find on the following pages the CV's of the consultants nominated in section 4 above.

Christopher Rowe

1. **Proposed Position:** Project Director / Senior PFM Consultant
2. **Name of Firm:** WYG International
3. **Name of Staff:** Chris ROWE
4. **Date of Birth:** 1978 **Nationality:** British
5. **Education:** MSc Economics, University of London, 2003
BSc Economics, University of Southampton, 2002
Dip. Financial Management, ACCA, 2006
6. **Membership of Professional Associations:** Associate Member, Association of Chartered Certified Accountants (Part Qualified)
7. **Other Training:** Certified PRINCE2 Project Manager (Practitioner Level)
8. **Countries of Work Experience:** Albania, Cambodia, Gambia, Kenya, Moldova, Nigeria, Tajikistan
9. **Languages:**

Language	Speaking	Reading	Writing
English	Mother Tongue		

10. Employment Record:

From (Year):	2003	To (Year):	On going
Employer:	WYG International (formerly IMCL)		
Positions Held:	Technical Director		

From (Year):	1998	To (Year):	2003
Employer:	Hampshire County Council		
Positions Held:	Finance Assistant		

11. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned:

Name of Assignment or project:	Various Assignments as WYGI Project Director
Year:	2009
Location:	Bangladesh, Cambodia, Maldives, Moldova, Nepal, Nigeria, Tajikistan
Client:	WYGI (donors including World Bank, DFID and EBRD)
Main Project Features:	Various PFM reforms projects
Positions Held:	Project Director and Head of Public Financial Management and Governance Capability
Activities Performed:	As head of PFM and Governance Practice, overall responsibility for implementation of all WYGI PFM projects.

Name of Assignment or project:	State Partnership for Accountability, Responsiveness and Capability (SPARC)
Year:	2008-ongoing
Location:	Nigeria
Client:	DFID
Main Project Features:	Wide ranging reforms to public financial management in state governments
Positions Held:	Budget / Macroeconomic Advisor
Activities Performed:	Initial benchmarking exercise identifying current practices in budget preparation process in each state of the five SPARC states. Subsequently supported reforms to the budget process including: <ul style="list-style-type: none"> ▪ Development Medium Term Fiscal Framework, linked to Macroeconomic Framework; ▪ Improvements to cash management including development of monthly cash forecasting model, and expenditure profiling model; ▪ Support to development of multi-year, policy based budget allocations and programme budgeting.

Name of Assignment or project:	Lagos Metropolitan Development and Governance Project (LMDGP) – Development of MTEF
Year:	2009-2010
Location:	Nigeria
Client:	Lagos State Government (World Bank funding)
Main Project Features:	Introduction and Deeping of Medium Term Budget Planning
Positions Held:	Budget / Macroeconomic Advisor
Activities Performed:	Support to linking the Lagos State Medium Term Fiscal Strategy to the Macroeconomic Framework, including developing capacity with Economic Intelligence Unit to estimate revenue elasticity's (including use of regression analysis) and fiscal sustainability ratios.

Name of Assignment or project:	E-Accounting Programme – Migration to IPSAS
Year:	2007-2008
Location:	Albania
Client:	UNDP
Main Project Features:	Translation of and migration to IPSAS and IFRS
Positions Held:	Project Manager / Defacto Team Leader
Activities Performed:	Overall management of project and all outputs. Preparation of inception, interim and final reports. Selection of translators, preparation of procedures for translation process, overseeing outputs of IPSAS and Training experts for IPSAS migration strategy and training strategy. Management of training delivery.

Name of Assignment or project:	Capacity Building for Somali Financial Planners – E-Learning Programme
Year:	2006-2008
Location:	Somalia
Client:	UNDP
Main Project Features:	Development and delivery of course in financial planning and management to 200 students across 6 centre in Somalia.
Positions Held:	Project Manager / Team Leader
Activities Performed:	Manager of project to design and delivery training programme to 200 students based in six universities across Somalia (two each in Puntland, Somalia Land and South Central regions). Tasks included: <ul style="list-style-type: none"> ▪ Function design of web-based learning portal; ▪ Design of syllabus and course manual;

	<ul style="list-style-type: none"> ▪ Design and realisation of learning material, including e-learning programmes, text books, course library, video lectures, tutorial material; ▪ Tutorial support through online query boards; ▪ QA of examination material and development examination procedures; ▪ Constant liaison with course delivery partners (UNDP, University of Fort Hare, BPP, six universities in Somalia) including meeting in London, Nairobi and South Africa; ▪ Preparation of project reports.
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Name of Assignment or project:	Financial Governance Programme
Year:	2007
Location:	The Gambia
Client:	DFID
Main Project Features:	Budget and Accounting reforms in central government
Positions Held:	Training and Budget Advisor
Activities Performed:	Development of detailed training design for intermediate level course in public financial management for treasury and audit staff. Support to development of new budget manual for Government of the Gambia

Name of Assignment or project:	Public Administration Reform Project – Treasury Advisor
Year:	2005
Location:	Albania
Client:	World Bank
Main Project Features:	Supporting development of
Positions Held:	Treasury Support Consultant
Activities Performed:	Development of profiled budgets for largest spending MDA's within Government of Albania as part of ongoing treasury reforms linked to IFMIS acquisition and implementation.

Name of Assignment or project:	Capacity Building for Economic Management Project (CBEMP)
Year:	2004
Location:	The Gambia
Client:	World Bank
Main Project Features:	Supporting development of function specifications for government Integrated Financial Management Information System (IFMIS)
Positions Held:	IFMIS Support Consultant
Activities Performed:	Reviewed and consistency checked the business process flow-diagrams being prepared as part of the function design for IFMIS acquisition.

Name of Assignment or project:	Employment at Hampshire County Council (UK Local Government)
Year:	1998 – 2003
Location:	United Kingdom
Client:	Hampshire County Council
Main Project Features:	UK local government finance
Positions Held:	Finance Assistant
Activities Performed:	Performance of monthly accounting and financial management functions within transport division of Hampshire Country Council.

Abigail Dunleavy

1. **Proposed Position:** PFM/PEFA Specialist
2. **Name of Firm:** WYG International
3. **Name of Staff:** Abigail Dunleavy
4. **Date of Birth:** 30 July 1974 **Nationality:** Filipino (Irish Resident)
5. **Education:** Master of Public Policy, Transition Economy Program sponsored by the International Monetary Fund (IMF), National Graduate Institute for Policy Studies – Tokyo, Japan [2002-2003]

BS Business Economics, Graduated with Honours, University of the Philippines, Diliman, Quezon City, Philippines [1991-1995]
6. **Membership of Professional Associations:**
7. **Other Training:** 6th Project and Procurement Management Course, Asian Institute of Management and The World Bank, 2005, Manila
8. **Countries of Work Experience:** Philippines, UK, Ireland, Kosovo, Turkey, Nigeria, Lesotho, Zambia
9. **Languages:**

Language	Speaking	Reading	Writing
English	Excellent	Excellent	Excellent
Filipino	Mother Tongue		

10. Employment Record:

From (Year):	2013	To (Year):	Present
Employer:	WYG International (formerly IMCL)		
Positions Held:	Senior PFM Consultant		

From (Year):	2009	To (Year):	2013
Employer:	Capita International Development (Formerly HELM Corporation)		
Positions Held:	Senior Consultant		

From (Year):	2008	To (Year):	2009
Employer:	The World Bank – Poverty Reduction and Economic Management Team, East Asia and the Pacific Region (PREM-EASPR)		
Positions Held:	PFM Consultant		

From (Year):	2006	To (Year):	2008
Employer:	The World Bank – PREM-EASPR		
Positions Held:	Public Sector Analyst (Full-Time Staff)		

From (Year):	1998	To (Year):	2006
Employer:	Department of Finance, Republic of the Philippines		

Positions Held:	Division Chief, Corporate Affairs Group
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From (Year):	1995	To (Year):	2008
Employer:	Philippine Stock Exchange		
Positions Held:	Senior Research Analyst		

11. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned:

Name of Assignment or project:	State Partnership for Accountability, Responsiveness and Capability (SPARC)
Year:	05/2013 – on-going
Location:	Nigeria
Client:	DFID / WYG International
Main Project Features:	State Partnership for Accountability, Responsiveness and Capability
Positions Held:	Budget / Macroeconomic Advisor
Activities Performed:	<p>Wide ranging reforms to public financial management in state governments Initial benchmarking exercise identifying current practices in budget preparation process in each state of the five SPARC states. Subsequently supported reforms to the budget process including:</p> <ul style="list-style-type: none"> ▪ Development Medium Term Fiscal Framework, linked to Macroeconomic Framework; ▪ Improvements to cash management including development of monthly cash forecasting model, and expenditure profiling model; ▪ Support to development of multi-year, policy based budget allocations and programme budgeting.

Name of Assignment or project:	PFM Consultancy
Year:	04/2013 – present
Location:	Various
Client:	WYG International
Main Project Features:	Public Finance Management Consultancy
Positions Held:	Senior PFM Consultant
Activities Performed:	Provide short-term inputs as a consultant on various PFM projects and provide support to the PFM Practice Director and Team Leaders in PFM consulting projects. Work includes, among others: (1) Technical review of project outputs and project work plans; (2) project implementation backstopping support; project financial management.

Name of Assignment or project:	PFM Consultancy - Review of Budget Execution Performance of Capital Investment Programmes of the Department of Agriculture and Department of Health
Year:	2012 – 2013
Location:	Philippines
Client:	WB
Main Project Features:	Review of Budget Execution Performance of Capital Investment Programmes of the Department of Agriculture and Department of Health
Positions Held:	PFM Consultant
Activities Performed:	The purpose of the study is to identify blockages in budget execution/implementation processes of priority Government investment programs (focusing on capital outlay) and to make recommendations for improvement. The work focused on the detailed examinations of budget execution processes in the DA's Farm-to-Market Roads (FMR) Program and

	<p>the DOH's Health Facility Enhancement Program (HFEP) to assess: (i) how the departments plan and allocate resources for their respective programs (to see the quality of technical targeting of resource allocation against government priorities); (ii) how they implement the programs and what bottlenecks they face; (iii) assessment of the internal control environment in each regional office and its impacts on operational performance; and (iv) what reporting arrangements are in place. The DBM, as the counterpart for this study, hopes to incorporate the Mission's recommendations in determining budget execution and reporting arrangements for 2013. The work also involved reviewing performance of selected local government units (LGUs) that are the implementing agencies of these infrastructure programmes, as well as preparing a budget execution profile of specific projects using a financial model.</p>
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Name of Assignment or project:	Consultancy in Public Finance Management
Year:	2009-2013
Location:	Dublin, Republic of Ireland/Belfast, Northern Ireland (UK)
Client:	Capita International Development (formerly Tribal HELM Ltd)
Main Project Features:	Public finance and expenditure management
Positions Held:	Senior Consultant
Activities Performed:	<p><u>Consulting Work:</u> Specialization in public finance and expenditure management;</p> <p><u>Business Development and Project Management Work:</u> In charge of business development and project management of various field deliverables in the Asia-Pacific, and Eastern Europe and CIS regions. The task include: Project management and provision of Quality Assurance (QA) for field deliverables for various consulting projects, ensuring work carried out complies with Terms of Reference provided by client; Involvement in strategic Business Development activities for the company, particularly: technical bid writing; preparation of bid packages; market analysis and market research for business development opportunities in South East Asia (Cambodia, Vietnam, Lao PDR, Indonesia and the Philippines), Central Asia (Kyrgyz Republic, Kazakhstan, Tajikistan, etc.) and Eastern Europe (Kosovo, Macedonia, Ukraine, Georgia, etc.);</p>

Name of Assignment or project:	Strengthening Special Education Project (Turkey, European Commission)
Year:	2012 - 2013
Location:	Turkey
Client:	European Commission
Main Project Features:	Strengthening Special Education Project
Positions Held:	UK-based Contracts and Finance Manager
Activities Performed:	<p>The objective of the Project is to improve the special education services in Turkey to contribute to social inclusion of individuals within disadvantaged groups and with needs for special education. As Contracts Manager, in-charge of ensuring efficient contractual and financial management of project, compliance to existing EU Guidelines in project implementation, monitoring project risks and assisting on the review of key reports and deliverables prepared by the Project Team.</p>

Name of Assignment or project:	Zambia Public Expenditure and Financial Accountability (PEFA)
Year:	2012 – 2013
Location:	Zambia
Client:	DFID

Main Project Features:	Public Expenditure and Financial Accountability assessment
Positions Held:	UK-based Project Manager
Activities Performed:	Zambia Public Expenditure and Financial Accountability (PEFA) (Zambia, DFID), 2012 – The Consultant team was tasked to draft the 2012 PEFA Report for submission to the Ministry of Finance and DFID. As Project Manager, in-charge of day-to-day coordination and project management to support the PFM team involved in this assignment. In charge of quality control of project team’s outputs prior to submission to Client-MoF/Beneficiary – DFID, as well as main contractor – Coffey International.

Name of Assignment or project:	Support to PFM Reforms (Lesotho, European Commission), 2012
Year:	2012
Location:	Lesotho
Client:	EC
Main Project Features:	Public Expenditure and Financial Accountability assessment
Positions Held:	UK-based Project Manager
Activities Performed:	The objective of this assignment is to provide support to the coordination and monitoring of PFM-related reforms within the Ministry of Finance and Development and Planning. As Project Manager, in-charge of day-to-day coordination and project management to support the PFM expert involved in this assignment. In charge of quality control of expert’s outputs prior to submission to Client-MoF/Beneficiary – EC, as well as main contractor – ADE.

Name of Assignment or project:	Improving the Quality of Public Investment in Kosovo and Preparing the Ground for EU Funds (Kosovo, EC), 2012
Year:	2012
Location:	Kosovo
Client:	EU
Main Project Features:	Improving the Quality of Public Investment in Kosovo and Preparing the Ground for EU Funds
Positions Held:	UK-based Project Manager
Activities Performed:	The overall objective of the project is to ensure proper stewardship and discipline to the management of public funds, promote transparency in the planning and budgeting process and ensure effectiveness in public spending by providing sustainable, practical support to the planning, development, and execution of budgets in Kosovo. As Project Manager, in-charge of day-to-day coordination and project management to support the Project Team based in Kosovo, including drafting of administrative requests to the European Commission and reporting on status and disbursement for the Project. The work also included drafting the terms of reference (TORs) for various consultant missions, identifying qualified short-term consultants to do the work, and coordinating with the consultants once they were in the field. Liaised with the European Commission Legislative Office (ECLo) based in Pristina, Kosovo.

Name of Assignment or project:	Support to the Process of Improving Internal Audit and Public Governance (Kosovo, European Commission)
Year:	2011
Location:	Kosovo
Client:	EU
Main Project Features:	Support to the Process of Improving Internal Audit and Public Governance
Positions Held:	Senior Short-Term International Expert
Activities Performed:	The objective of this work is to develop a training programme with suitable training materials for future use by the Internal Audit Unit of the Kosovo’s Department of Finance. The specific task was to put together training materials

	covering best practices in financial management and control, particularly budget and expenditure management. To do this, we were tasked to investigate and advise on specific content of training materials, and then prepare PowerPoint presentations and course notes to support tutors.
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Name of Assignment or project:	Strengthening the Internal Control System and Internal Audit in the Department of Education
Year:	2009 - 2010
Location:	Philippines
Client:	AusAID
Main Project Features:	Strengthening the Internal Control System and Internal Audit in the Department of Education
Positions Held:	UK-based Project Manager
Activities Performed:	The objective of the Project is to introduce internal control framework in the Department of Education through the preparation of Internal Control (IC) training materials and delivery of training to Staff, and to build capacity and systems within the ministry regular monitoring and assessment of internal control of key operating units and functional systems. As staff in-charge of providing Q&A to the Project, reviewed and provided inputs to various reports and deliverables prepared by the Project Team based in the Philippines. Together with the Project Team, helped draft the Activity Completion Report and Roadmap for Further Reforms in Internal Control and Internal Audit in the Department of Education. Quality assured all field deliverables of Project Team before submission to AusAID and DepEd as Beneficiary.

Name of Assignment or project:	Support to the Process of Improving Internal Audit and Public Governance Project (Kosovo, European Commission)
Year:	2009 - 2011
Location:	Kosovo
Client:	EC
Main Project Features:	Support to the Process of Improving Internal Audit and Public Governance Project
Positions Held:	UK-based Project Manager
Activities Performed:	The purpose of the contract is to create a stronger governance framework in Kosovo and to support the operation of the financial management and control systems and internal audit systems, by providing support to the Central Harmonisation Unit for FMC in the Treasury and the Central Harmonisation Unit for Internal Audit (CHU/IA) in the Ministry of Economy and Finance. As Project Manager, In-charge of day-to-day coordination and project management to support the Project Team based in Kosovo, including drafting of administrative requests to the European Commission and reporting on status and disbursement for the Project. The work also included drafting the terms of reference (TORs) for various consultant missions, identifying qualified short-term consultants to do the work, and coordinating with the consultants once they were in the field. Liaised with the European Commission Legislative Office (ECLC) based in Pristina, Kosovo.

Name of Assignment or project:	Assessment of the Current Financial Management Services in the Department of Education of the Autonomous Region of Muslim Mindanao
Year:	2010
Location:	Mindanao, Philippines
Client:	DepEd-ARMM, AusAID
Main Project Features:	Assessment of the Current Financial Management Services in the Department of Education of the Autonomous Region of Muslim Mindanao
Positions Held:	PFM Consultant

Activities Performed:	Undertook an assessment of the financial management services of the DepEd-ARMM as part of the implementation support in the design of the second phase of the Basic Education for Autonomous Mindanao (BEAM) project. This involved the review of current practices in budget preparation and planning, and budget execution and reporting. It also involved an analysis of spending on education of the ARMM government. The objective of the assignment was to assist DepEd-ARMM in improving the delivery of basic education through an improved budgeting and financial management system.
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Name of Assignment or project:	Department of Health Financial Management Policies, Procedures, Practices and Systems: Performance Indicator Benchmarking Study
Year:	2010
Location:	Philippines
Client:	WB
Main Project Features:	Performance Indicator Benchmarking Study
Positions Held:	PFM Consultant
Activities Performed:	Developed an objective, evidence-based baseline benchmarking PFM assessment tool for line agencies. Adapted from the Public Expenditure and Financial Accountability (PEFA) framework methodology and tailored to the specificities of line departments as well as those of particular sectors, the completed assessment tool was applied to a pilot agency, the Department of Health for demonstration purposes. The assessment covered the following key areas: budget preparation; budget execution; reporting and accountability for performance; organizational management systems; indicators specific to DOH operations; and indicators of external impacts to DOH. Responsible for coordinating a multinational team, their field and home inputs, liaising directly as first point of contact with World Bank on all matters pertaining to meeting the TOR of the assignment. One of 3 senior presenters at several workshops, delivered to over 40 participants from Government of Philippines as well as representatives of World Bank, EC, AusAID and ADB.

Name of Assignment or project:	Developed a variant of the PEFA framework tailor-fit for Philippine line agencies and formulated new sets of dimensions and ratings criteria for the performance indicators
Year:	2008 - 2009
Location:	Philippines
Client:	WB
Main Project Features:	Developed a variant of the PEFA framework tailor-fit for Philippine line agencies and formulated new sets of dimensions and ratings criteria for the performance indicators
Positions Held:	PFM Consultant
Activities Performed:	This indicator-based assessment was aimed at providing an objective measurement of an agency's performance in terms of its PFM systems, processes and practices over time. The same with the PEFA framework, the areas assessed include: credibility of the budget; comprehensiveness and transparency; policy-based budgeting; predictability and control in budget execution; accounting, recording and reporting; and external scrutiny and audit. An assessment of the agency's institutional capacity was also included in this new framework

Name of Assignment or project:	Department of Health-Retained Hospitals Amidst Health Sector Reform: An Analysis of the Budget Cycle and Budget Execution of Selected Hospitals
Year:	2008
Location:	Philippines
Client:	WB
Main Project Features:	Analysis of the Budget Cycle and Budget Execution of Selected Hospitals

Positions Held:	PFM Consultant
Activities Performed:	Assessed the efficiency and effectiveness of service delivery in the Department of Health – retained hospitals by analyzing the planning and budgeting process, accountability structure, resource allocation, and budget execution of selected hospitals through desk reviews and field visits.

Name of Assignment or project:	Capacity Building for Department of Budget and Management (DBM) Staff on the Preparation of an Annual Paper on Budget Strategy (PBS)
Year:	2008
Location:	Philippines
Client:	WB
Main Project Features:	Capacity Building for Department of Budget and Management (DBM) Staff on the Preparation of an Annual Paper on Budget Strategy (PBS)
Positions Held:	PFM Consultant
Activities Performed:	Worked closely with DBM technical staff and senior officials to build their capacity in developing an annual Paper on Budget Strategy in line with the institutionalization of a Medium-Term Expenditure Framework (MTEF). Acted as an arms-length advisor/coach to DBM's Fiscal Planning Bureau for the entire process of preparing the PBS document and determining sector ceilings. The objective was to increase the extent to which the GOP officials took charge of producing background analytical materials for the PBS, and thus "graduate" from the fairly extensive reliance on the World Bank and other development partners in producing analytical inputs for the PBS. The basic modality of this capacity building is "learning by doing" whereby DBM staff actually managed the consultants hired to produce reports. This way, government would be able to take on greater ownership of the analytical inputs for the PBS.

Name of Assignment or project:	Public Sector Analysis
Year:	2006 - 2008
Location:	Philippines
Client:	WB
Main Project Features:	Public Sector Analysis
Positions Held:	Public Sector Analyst (Full-time Staff)
Activities Performed:	<ul style="list-style-type: none"> ▪ Part of Poverty Reduction and Economic Management-East Asia and the Pacific Region (PREM-EASPR) team in the World Bank Office Manila; ▪ Independently researched and analyzed a wide variety of macroeconomic, financial, country or sector topics and issues for lending, research, and/or policy-related tasks, with particular focus on issues relating to governance and public sector management in the Philippines and the South East Asian region; Drafted and contributed various analytical reports and research projects in public financial/expenditure management (with particular focus on analytical work on allocation of budgets and budget execution) and governance issues; ▪ Provided background analytical work and contributed to the processing of a US\$250 million Development Policy Loan and a Development Policy Operation to the Philippine government. Provided the write-up on the status of Forward Estimates (FEs) and Organizational Performance Indicator Framework (OPIF) in the national government's current planning and budgeting process; ▪ Coordinated and supervised research teams for various projects (project management and procurement of consultant services) as well as reviewing/editing consultant's work for quality control purposes. Endorsed QA'd work to Task Team Leader for clearance to pay the consultant;

	<ul style="list-style-type: none"> ▪ Assisted in the development, project preparation and management of various Technical Assistance Trust Funds and Grants; ▪ Drafted and contributed various analytical reports and research projects in public financial/expenditure management and governance issues such as: <ul style="list-style-type: none"> ▪ Philippines’ Public Financial Management (PFM) Performance Report based on the Public Expenditure and Financial Accountability (PEFA) Framework – Co-wrote the final version of the Philippines PEFA-PFM Performance Report. This report was prepared to provide stakeholders with an evidence-based assessment of the Philippines PFM system and a common basis for identifying priority areas for reform and facilitate coordination among those GOP agencies that carry out reforms as well as development partners that support them; ▪ Case Studies in Budget Execution for the Department of Education – Drafted a paper analyzing the agency budget of the Department of Education (DepEd) and analyzing the operational inefficiencies of DepEd’s budget execution by: establishing the extent of under-utilization of the budget in key programs such as School Furniture, School Building, Textbook Procurement and Hiring of New Teachers; and determining specific reasons for delay in budget execution through interviews and field visits to DepEd’s Central, Regional and District Offices and DBM’s Central and Regional Offices; and offering an interpretation of probable systematic causes of underperformance. The findings of this study were also presented in a Budget Execution Workshop attended by high-level officials from DepEd as well as World Bank and AusAID staff. <p>Technical Assistance Grant for the DBM on Policy-Based Budgeting in a Medium-Term Framework – Contributed to the preparation of a technical assistance grant for the DBM to institutionalize policy-based budgeting in a medium-term framework. The components of this grant were: (1) refinement of MTEF/annual budgeting process; (2) improving the quality of the Annual Paper on Budget Strategy; (3) preparation of multi-year sectoral spending plans for government line departments. Designed and costed training activities for these components.</p>
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Name of Assignment or project:	Corporate Affairs Group, Department of Finance, Republic of the Philippines
Year:	1998 - 2006
Location:	Philippines
Client:	Corporate Affairs Group
Main Project Features:	Finance
Positions Held:	Division Chief (Financial Analyst V)
Activities Performed:	<ul style="list-style-type: none"> ▪ Reviewed, monitored and evaluated the budget and financial performance of government financial institutions (GFIs) and state-owned enterprises (SOEs); ▪ Part of a Technical Group in charge of setting-up a Debt and Risk Management Office in the DOF and served as technical counterpart for various technical assistance grants for improving debt management operations, including an Asian Development Bank Technical Assistance grant on Improving Public Sector Debt and Risk Management; ▪ Conducted due diligence assessments of government projects under Public-Private Partnerships (PPP) schemes, focusing on underlying risk exposure and compliance to existing public regulation, this included evaluation of project finance schemes, financial projections (project sustainability) and financial modelling;

	<ul style="list-style-type: none"> ▪ Reviewed and evaluated fund-raising activities of government financial institutions (GFIs), including concessional financing from bilateral and multilateral agencies requiring sovereign guarantee and bond issuances both in the domestic and international market. This required a credit risk assessment, e.g. capacity and ability to pay, of the GFI as well as evaluating the borrowing's compliance to existing government regulation; ▪ Was in-charge of facilitating and over-seeing various technical assistance grants to the DOF from the World Bank-European Commission Technical Assistance Facility (ASEM Trust Fund) focusing on pension reform, corporate governance and local government finance, among others. (project management and procurement of consulting services). As Technical Counterpart for these work, reviewed and edited numerous reports by consultants to check compliance with Terms of Reference provided by the government and funding agency. ▪ Represented the DOF in Committee Hearings in Congress regarding various House Bills on Pension Reform, as well as Committee Hearings for the drafting of the Special Purpose Vehicle Law, Securitization Law and Housing Finance Reform Bills; and ▪ Part of the DOF team that oversaw the sale and disposition of performing and non performing loans (distressed assets) of the National Home Mortgage and Finance Corporation and the Land Bank of the Philippines through transfer to a Special Purpose Vehicle or via international public bidding.
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Name of Assignment or project:	Philippine Stock Exchange
Year:	1995 - 1998
Location:	Philippines
Client:	Philippine Stock Exchange
Main Project Features:	Philippine Stock Exchange
Positions Held:	Senior Research Analyst
Activities Performed:	Conducted corporate and industry studies of listed companies. Responsible for conducting special studies on stock market performance. Assisted in the review and modification of the PSE indices as well as the industry re-classification of listed companies. Undertook studies aimed at enhancing trading, encourage more investments and widen product lines of the Exchange. Liaison and representation to both print and visual media outlets.

Chris Boyd

1. **Proposed Position:** M&E Expert
2. **Name of Firm:** WYG International
3. **Name of Staff:** Chris Boyd
4. **Date of Birth:** 1976 **Nationality:** British
5. **Education:** MSc (with Distinction) in Economic Development, University of Glasgow, UK, 2010
BA (Hons) Social Sciences (1st Class), University of West Scotland, UK, 1999
6. **Membership of Professional Associations:** n/a
7. **Other Training:** Completion of 3ie endorsed 'Impact Evaluation for Evidence Based Policy in Development' course run by the University of East Anglia, 2012
UK Civilian Service Medal (Afghanistan), 2012
8. **Countries of Work Experience:** Nigeria, Ghana, Rwanda, Kenya, Afghanistan, Middle-Eastern Countries
9. **Languages:**

Language	Speaking	Reading	Writing
English	Mother Tongue		
French	Basic	Basic	Basic

10. Employment Record:

From (Year):	2011	To (Year):	On going
Employer:	WYG International (Upper Quartile)		
Positions Held:	Director		

From (Year):	2003	To (Year):	2011
Employer:	Self employed		
Positions Held:	Freelance consultant		

11. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned:

Name of Assignment or project:	Evaluation of Ghana MADE
Year:	2014 – 2018
Location:	Ghana
Client:	DFID
Main Project Features:	Evaluation of Ghana MADE
Positions Held:	Project Director
Activities Performed:	Chris is currently directing the Market Development in the North of Ghana (MADE) Independent Evaluation. MADE is a £14.3 million programme that is

	expected to improve the incomes and resilience of poor farmers and small-scale rural entrepreneurs in the Northern Savannah by improving the way that markets work for the poor (M4P), with a particular focus on agricultural value chains. The evaluation is employing a mixed methods approach and is working in a collaborative way with the MADE implementation team to ensure that the evaluation design can evolve with the programme.
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Name of Assignment or project:	Independent Process Monitoring and Evaluation (IPME) of the DFID contribution to the UNICEF Programme – Accelerating Sanitation and Water for All (SWA) in Neglected, Off-Track Countries
Year:	2014 – 2016
Location:	Multi country
Client:	DFID
Main Project Features:	Independent Process Monitoring and Evaluation (IPME) of the DFID contribution to the UNICEF Programme – Accelerating Sanitation and Water for All (SWA) in Neglected, Off-Track Countries
Positions Held:	Project Director
Activities Performed:	As Project Director, Chris is leading the provision of M&E support to UNICEF's Water and Sanitary Health (WASH) programmes in nine neglected, off-track countries including Niger, South Sudan and Pakistan and Yemen.

Name of Assignment or project:	Independent Interim Review and Final Evaluation of Rwanda Climate Change and Environment Fund (FONERWA) support projects
Year:	2014 – 2016
Location:	Rwanda
Client:	DFID
Main Project Features:	Independent Interim Review and Final Evaluation of Rwanda Climate Change and Environment Fund (FONERWA) support projects
Positions Held:	Project Director
Activities Performed:	Chris is directing the independent evaluation of FONERWA by assessing the projects' progress towards effectiveness as well as the pathways to impact (through testing the assumptions in the Theory of Change) and by assessing FONERWA's contribution to impact.

Name of Assignment or project:	Evaluation of the Nigeria Stability and Reconciliation Programme (NSRP)
Year:	2013 – 2017
Location:	Nigeria
Client:	DFID
Main Project Features:	Evaluation of the Nigeria Stability and Reconciliation Programme
Positions Held:	Project Director and M&E Systems Design Specialist
Activities Performed:	As well as directing the overall evaluation, Chris's technical role is to critically appraise the M&E system used by NSRP in the collection of monitoring data. NSRP has a sophisticated M&E system which uses a range of data collection tools to track progress against the 18 logframe indicators. The evaluation is making extensive use of NSRP's monitoring data, and it is Chris's role to quality assure its objectivity and collection. He will also determine the areas where supplementary data is required for evaluation purposes. Chris will play a lead role in the 2015 mid-term evaluation and the 2017 final evaluation.

Name of Assignment or project:	Evaluation of Promoting Pro-poor Opportunities in Commodities and Service Markets (PrOpCom) Mai-karfi Programme
Year:	2013 – 2017
Location:	Nigeria
Client:	DFID

Main Project Features:	Evaluation of Promoting Pro-poor Opportunities in Commodities and Service Markets (PrOpCom) Mai-karfi Programme
Positions Held:	Project Director
Activities Performed:	This 5-year evaluation is expected to contribute to the body of knowledge of what works (and what doesn't) with the M4P approach, with the aim of building a body of evidence for use in future decision-making on the most cost-effective programming options in different contexts. As Project Director on this evaluation, Chris's role is to quality assure the outputs produced by the team ensure the evaluation questions of interest to DFID-N are answered, and also to guide the evaluation to meet the needs of a constantly changing M4P programme.

Name of Assignment or project:	Evaluation of Results Based Aid (RBA) in Education Sector Pilot
Year:	2013 – to date
Location:	Rwanda
Client:	DFID
Main Project Features:	Evaluation of Results Based Aid (RBA) in Education Sector Pilot
Positions Held:	Project Director
Activities Performed:	Adopting a realist evaluation approach, Chris is undertaking process and impact evaluations focusing on: <ul style="list-style-type: none"> ▪ Exploration of the theory of change that informs the programme and the existing evidence base to gather the necessary information to explore context, mechanisms and outcomes; ▪ Systematic testing if and in what situations the intervention has contributed to intended outcomes; ▪ Interpretation of the findings to explore how and why the intervention has contributed to these outcomes. ▪ Chris is the key point of liaison between the project team and DFID, and has overall responsibility for key project and quality management functions.

Name of Assignment or project:	Deauville Partnership: Small and Medium-Sized Enterprise Mentoring Initiative
Year:	2013 – 2015
Location:	Middle-Eastern Countries
Client:	DFID
Main Project Features:	Small and Medium-Sized Enterprise Mentoring Initiative
Positions Held:	M&E Advisor
Activities Performed:	The Deauville Partnership is a small and medium-sized enterprise (SME) mentoring initiative in six transition countries in the Middle East and North Africa. The initiative involves a 12 months mentoring scheme delivered for at least 250 enterprises across a range of sectors in the six transition countries. Chris is responsible for development of the M&E system to track progress and identifying targets. He also designed the monitoring tools that will be used to collect information on project impact.

Name of Assignment or project:	Development of an Impact and Value for Money Evaluation Framework
Year:	2012
Location:	Kenya
Client:	TradeMark East Africa (TMEA)
Main Project Features:	Development of an Impact and Value for Money Evaluation Framework
Positions Held:	Consultant
Activities Performed:	TMEA was established to support regional integration and trade facilitation in East Africa. Chris co-led a team commissioned by TMEA to research and recommend methods by which TMEA could evaluate the impact and value for

	<p>money of its activities, the outputs from this were captured in a practical evaluation framework which will be used by TMEA to structure its evaluation activity over the next four years. The team identified the projects which were likely to offer the greatest economic, social and environmental impacts, and options for evaluating the impact of these interventions were then suggested: experimental, quasi-experimental, and theory-based approaches with justifications for the selections.</p>
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Name of Assignment or project:	Development of an Impact and Value for Money Evaluation Framework, Comprehensive Agriculture & Rural Development Facility (CARD-F)
Year:	2011 - 2012
Location:	Afghanistan
Client:	DFID
Main Project Features:	Development of an Impact and Value for Money Evaluation Framework, Comprehensive Agriculture & Rural Development Facility
Positions Held:	M&E Systems Specialist
Activities Performed:	As CARD-F activities were diverse, each project required individual parameters, units of measurement, targets and data collection methods to be put in place to allow accurate measurement of progress against targets in relation to the counterfactual baseline to be recorded. A system was developed for each local economic development plan and Chris provided guidance and training to local staff to ensure systems were fully understood and simple enough to be administered consistently with limited resources. Chris made field trips to several provinces to meet farmers and to assess the competencies and human resource capacity of CARD-F provincial programme staff to administer the M&E system.

Sara Breen

1. **Proposed Position:** PFM Training Expert
2. **Name of Firm:** WYG International
3. **Name of Staff:** Sara BREEN
4. **Date of Birth:** 10/01/1982 **Nationality:** British
5. **Education:** MSc Public Policy and Management, School of Oriental and African Studies, University of London (2012-ongoing). Topics include:
 - Public Policy & Management: Perspectives and Issues
 - Decentralisation and Local Governance
 - Public Finance Management: Planning & Performance
 MA English Literature, University of Warwick, United Kingdom (2003-2004)
 BA English and European Literature, University of Warwick, United Kingdom (2000-2003)
6. **Membership of Professional Associations:**
7. **Other Training:**
8. **Countries of Work Experience:** Barbados, Cambodia, Nigeria, Serbia, Zambia, Zimbabwe
9. **Languages:**

Language	Speaking	Reading	Writing
English	Mother Tongue		
French	Fair	Good	Fair
Portuguese	Basic	Fair	Basic

10. Employment Record:	
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From (Year):	2007	To (Year):	On going
Employer:	WYG International		
Positions Held:	Senior Consultant		

From (Year):	2006	To (Year):	2007
Employer:	United Kingdom Permanent Representation to the European Union, Belgium		
Positions Held:	Commercial Assistant - EuropeAid		

From (Year):	2005	To (Year):	2006
Employer:	Camden ITeC		
Positions Held:	Business Development and Project Monitoring		

11. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned:	
Name of Assignment or project:	Various assignments as WYGI Project Manager and Coordinator

Year:	2007-present
Location:	Barbados, Cambodia, Nigeria, Serbia, Zambia, Zimbabwe
Client:	WYGI (donors including EU, ADB and DFID)
Main Project Features:	Various PFM and economic reform projects
Positions Held:	Project Manager and Project Coordinator
Activities Performed:	<p>As part of PFM and Governance Practice, supporting the implementation of WYGI PFM and economic reform projects across the world, including:</p> <ul style="list-style-type: none"> • Project Manager – Support to the Zambia Association of Chambers of Commerce and Industry (2009) • Project Manager – Assistance to the Barbados Foreign Affairs Ministry/Foreign Trade Division to Improve Access into the EU Market for Service Exports to Barbados under the CARIFORUM-EC EPA (2010) • Project Manager – Support to the Zimbabwe Confederation of Industries (2010) • Project Coordinator – Serbia Treasury Administration Capacity Building (2011-present) • Project Coordinator - Cambodia Public Finance Management for Rural Development project (2012-present).

Name of Assignment or project:	Support to the Ministry of Finance – Treasury Administration Capacity Building
Year	2011-present
Location:	Serbia
Client:	European Union
Main Project Features:	Building sustainable capacities in the Treasury Administration and Debt Management Administration for efficient budget execution; financial planning; budget accounting; reporting; and public debt and liquidity management.
Positions Held:	Project Coordinator
Activities Performed:	Support to project management and implementation, including support to report preparation and drafting and support to organisation of study tour to the UK.

Name of Assignment or project:	Assistance to the Barbados Foreign Affairs Ministry/Foreign Trade Division to Improve Access to the EU Market for Service Exports to Barbados under the CARIFORUM-EC EPA
Year:	2010
Location:	Barbados
Client:	EU
Main Project Features:	Study on opportunities for development of the Barbadian services sector.
Positions Held:	Project Manager
Activities Performed:	Overall project management and support to implementation, including supporting preparation of wide ranging study, including research, organisation of country visits in the EU and Caribbean and preparation of training materials.

Name of Assignment or project:	Enhancing the Analytical and Institutional Capacity of the Confederation of Zimbabwe Industries (CZI)-Component 2- Trade Information Resource Centre
Year:	2010
Location:	Zimbabwe
Client:	EU

Main Project Features:	Identifying and overcoming constraints to trade, to contribute to trade policy formulation, to regional and international trade negotiations and to the implementation of trade policies and regional and international trade agreements, through the development of a Trade Information Resource Centre and Trade Database.
Positions Held:	Project Manager
Activities Performed:	Overall project management and support to implementation, including support to report preparation and drafting and preparation of training materials.

Name of Assignment or project:	Technical assistance to Zambia Association of Chambers of Commerce and Industry - ZACCI - Component 1 in the area of Institutional and Analytical Capacity
Year:	2009
Location:	Zambia
Client:	EU
Main Project Features:	International trade-related needs assessment, involving extensive consultations with key stakeholders and organisation, preparation and tailored delivery of trade capacity building training sessions on trade policy formulation and strategy; WTO participation and agreements; ACP-EU Cotonou Partnership Agreement and EPA negotiations; trade negotiation, outcomes and implementation.
Positions Held:	Project Manager
Activities Performed:	Overall project management and support to implementation, including support to report preparation and drafting and preparation of training materials.

Name of Assignment or project:	ACP Private Sector Enabling Environment Facility (BizClim)
Year:	2007-2009
Location:	African, Caribbean and Pacific (ACP) countries (Brussels-based)
Client:	EU
Main Project Features:	Supporting economic growth in ACP countries by working with a wide range of beneficiaries (i.e. national governments and private sector institutions) to foster a business enabling environment, including through facilitating the EU-Africa Business Forum and providing a dynamic "think-tank" function.
Positions Held:	Report Editor
Activities Performed:	Editing, checking and proofreading of a large number of publications and reports under the ACP BizClim Facility, including study reports, newsletters, e-zines, and project reports.

Name of Assignment or project:	Advice on EU development projects
Year:	2006-2007
Location:	Belgium
Client:	UK Permanent Representation to the EU
Main Project Features:	Providing advice on EU development projects to British companies
Positions Held:	Commercial Assistant
Activities Performed:	Researching the EU's development policy, planned programmes, and monitoring and evaluation of ongoing programmes.

Chidiebere Ibe

1. **Proposed Position:** Budgeting Expert
2. **Name of Firm:** WYG International
3. **Name of Staff:** Chidiebere IBE
4. **Date of Birth:** **Nationality:** Nigerian
5. **Education:** Masters in Public Policy and Management, 2011, University of York, UK;
M.Sc Economics, 1999, University of Lagos, Nigeria;
B.Sc Accounting (2nd Class Upper Division) 1992, Abia State University Nigeria;
Diploma, Public Policy and Management, 2010, University of York, UK;
Diploma in Shipping and Transport Studies, 1986, National College of Advanced Studies, Aba, Nigeria;
6. **Membership of Professional Associations:** Associate Member, Government Finance Officers Association, Chicago, USA;
Associate Member, Association for Public Policy Analysis and Management, Washington DC;
Associate Fellow, African Institute for Applied Economics (AIAE), Nigeria (Co-Chair Public Sector Economic Working Group)
7. **Other Training:** Certificate in Comparative Public Finance Management, Chartered Institute of Public Finance and Accountancy (CIPFA), London, UK, 2008;
Certificate in Public Budgeting and Fiscal Management, Andrew Young School of Policy Studies, Atlanta, USA, 2006;
Single Subject Result in Economics and Shipping, Spring 1985, London Chambers of Commerce and Industry Exam Board;
8. **Countries of Work Experience:** Nigeria, Ethiopia, Kenya, South Africa, UK, USA
9. **Languages:**

Language	Speaking	Reading	Writing
English	Excellent	Excellent	Excellent

10. Employment Record:

From (Year):	2005	To (Year):	2014
Employer:	Self-employed		
Positions Held:	Free-lance Consultant		

From (Year):	2002	To (Year):	2005
Employer:	Ebonyi State Local Government		
Positions Held:	Commissioner		

From (Year):	1995	To (Year):	2002
Employer:	Citizens Bank Limited		
Positions Held:	Business Development/Corporate Finance/Service Management Officer		

From (Year):	1992	To (Year):	1995
Employer:	D.N. Offor & Co. (Now Parker Randall Offor) Chartered Accountants		

Positions Held:	Trainee Accountant and Consultant
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11. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned:

Name of Assignment or project:	Medium Term Expenditure Framework (MTEF) as a strategy to Budgeting
Year:	October 2013
Location:	Nigeria
Client:	Federal Fiscal Responsibility Commission (FRC)
Main Project Features:	MTEF
Positions Held:	Public Finance Management Consultant/Facilitator
Activities Performed:	Preparation of Paper and Presentation on "Medium Term Expenditure Framework (MTEF) as a strategy to Budgeting" at the FRC retreat on Awareness on the provisions of the Fiscal Responsibility Act 2007 at Calabar, Nigeria, October 7-8, 2013

Name of Assignment or project:	Nigeria Infrastructure Advisory Facility (NIAF)
Year:	12/2012 – 04/2013
Location:	Nigeria
Client:	International Center for Energy Environment and Development
Main Project Features:	NIAF is a UK – DFID supported infrastructure development project with climate change component
Positions Held:	Public Finance Advisor (Climate Change Component)
Activities Performed:	Providing governance and public finance input in the development of Nigeria's Clean Energy Fund

Name of Assignment or project:	"Analysis and Review of Existing Processes and Procedures of the Revenue Mobilisation Allocation and Fiscal Commission (RMAFC)"
Year:	12/2012 – 04/2013
Location:	Nigeria
Client:	Revenue Mobilization Allocation and Fiscal Commission (RMAFC)
Main Project Features:	RMAFC is the key inter-governmental fiscal equalization institution for Nigeria. The project was the "Analysis and Review of Existing Processes and Procedures of the Revenue Mobilisation Allocation and Fiscal Commission (RMAFC)"
Positions Held:	PFM Consultant
Activities Performed:	<ul style="list-style-type: none"> ▪ Documenting the existing functions of the Commission; ▪ Benchmarking existing functions against international best practices; ▪ Suggesting alternative systems and structures for the Commission detailing in clear terms the efficiency gains to be achieved; ▪ Designing enablers (people, technology and infrastructure) that will support the functions of the Commission.

Name of Assignment or project:	Presenting Paper on "Financing Access to Sustainable Energy for the Poor in Nigeria
Year:	11/2012
Location:	Ethiopia
Client:	African Technology Policy Studies Network (ATPS)
Main Project Features:	Presenting Paper on "Financing Access to Sustainable Energy for the Poor in Nigeria
Positions Held:	Researcher/Discussant
Activities Performed:	Presenting Paper on "Financing Access to Sustainable Energy for the Poor in Nigeria: The Public Finance Option" at the 2012 ATPS Annual Conference and Workshops Nov 19-22, 2012.

Name of Assignment or project:	Revenue Mobilisation Allocation and Fiscal Commission
Year:	02 – 09/2012
Location:	Nigeria
Client:	ADSI
Main Project Features:	Analysis and Trend of the Federal, some States and LGs Councils Budget and Expenditure Profile 2007-2010 for the Federal Revenue Mobilization Allocation and Fiscal Commission (RMAFC).
Positions Held:	Public Finance Consultant
Activities Performed:	Analysis and Trend of the Federal, some States and LGs Councils Budget and Expenditure Profile 2007-2010 for the Federal Revenue Mobilisation Allocation and Fiscal Commission (RMAFC).

Name of Assignment or project:	SPARC/OSSAP-MDGs
Year:	02 – 09/2012
Location:	Nigeria
Client:	The Presidency, Abuja
Main Project Features:	Analysis of Federation Allocation, Budgets, Expenditure and MDGs Investments in 113 LGs across Nigeria for the OSSAP/MDGs CGS Office, The Presidency Abuja
Positions Held:	Public Finance Consultant
Activities Performed:	Analysed the revenue and public expenditure by Federal, State and LGs in 113 Conditional Grant Scheme benefiting LGs across Nigeria to determine the level of upscale investment required to attain the MDGs in those LGs

Name of Assignment or project:	Strengthening Linkages between Policy Research and Policy Making for African Development (Annual Conference and Workshop of the ATPS)
Year:	11/2011
Location:	Kenya
Client:	African Technology Policy Studies Network (ATPS)
Main Project Features:	Strengthening Linkages between Policy Research and Policy Making for African Development (Annual Conference and Workshop of the ATPS)
Positions Held:	Researcher and Panellist
Activities Performed:	<ul style="list-style-type: none"> ▪ Investigating the research policy gap, and presenting options for resolving the dis-link between research output and policy making in Africa; ▪ Participating in a panel of researchers and policy makers to argue the options

Name of Assignment or project:	Capacity Building for Sector Budget Support Programme for South Africa
Year:	06-08/2009
Location:	South Africa
Client:	EU
Main Project Features:	Capacity Building for Sector Budget Support Programme for South Africa
Positions Held:	Public Financial Management (PFM) Consultant
Activities Performed:	<ul style="list-style-type: none"> ▪ Developing of training modules on Sector Budget Support; ▪ Facilitation of training on sector budget support for the Legislative Sector, and Justice Sector; ▪ Assisting the Legislative Sector Policy Support Programme with their payment request files for tranche payments; ▪ Assisting the Justice and Constitutional Development Sector with their payment request files for tranche payments

Name of Assignment or project:	Associate at IPPAM
Year:	01/2009 - date
Location:	Nigeria
Client:	Institute for Public Policy Analysis and Management (IPPAM)
Main Project Features:	IPPAM is a public policy think tank with focus in economic management, social policy, environment and public sector governance, as well as institutional improvement support
Positions Held:	Associate
Activities Performed:	<ul style="list-style-type: none"> ▪ Public Policy Analysis and Research; ▪ Public Finance Management; ▪ Civil Society Engagement; ▪ Public Service Management; ▪ Development Management

Name of Assignment or project:	DFID State Partnership for Accountability Responsiveness and Capability (SPARC) Programme
Year:	01/2009 - date
Location:	Nigeria
Client:	DfID / WYG
Main Project Features:	SPARC is a governance reforms programme funded by the UK-DFID. It works with State governments to reform policy and strategy, public service management and public financial management in the public sector
Positions Held:	Public Finance Management Consultant/Advisor
Activities Performed:	<ul style="list-style-type: none"> ▪ Providing technical advice and backstopping for 10 Nigerian states and federal institutions under the UK-DFID supported SPARC; ▪ Undertaking of technical inputs in various areas of public financial management and policy reforms including public expenditure management, medium term plans/sector strategies, revenue and expenditure forecasting, budgeting, accounting, procurement reforms, accountability and transparency institutional reforms, PEFA assessments, political economy reviews, etc

Name of Assignment or project:	Consultant for National Planning Commission/African Institute for Applied Economics
Year:	10/2008 – 04/2009
Location:	Nigeria
Client:	National Planning Commission/African Institute for Applied Economics
Main Project Features:	Development of Background Paper/Benchmark Indicators for Federal Government MDAs Benchmarking on Budgeting & Fiscal Management
Positions Held:	Public Finance Management Consultant
Activities Performed:	<ul style="list-style-type: none"> ▪ Development of Background Paper/Benchmark Indicators for Federal Government MDAs Benchmarking on Budgeting & Fiscal Management

Name of Assignment or project:	Learning and experience sharing programme for Nigerian government Officials
Year:	05/2008
Location:	UK
Client:	EU-SRIP
Main Project Features:	Learning and experience sharing programme for Nigerian government Officials
Positions Held:	Technical Lead
Activities Performed:	<ul style="list-style-type: none"> ▪ Guided the development of curriculum for the Public Finance and Public Service trainings for the Jigawa State Officials in London;

	<ul style="list-style-type: none"> ▪ Assisted in coordinating the programme of studies, and tours by the state officials to UK best practice institutions (London Borough of Croydon, DfID Home Office, National Accountability Office, etc); ▪ Assisted the CIPFA facilitators in the delivery of the programme.
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Name of Assignment or project:	Volunteer Assignments
Year:	07/2007 – 04/2011
Location:	Nigeria
Client:	The Senate of the Federal Republic of Nigeria
Main Project Features:	Volunteer Assignments
Positions Held:	Policy Adviser to the Senate Committee Chairman on Aviation
Activities Performed:	<ul style="list-style-type: none"> ▪ Advising the Senator on public policy matters, researching good governance policies including public expenditure management, budgeting and program monitoring and evaluation; ▪ Advising and making input into motions and bills; ▪ Advising on legislative staff capacity improvement, advising the Senator on the engagement with other arms of government

Name of Assignment or project:	European Union – Support to Reforming Institutions Programme (EU-SRIP)
Year:	07/2007 – 01/2009
Location:	Nigeria
Client:	EU
Main Project Features:	SRIP is a governance reforms programme funded by the European Union with emphasis on public finance management, and civil society engagement with government for improved service delivery. Its ultimate objective is poverty reduction
Positions Held:	Public Finance Advisor
Activities Performed:	<ul style="list-style-type: none"> ▪ Focal point for all technical support provided by SRIP to six Nigerian states (Anambra, Cross River, Jigawa, Kano, Osun and Yobe) in Public Finance Management (public expenditure management, budget process, MTE planning, PEFA, PER, etc) ensuring adherence to best international practice; ▪ Advising all State Technical Units (STUs) on Public Finance Management issues

Name of Assignment or project:	Nigeria Restructured Economic Framework for Openness, Reforms and Macroeconomic Stability (REFORMS)
Year:	09/2005 – 06/2007
Location:	Nigeria
Client:	USAID
Main Project Features:	REFORMS is an economic governance project funded by the USAID towards achieving a private sector-led economic growth in Nigeria. Its focus was on Agriculture, Trade, Public Finance Management, and capacity building for public officials and civil society organizations in four focal states of Nigeria – Cross River, Ebonyi, Kano and Lagos
Positions Held:	Team Leader (Policy Reforms)
Activities Performed:	<ul style="list-style-type: none"> ▪ Developing and implementing policy reform and capacity building activities for state partners; ▪ Advising, influencing and supporting state and non-state partners to follow through and adopt reform measures; ▪ Coordinating the project's external evaluation process including the data quality assessments (DQA) by MEMS and the Technical Working Group (TWG) that conduct annual program audit;

	<ul style="list-style-type: none"> ▪ Maintaining effective relationship with other donors (including DFID, CIDA, IFDC, WB, UNDP, GTZ etc) working in the same program areas
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Name of Assignment or project:	Development of background paper for Africa's Ministers of Finance Conference in May 2006
Year:	05/2006
Location:	Ethiopia
Client:	UNECA
Main Project Features:	Research to produce a background paper for the African Finance Ministers Conference on the theme 'Financing for Development From Commitment to Action'
Positions Held:	Researcher (under the AIAE)
Activities Performed:	<ul style="list-style-type: none"> ▪ Research to produce a background paper for the African Finance Ministers Conference on the theme 'Financing for Development From Commitment to Action'

Name of Assignment or project:	International Budget Project's 'Open Budget Initiative 2006'
Year:	2005/2006
Location:	USA
Client:	Centre for Budget and Policy Priorities
Main Project Features:	International Budget Project's 'Open Budget Initiative 2006'
Positions Held:	Researcher (under the AIAE)
Activities Performed:	<ul style="list-style-type: none"> ▪ Research on OECD /IMF and other countries' Budget Process; ▪ Research and analysis of Nigeria's Federal Budget Process (benchmarking against international best practices); ▪ Completion of the "Open Budget Questionnaire" for Nigeria's participation in the assessment of budget transparency in 60 countries

Name of Assignment or project:	Analysis of Nigeria's Federal Budget 1999-2005
Year:	11-12/2005
Location:	Nigeria
Client:	USAID
Main Project Features:	Analysis of Nigeria's Federal Budget 1999-2005
Positions Held:	Budget Analyst
Activities Performed:	<ul style="list-style-type: none"> ▪ Analysis and commentary on Nigeria's National Defence Budget in comparison with key MDG sectoral Budget for the period 1999-2005

Name of Assignment or project:	Volunteered Consultancy
Year:	06-08/2005
Location:	Nigeria
Main Project Features:	Analysis of Budgets of Nigerian States 2000 - 2005
Positions Held:	Budget Analyst
Activities Performed:	<ul style="list-style-type: none"> ▪ Analysis of Nigerian States Finances and Expenditure profiles for 2000 to 2005 to inform policy debate on the fiscal performance of Nigerian States

Name of Assignment or project:	State Economic Empowerment and Development Strategy (SEEDS)
Year:	2004 - 2006
Location:	Nigeria
Client:	UNDP, NDDC
Main Project Features:	Analysis and presentation of economic and financial data for drafting of the SEEDS, mainstreaming cross-cutting issues, costing of implementation

	strategies for SEEDS in three states – Lagos, Delta and Cross River
Positions Held:	Financial Analyst
Activities Performed:	<ul style="list-style-type: none"> ▪ Analysis and presentation of economic and financial data for drafting of the SEEDS, mainstreaming cross-cutting issues, costing of implementation strategies for SEEDS in three states – Lagos, Delta and Cross River

Name of Assignment or project:	Ebonyi State Local Government Service Commission
Year:	08/2002 – 09/2005
Location:	Nigeria
Client:	Ebonyi State Local Government
Main Project Features:	Ebonyi State Local Government Service Commission
Positions Held:	Commissioner
Activities Performed:	<ul style="list-style-type: none"> ▪ Policy formulation for the improvement of Local Government Financial Management and Human Resource Development; ▪ Recruitment, Training, Deployment, Promotion and Discipline of Staff in the State Local Govt. System. Public service delivery reforms; ▪ Staff Welfare Matters, Supervision and Co-ordination of staff activities Conflict Resolution/Management in the State Local Government Areas; ▪ Inter-local government coordination, liaison with other MDAs in the state for good governance at the local government level.

Name of Assignment or project:	Employment at Citizens Bank Limited
Year:	02/1995 – 08/2002
Location:	Nigeria
Client:	Citizens Bank Limited
Main Project Features:	Employment at Citizens Bank Limited
Positions Held:	Business Development/Corporate Finance/Service Management Officer
Activities Performed:	<ul style="list-style-type: none"> ▪ Project Finance, Financial Advisory Services for private & public corporates; ▪ Investment Advisory Services / Portfolio Mgt., treasury operations; ▪ Credit appraisal and loan portfolio management, Customer service and relationship management. Business Strategies development, Competition and Market Analysis, Project Appraisal, Credit Appraisal and Management; ▪ Funds transfer local and international, treasury dealing

Name of Assignment or project:	Employment at D.N. Offor & Co. (Now Parker Randall Offor) Chartered Accountants
Year:	1992 - 1995
Location:	Nigeria
Client:	D.N. Offor & Co. (Now Parker Randall Offor) Chartered Accountants
Main Project Features:	Employment at D.N. Offor & Co. (Now Parker Randall Offor) Chartered Accountants
Positions Held:	Trainee Accountant and Consultant
Activities Performed:	Provision of accounting, auditing, corporate, and consultancy services for clients; conducting of special financial investigations, provision of human resource services and business advisory services for clients.

Chinedu Eze

1. **Proposed Position:** TBD
2. **Name of Firm:** WYG International
3. **Name of Staff:** Chinedu Eze
4. **Date of Birth:** 22nd February 1964 **Nationality:** Nigerian
5. **Education:** Bachelor of Laws (LLB), University of Nigeria, 1990
Bar License (BL), 1991
Associate Chartered Insurance Institute of London (By examination), 1992
Post-graduate Diploma (PGD) Finance, University of Nigeria, 1997
Masters of Business Administration (MBA) Finance, University of Nigeria, 1998
PhD Public Finance, University of Nigeria, in progress
6. **Membership of Professional Associations:** Associate Chartered Insurance Institute of Nigeria and Member Nigeria Bar Association
7. **Other Training:** n/a
8. **Countries of Work Experience:** Nigeria
9. **Languages:**

Language	Speaking	Reading	Writing
Igbo	Mother Tongue		
English	1	1	1

10. Employment Record:

From (Year):	2003	To (Year):	On going
Employer:	Self employed		
Positions Held:	Freelance Consultant		

From (Year):	1999	To (Year):	2003
Employer:	Governor of Enugu State of Nigeria		
Positions Held:	Special Adviser		

From (Year):	1995	To (Year):	1999
Employer:	Oriental Insurance Company Limited		
Positions Held:	Founding Managing Director		

From (Year):	1993	To (Year):	1995
Employer:	Techint International Construction Corporation		
Positions Held:	Legal/Risk Management Task Leader		

From (Year):	1992	To (Year):	1993
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Employer:	New Link Insurance Brokers
Positions Held:	Founding Managing Director

From (Year):	1992	To (Year):	2000
Employer:	Enugu State University of Science and Technology and Institute of Management and Technology		
Positions Held:	Part-time Lecturer		

From (Year):	1988	To (Year):	1992
Employer:	Universal Insurance Company Limited		
Positions Held:	various positions (Superintendent, Manager)		

11. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned:

Name of Assignment or project:	Delta State SEEFOR PFM Reforms
Year:	2014 - 2016
Location:	Nigeria
Client:	WB
Main Project Features:	State expenditure effectiveness for opportunities and results
Positions Held:	Public Sector Budgeting and Financial Management Expert
Activities Performed:	<ul style="list-style-type: none"> ▪ Diagnostic Assessment and Preparation of Option Papers – Work closely with the Delta State Budget Office and conduct a thorough assessment of the de jure and de facto systems, procedures and practices for budget preparation both at the State and Local Government levels; ▪ Preparation of Fiscal Strategy Framework/model enhanced MTSS for MDAs; ▪ Preparation of Recommendation Framework for implementation of MYBF; ▪ Provide inputs on the preparation of a comprehensive, time-bound PFM Reform Programme; ▪ Implementation Support to Government (Develop implementation module and budget manual based on revised system; Support State Budget Office and MDAs implement enhanced MYBF/MTEF; and Provide assistance to support the government on activities to implement budget reform initiatives; ▪ Capacity Building and Training.

Name of Assignment or project:	State Partnership for Accountability, Responsiveness and Capability (SPARC)
Year:	2008 - 2015
Location:	Nigeria
Client:	DfID
Main Project Features:	State Partnership for Accountability, Responsiveness and Capability
Positions Held:	Programme Coordinator and Lead Consultant
Activities Performed:	<ul style="list-style-type: none"> ▪ Federal Government of Nigeria MDGs Conditional Grants Scheme to Local Governments. Engaged in July 2010 to lead the scaling up Conditional Grants Scheme (CGS) to Local Governments (LGs). Coordinated the planning process of the scale up which include sensitization workshop, preparation of CGS to LGs Operational Procedures, comprehensive Needs Assessment and Baseline Facility inventory of the 113 participating LGs, Recruitment of 113 LG Technical Assistants and 6 Zonal Technical Officers, Preparation of comprehensive CGS to LGs Training manual and Training of key stakeholders and actors, deployment of comprehensive Nigerian MDGs Information System and SharePoint portal (http://nmis.mdgs.gov.ng;

	<p>http://portal.mdgs.gov.ng). In 2012 worked with Federal MDAs, States and LGAs to conduct comprehensive baseline inventory exercise using android phones to capture all Health, Education and Water Facilities, and Localities information (including availability of Power, Communication network, market, etc) for the remaining 661 LGAs. Data currently being processed and will be uploaded to Nigeria MDGs Information System;</p> <ul style="list-style-type: none"> ▪ PFM Review of 113 Local Governments under the MDGs Conditional Grants Scheme (4 Local Governments each in Kaduna and Ondo States and 3 Local Governments each in 34 States and FCT). Ascertained exact allocation of resources to LGs from the Federation account for 2010 and 2011, whether the Federation allocation to LG is adequate to fund the needs assessment investment requirements in the LGs and the current (2010 and 2011 financial years) expenditures of Local Governments on MDGs related activities particularly in Education and Health sectors; ▪ Worked with the Office of the Senior Special Assistant to the President on Millennium Development Goals on Federal Government Funded Conditional Grants Scheme (CGS) 2009 Round. Organized Training workshop for participants from 36 States and FCTA on the requirements for assessing CGS funds as provided in the new Implementation Manual. Reviewed States applications/proposals and recommend fundable projects to National Committee on Conditional Grants Scheme (NCCGS) and Federal Executive Council (FEC); ▪ Worked with 3 (three) International Consultants to prepare the Nigeria Governors Forum (NGF) Strategic Plan (2013 – 2015). Directly responsible for costing and identifying funding sources of the NGF Strategic Plan; ▪ Facilitator in the training of the selected consultants who will make up the Technical Review Panel (TRP) that will participate in implementation of the State Peer Review Mechanism (SPRM) which include among others; the concept of the SPRM, its overall framework, the indicators and benchmarks, verification of data sources, community participation and report formats. Presented the Framework of Indicators to participants and Coordinated the PFM, HRM and Economic Development Assessment Areas; ▪ Part of the Nigeria Governors Forum Technical Review Panel (TRP) for the State Peer Review Mechanism (assessment of performance of States using approved indicators to document innovations and good practices that States could adapt and adopt for their respective States). Member of Anambra State review visit and validation of Anambra State Self-Assessment report. Prepared the PFM section of the Anambra State Peer Review Report; ▪ Initiation and Sensitization Workshop for State Peer Review Mechanism (SPRM) in Anambra State – September 2011. Initiation and Sensitization Workshop for State Peer Review Mechanism (SPRM) in Ekiti State – October 2011. Initiation and Sensitization Workshop for State Peer Review Mechanism (SPRM) in Niger State – March 2012. Initiation and Sensitization Workshop for State Peer Review Mechanism (SPRM) in Rivers State – July 2012. Initiation and Sensitization Workshop for State Peer Review mechanism (SPRM) in Jigawa State – November 2012; ▪ Worked in a team of National and International Consultants that developed State Peer Review Mechanism (SPRM) Model for the Nigerian Governors Forum, the National Economic Council and the National Planning Commission to be used for examination and assessment of performance of States. Directly responsible for developing the Public Financial Management (PFM) and Human Resource Management (HRM) indicators. Coordinated preparation of State Peer Review Mechanism (SPRM) Guidance Notes and Base Document; ▪ Worked with 2 (two) International Consultants to prepare the Nigeria Governors Forum (NGF) Strategic Plan (2010 – 2012). Directly responsible for costing of the NGF Strategic Plan;
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	<ul style="list-style-type: none"> ▪ Mapping of Federal MDAs that provide incentives and support to states for performance improvement. Based on the assessment recommended Federal MDAs to be supported by SPARC; ▪ Prepared Lagos State Government Medium Term Sector Strategies (MTSS) Costing Template. Used the Costing Template to cost Education Medium Term Strategy; ▪ Revised Enugu State Government Budget Classification and Chart of Accounts. Produced Manual of the Budget Classification and Chart of Accounts consisting of 30 (thirty) digits and 6 (six) main segments; ▪ Prepared Enugu State Government Budget Manual; ▪ Analysed the MDG-Expenditure in Nigeria’s Federal, State and Local Government Budget 2005 – 2010. Projected annual funding gap of Nigeria meeting the MDGs - 2011 to 2015.
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Name of Assignment or project:	Lead Consultant at Office of the Senior Special Assistant to the President on Millennium Development Goals
Location:	Nigeria
Client:	World Bank/Office of the Senior Special Assistant to the President on Millennium Development Goals
Main Project Features:	Lead Consultant at Office of the Senior Special Assistant to the President on Millennium Development Goals
Positions Held:	Lead Consultant
Activities Performed:	<ul style="list-style-type: none"> ▪ Identified issues and challenges of Federal Government funded Conditional Grants Scheme (CGS) in 2007 and 2008. Based on the experiences over the two years drafted a comprehensive Conditional Grants Scheme Implementation Manual with five broad sections of Background Information and Objectives of CGS; Institutional Arrangement, Roles and Responsibilities; Requirements for Assessing CGS Funds; Procurement Processes; Project and Financial Management; and Monitoring, Evaluation and Reporting of CGS Projects.

Name of Assignment or project:	Public Service Reform Programme ‘PSRP’
Location:	Nigeria:
Client:	DFID
Main Project Features:	Public Service Reform Programme ‘PSRP’
Positions Held:	Consultant
Activities Performed:	<ul style="list-style-type: none"> ▪ Member of a team of National Consultants that performed the Functional Review of the Office of the Head of Service of the Federation. Responsible for Finance component of the assignment – Analysis of Budget Allocation and Expenditure, Budget Allocations linkage with functions, Adequacy of Budget Allocation, etc; ▪ Member of a team of International and National Consultants that worked with key Federal Government functionaries to develop the National Strategy for Public Sector Reforms (NSPSR). Worked mainly as Programming, Costing and Budgeting Consultant and produced detailed activities and costs of the National Strategy for Public Sector Reform 2009 – 2011; ▪ Member of a team of National and International Consultants that performed the Institutional Assessment of the Office of the Head of Civil Service of the Federation. Responsible for Review of the Office Budget and Expenditure patterns (2003 to 2007), ascertain the relationship of the Budget and Expenditure patterns with mandate of the office, Pensions and other service wide welfare issues.

Name of Assignment or project:	SLGP/PAK/SPARC
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Location:	Nigeria
Client:	DFID
Main Project Features:	Public Finance Management reform
Positions Held:	Lead Consultant
Activities Performed:	<ul style="list-style-type: none"> ▪ Assigned to the Office of the Senior Special Assistant to the President on Millennium Development Goals. Reviewed and finalized the 2008 Guidelines for Federal Government Conditional Grants Scheme (CGS) fund (Federal component of Paris debt club savings). Presented the Guidelines to participants from all the 36 states and FCTA during a three day workshop. Reviewed States applications and recommended fundable projects (worth approximately N49 billion) to the National Committee on Conditional Grants and Federal Executive Council. Harmonized 2008 CGS Implementation Requirements and developed Project Implementation Guidelines. Facilitated a two day pre-Implementation workshop for participants from the 29 states that benefited from the scheme in 2008.

Name of Assignment or project:	SLGP
Location:	Nigeria
Client:	DFID
Main Project Features:	Public Finance Management reform
Positions Held:	Lead Financial Management Consultant
Activities Performed:	<ul style="list-style-type: none"> ▪ Kaduna State Local Government Reform planning (i.e. detailed assessment of Kaduna State Local Government System with emphasis on Legal, Institutional, Structure, Fiscal decentralization, PFM, HR, Service Delivery, and Citizen's empowerment. Based on the assessment, designed Kaduna State Local Government Reform Plan clearly defining the reform areas, implementation strategies, action plans, outputs, deliverables and indicators; ▪ Worked with the Office of the Senior Special Assistant to the President on Millennium Development Goals. Prepared the Guidelines for Federal Government Conditional Grants Scheme (CGS) fund (Federal component of Paris debt club savings). Presented the Guidelines to participants from all the 36 states and FCTA during a two day workshop. Reviewed states application and recommended fundable projects to the National Committee on Conditional Grants; ▪ State Economic Empowerment and Development Strategy 5 day workshop on Budget Management for Senior Government functionaries at Shangisha Lagos; ▪ Drafted SEEDS Training Package on Costing and Funding of SEEDS for Centre for Management Development (CMD). Prepared work book, exercises, power point slides and case study; ▪ Drafted SEEDS Training Package on Budget Management for Centre for Management Development (CMD). Prepared work book, exercises, power point slides and case study; ▪ Drafted FCTA Budget Manual, Budget Classification and Chart of Accounts. Prepared detailed Budget Manual for Federal Capital Territory Administration. The manual covered the budget management process, budget classification and chart of accounts. Trained about 100 staff of FCTA on the improved process; ▪ Participated in finalizing New Budget Classification, Chart of Accounts and Medium Term Budget Framework for Kano State Government. Facilitated Training of Commissioners, House of Assembly Members, Permanent Secretaries, Head of Parastatals, and Top Civil Servants of Kano State Government on New Budgeting and Accounting Methodology (trained about 500 people);

	<ul style="list-style-type: none"> ▪ Developed Medium Term Budget Framework for Kano State Government. Developed a SEEDS based unified Medium Term Budget Framework (MTBF) and Based on the macro-economic framework and MTBF prepared Budget call circular for Kano State Government; ▪ Reviewed the Financial Implication of Enugu State Agriculture Strategy; ▪ Review of procurement process in Enugu State Government and developed framework for strengthening of Due Process; ▪ Federal Capital Territory Administration (FCTA) Budget Monitoring. Developed proper Economic classification for monitoring and Tracking the implementation of FCTA budget, offering technical support to FCTA Budget Monitoring team, etc; ▪ Technical Support to the Enugu State Budget Evaluation and Monitoring (BEAM) Committee in Monitoring of 2004 budget. The support resulted in the preparation of the Jan – Dec 2004 Budget implementation report; ▪ Detailed review of the Enugu state internal revenue generation from 2000 – 2003 for tax and non tax revenue. Developed broad transformation programme of state revenue administration and Strategic Plan for improved revenue administration for 2005 – 2007; ▪ Diagnosed Public Expenditure Management System of Enugu State Government. Recommended Reform Options.
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Name of Assignment or project:	Local Empowerment and Environmental Management Program (LEEMP)
Year:	
Location:	Nigeria
Client:	World Bank
Main Project Features:	
Positions Held:	Lead Consultant/Financial Management Specialist
Activities Performed:	<ul style="list-style-type: none"> ▪ Local Government Staff Budget and Financial Management Training. Developed training module for Budget and Financial Management Training for all Heads of Finance in 208 Local Governments of Adamawa, Bauchi, Bayelsa, Benue, Enugu, Imo, Niger, Katsina and Oyo States; ▪ Local Government Capacity Assessment of 9 states (Adamawa, Bauchi, Benue, Bayelsa, Enugu, Imo, Katsina, Niger and Oyo). Assessment of the operational and structural deficiencies inherent in local government systems. Requirements for efficient service delivery at local government level. Developed training needs, strategy for improving service delivery at LG level etc.

Name of Assignment or project:	Sole Insurance Consultant at Nigeria Maritime Administration and Safety Agency
Location:	Nigeria
Client:	Nigeria Maritime Administration and Safety Agency
Main Project Features:	Sole Insurance Consultant at Nigeria Maritime Administration and Safety Agency
Positions Held:	Sole Insurance Consultant
Activities Performed:	Restructured their Insurances, Short listed Underwriters and Brokers, negotiated premium and policy terms and conditions, I renewed the policy with reputable firms, and reduced the annual premium from N240 million to N89 million (naira a/c) and \$434,720 to \$244,257 (dollar a/c). I renewed their insurances as well as claims processes for 3 years.

Name of Assignment or project:	Lagos State Finances 1996 to 2005 'An Introductory Study'
Location:	Nigeria
Client:	World Bank/DFID

Main Project Features:	Lagos State Finances 1996 to 2005 'An Introductory Study'
Positions Held:	National Consultant
Activities Performed:	<ul style="list-style-type: none"> ▪ Worked in a team of world Bank/DFID Consultants that prepared Lagos State Finances 1996 to 2005 'An Introductory Study'. Prepared the revenue section of the report; ▪ Examination and analysis of public expenditures of the Enugu State government. Constructed the Database for the state government on public finances for the period 2001 to 2004 (budget and actual). Analyzed-Fiscal Discipline in government spending, service delivery priorities, and extent government spending support efficiency and effectiveness (emphasis on health and education).

Name of Assignment or project:	Enugu State Health System Development Project II
Location:	Nigeria
Main Project Features:	Enugu State Health System Development Project II
Positions Held:	Lead Consultant
Activities Performed:	<ul style="list-style-type: none"> ▪ Enugu State Civil Service Study to determine the number of civil servants, total average salary of Enugu State disaggregated by age, gender, ministries, etc. Actuarial Studies that determined the disease pattern and financial cost vis a vis the proposed benefit package of the National Health Insurance Scheme. Detailed the benefits and demerits of Enugu State participating in the scheme.

Name of Assignment or project:	Detailed review of revenue administration processes of the revenue generating Secretariats and Agencies of FCTA
Location:	Nigeria
Client:	DFID/Federal Capital Territory Administration (FCTA)
Main Project Features:	Detailed review of revenue administration processes of the revenue generating Secretariats and Agencies of FCTA
Positions Held:	Consultant
Activities Performed:	Formulated reform strategies and realistic revenue targets.

Name of Assignment or project:	SLGP
Location:	Nigeria
Client:	Enugu State Ministry of Environment
Main Project Features:	Administration Capacity Building
Positions Held:	Lead Consultant,
Activities Performed:	<ul style="list-style-type: none"> ▪ Drafted Enugu State Environmental Management Bill; ▪ Drafted Enugu State Waste Management Authority Bill. The bill was passed into law by Enugu State House of Assembly in 2005; ▪ Detailed review of Core Budget Process in Enugu State Government, within the framework of the State Economic Empowerment and Development Strategy (SEEDS). Recommended processes for improvement in budget preparation, procurement and budget execution, monitoring and evaluation of budget performance from line ministries and central agencies. Reviewed the feasibility of introducing Medium Term Expenditure Framework (MTEF) and Standard Budget Structures based on new chart of accounts, improved economic inputs and functional classifications.

Name of Assignment or project:	Security Justice & Growth Programme
Location:	Nigeria

Client:	British Council
Main Project Features:	Enugu State Justice Reform
Positions Held:	Team Adviser
Activities Performed:	<ul style="list-style-type: none"> ▪ Enugu State Justice Reform Team; Guiding the reform team in the development of strategic plan for reform of justice sector, project identification, planning, implementation, management, monitoring, evaluation and planning and management of meeting.

Name of Assignment or project:	Conference of Governors of South East Zone States
Location:	Nigeria
Client:	Universal Insurance Co Ltd
Main Project Features:	Conference of Governors of South East Zone States
Positions Held:	Team Leader
Activities Performed:	<ul style="list-style-type: none"> ▪ Restructured, Reorganized and Recapitalized Universal Insurance Co Ltd. In the course of the assignment the share capital of the company was raised from N16million to over N350million. Introduced improved operational systems and engaged new Management Team.

Olugbenga Oyewole

1. **Proposed Position:** PFM Expert
2. **Name of Firm:** WYG International
3. **Name of Staff:** Olugbenga Oyewole
4. **Date of Birth:** **Nationality:** Nigerian
5. **Education:** MBA, Finance, Obafemi Awolowo University. Ile- Ife. (1999)
M.Sc. Economics, (University of Ife, Ile-Ife) now Obafemi Awolowo University. Ile- Ife. (1987)
B.Sc. (Hons) Soc. Sc. (Economics). (Second Class Upper) (University of Ife, Ile-Ife) now Obafemi Awolowo University. Ile- Ife. (1983);
6. **Membership of Professional Associations:** n/a
7. **Other Training:** n/a
8. **Countries of Work Experience:** Nigeria
9. **Languages:**

Language	Speaking	Reading	Writing
Yoruba	Native		
English	Excellent	Excellent	Excellent

10. Employment Record:

From (Year):	2006	To (Year):	To date
Employer:	Self-employed		
Positions Held:	Free-lance Consultant		

From (Year):	2003	To (Year):	2005
Employer:	Praestans Investments & Trust Limited, Lagos		
Positions Held:	General Manager		

From (Year):	1992	To (Year):	2002
Employer:	First Interstate Bank Plc, Lagos		
Positions Held:	Head, Risk Assets Management		

From (Year):	1988	To (Year):	1989
Employer:	Lagos State University, Lagos		
Positions Held:	Assistant Lecturer		

From (Year):	1986	To (Year):	1987
Employer:	University of Ife (now Obafemi Awolowo University), Ile-Ife		
Positions Held:	Graduate Assistance		

From (Year):	1983	To (Year):	1984
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Employer:	University of Ilorin, Ilorin
Positions Held:	Graduate Assistance

11. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned:

Name of Assignment or project:	State Peer Review Mechanism (SPRM)
Year:	2012 – 2016
Location:	Nigeria
Client:	Nigerian Governors Forum/SPARC, DFID
Main Project Features:	Public Finance Management reform project
Positions Held:	Policy Consultant
Activities Performed:	<ul style="list-style-type: none"> ▪ Participation in the Training Programme on the SPRM; ▪ On the satisfactory completion of the training programme, participate as a Policy Consultant in the Technical Review Mission and assist in putting up the State Peer Review Report and the accompanying State Programme of Action; ▪ Other related assignments as may be assigned by the client from time to time.

Name of Assignment or project:	Global Study of Public Investment Management Experiences
Year:	2010 - to date
Location:	Nigeria
Client:	World Bank
Main Project Features:	Conducting a study on "Promoting Public Investment Efficiency in Lagos-Nigeria"
Positions Held:	Consultant (World Bank UPI 384625)
Activities Performed:	<ul style="list-style-type: none"> ▪ Writing a Report to be included in a global publication of the World Bank on the Lagos State; ▪ Public Investment Management experience.

Name of Assignment or project:	Lagos State Medium Term Expenditure Framework (MTEF)
Year:	2008 - 2010
Location:	Nigeria
Client:	World Bank/Lagos Metropolitan Development and Governance Project (LMDGP)
Main Project Features:	
Positions Held:	MTEF and Capacity Building Expert
Activities Performed:	<ul style="list-style-type: none"> ▪ Supporting the State Government to adopt medium term budgeting; ▪ Supporting the establishment of an Economic Intelligent Unit for the Ministry of Economic Planning and Budget (MEPB); ▪ Design an Excel Medium Term Fiscal Framework model; ▪ Training and capacity building of EIU and other staff of MEPB; ▪ Drafting of Budget Manual and training staff of MEPB and all Planning Officers in the State in its use; ▪ Producing a Medium Term Budget Framework (MTBF) document for the State; ▪ Producing Inception and Interim Reports;

	<ul style="list-style-type: none"> ▪ MTEF training and capacity building for all Planning Officers and Statisticians in MEPB; ▪ Drafting Impact Assessment TOR for MEPB.
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Name of Assignment or project:	Central Bank of Nigeria (CBN) accredited Microfinance Training Service Provider (MTSP)
Year:	2009 – to date
Location:	Nigeria
Client:	Central Bank of Nigeria
Main Project Features:	Microfinance Training
Positions Held:	Team Leader, Certified Microfinance Training Service Provider
Activities Performed:	Preparing microfinance practitioners in Ondo and Ekiti States for the Microfinance Certification Program (MCP) organized by CBN and examined by Chartered Institute of Bankers (CIBN)

Name of Assignment or project:	Setting up and running a Debt Management Department
Year:	2009 – 2010
Location:	Nigeria
Client:	Ondo State Ministry of Finance
Main Project Features:	Setting up and running a Debt Management Department
Positions Held:	Principal Consultant, Debt Management
Activities Performed:	<ul style="list-style-type: none"> ▪ Preparing Debt Management Department Operations Manual; ▪ Conducting the State’s Debt Management Capacity Assessment; ▪ Seminar for Executive Management of the Ministry of Finance on Debt Management Department template; ▪ Training of all Debt Management Officers in collaboration with West African Institute of Financial & Economic Management (WAIFEM); ▪ Training and capacity building.

Name of Assignment or project:	Other Consultancy Activities
Year:	Various
Location:	Nigeria
Client:	Various
Main Project Features:	Please see below
Positions Held:	Various
Activities Performed:	<ol style="list-style-type: none"> I. External Tax Consultant to Ondo State (2009-date) <ul style="list-style-type: none"> ▪ Six years (2004 – 2009) back duty tax assessment of: <ul style="list-style-type: none"> ▪ Rufus Giwa Polytechnic, Owo Ondo State ▪ Ifon Local Government, Ifon Ondo State ▪ UBA bank Plc, (9 branches), Ondo State. II. External consultant to Phillips Consulting Limited: <ul style="list-style-type: none"> ▪ Federal Road Maintenance Agency (FERMA), Design and implementation of accounting system and project documentation, Abuja Nigeria (2008 – 2009). ▪ Nigerian Customs clearance retreat, Lagos Nigeria (2007) ▪ Transformation of Nigerian Export and Import Bank (NEXIM), Abuja Nigeria (2006 – 2007) ▪ Restructuring Office of the Accountant General of the Federation, Abuja Nigeria (2005)

	<ul style="list-style-type: none">▪ Change Management Training for National Bureau of Statistics, Abuja Nigeria (2005)▪ Development of Comprehensive Training Program on SEEDS Manual, Abuja Nigeria (2005)▪ Management Retreat for Development Finance Department of Central Bank of Nigeria (2005)▪ Management Retreat for Development Finance Banking Supervision Department of Central Bank of Nigeria (2005)▪ Management retreat for Other Financial Institutions Dept. of CBN (2005).
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Annex 2 References

23. Please see below the most relevant references for WYGI

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Nigeria Delta State SEEFOR PFM Reform

Assignment Name: State Employment and Expenditure for Results Project	Approx. Value of contract (in current US\$ or Euro): US\$880,000
Country: Nigeria Location within Country: Asaba, Delta State	Duration of Assignment: 30 months
Name of Client: Delta State Government Ministry of Finance	Total No. of Staff-Months of the assignment: 36
Address: 10 Maryam Babangida Way (2 nd Floor), Off Okpanam Road, Asaba, Delta State	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): US\$616,000
Start Date (Month/Year): 04/2014 Completion Date (Month/Year): 10/2016	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any: Phillips Consulting	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Chris Rowe – Project Director; Isaac Ogide – Team Leader
<p>Detailed Narrative Description of Project</p> <p>WYG, in partnership with Phillips Consulting, are supporting reforms to key PFM processes in Delta State Government with the objective of reviewing current Financial Laws and regulations in order to facilitate transparency and accountability in management of public resources in participating States. In addition, the consultancy assignment is supporting the implementation of the overarching SEEFOR Project, especially in the following components:</p> <ol style="list-style-type: none"> i. Budget Execution and investment management ii. Accounting Expenditure Control and Financial Reporting iii. Public Finance Legislation <p>WYG proposed a three phased approach to the assignment based on experience in similar environments in other Nigerian states, underpinned by the formation of “Working Groups” to take ownership of the reforms. Phase 1 is diagnostic – using both the PEFA assessment and interviews with key officers of government, and assessment of the de jure systems and processes with the three main components is being undertaken, and is discussed and agreed with the Working groups. Based on the diagnostic assessments, a series of phased reforms will be proposed, for which Delta State Government take ownership. Support will then be provided to implement the reforms. Within the three components, the following reforms have been scheduled:</p> <p><u>Budget Execution and investment management</u> – reforms are focussed at both the top down and bottom up budget process. Support is being provided to develop realistic three year aggregate resource envelopes and sector allocations, and to strengthen the annual budget process (call circular). From the bottom up perspective, support is being provided to development Medium Term Sector Strategies in key sectors. There is also the formulation of a new budget classification and chart of accounts within the requirements of FAAC, and developing proposals for including key civil society stakeholders in the budget process.</p> <p><u>Accounting Expenditure Control and Financial Reporting</u> – focus is on treasury (and expenditure control) including the development of a new treasury process manual, and as above on developing the new chart of accounts and IPSAS compliance.</p> <p><u>Public Finance Legislation</u> – the PFM legislation in Delta State is in need of update, considering the latest federal requirements and changes in business processes.</p> <p>In addition to the three main activities, the project is providing on-the-job support and assessing training solutions to develop long-term professionalization of the PFM work-force. The project is also supporting some pilot Local Governments.</p>	
<p>Detailed Description of Actual Services Provided by your Company:</p> <ul style="list-style-type: none"> ▪ Technical Assistance in the field of PFM to a sub-national government ▪ Support to formulation and operation of PFM Technical Working Groups ▪ Diagnostic assessment of PFM processes and systems ▪ Improved fiscal forecasting methodologies ▪ Development of manuals ▪ Review and revision of PFM legislation ▪ Support to Civil Society Participation in the Budget Process ▪ Development of new Budget Classification and Chart of Accounts ▪ Support to update of SAP (IFMIS) 	
Firm's Name: WYGI	

Assignment Name: State Partnership for Accountability Responsiveness and Capacity (SPARC)	Approx. Value of contract (in current US\$ or Euro): \$72,503,340
Country: Nigeria Location within Country: Anambra, Jigawa, Kano, Yobe, Enugu, Kaduna, Lagos, Niger, Katsina and Zamfara	Duration of Assignment: 71 months duration
Name of Client: Department for International Development (DFID)	Total No. of Staff-Months of the assignment: 71 staff month(s)
Address: East Kilbride, Glasgow, UK	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): \$10,000,000
Start Date (Month/Year): 09/2008 Completion Date (Month/Year): 08/2014	No. of Person-Months of Professional Staff Provided by Associated Consultants: Aprox 25
Name of Associated Consultants, if any: HTSPE, GRID, ITAD, ODI, CAPPS	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Steve Hallan-Public Financial Management Team Leader
Detailed Narrative Description of Project:	
<p>WYG International is a consortium member in a large scale project providing support to the development of governance in five (expanding to seven) Nigerian states, with consideration to the linkages with the federal government. The project is supporting reforms in three main areas: Public Financial Management, Public Administration Reform and Public Sector Policy. In addition there are knowledge management and monitoring and evaluations components.</p> <p>During the first phase of the project, baseline assessments were made in each state of the capacity under the main areas of PFM highlighted above. This then led to more detailed analysis and design of the support that would be provided during the five year project implementation phase. Tool such as PEFA (Public Expenditure and Financial Accountability) assessments, the Logical Frameworks and platform approaches are being used to develop integrated reform plans for each state.</p> <p>During the implementation phase it is envisaged that the following areas might be addresses:</p> <ol style="list-style-type: none"> 1. Improved budget planning and execution, including medium term planning (MTEF) 2. Development of improving accounting and financial reporting 3. Improved internal revenue generation and resource forecasting 4. Development of computerised accounting systems 5. Development on internal and external audit functions 6. Improvements to public procurement <p>A cross cutting area will be training. A comprehensive training strategy for Public Financial Management will be developed and implemented as part of the project.</p> <p>The states currently being supported are Enugu, Jigawa, Kaduna, Kano and Lagos.</p>	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ▪ Development of harmonised support across states; ▪ PEFA Public Financial Management Assessments at state level; ▪ Development of Public Financial Management reform strategies for individual states based on PEFA findings; ▪ Support to Budget Preparation; ▪ Support to Accounting and Reporting; ▪ Supporting to Audit; ▪ Support to improved financial management information systems; ▪ Support to improved treasury and cash management functions; ▪ Support to Debt Management; ▪ Support to Revenue Generation; ▪ Workshops, seminars and training. 	
Firm's Name: WYG International	

Nigeria SLGP

Assignment Name: State and Local Government Programme (SLGP) – PFM Advisers	Approx. Value of contract (in current US\$ or Euro): €63,315,769
Country: Nigeria Location within Country: Kano, Jigawa, Enugu, Lagos, Abuja	Duration of Assignment: 29 months
Name of Client: DFID	Total No. of Staff-Months of the assignment: 1000+ months
Address: DFID, East Kilbride, Scotland, UK	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €414,000
Start Date (Month/Year): 02/2006 Completion Date (Month/Year): 06/2008	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any:	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Lead PFM Advisor – Steve Hallan Project Director – Michael Parry
Detailed Narrative Description of Project: The State and Local Government Programme (SLGP), followed by SPARC is designed to enhance the capacity of state and local governments in Nigeria to manage resources and ensure delivery of service, in the interests of poor people, in a transparent, accountable and responsive manner. WYGI has taken responsibility for the increasingly prominent Public Financial Management component of the support. Technical Assistance has been provided to the State Governments of Kano, Jigawa, Kaduna, Enugu, Lagos and Abuja on a range of PFM areas, including budget classification and chart of accounts, review and improvement of financial management systems, PEFA assessments, revenue raising and PFM reform plans.	
<ul style="list-style-type: none"> ▪ To ensure accurate budget reporting and accounts, a budget classification system and chart of accounts was developed in consistency with IMF GFS 2001. This replicated in several states, and is also being considered at the national level. ▪ In order to decrease individual states reliance on federal government budgets, Revenue Generation studies were carried out in Abuja ▪ The PEFA assessment tool was utilised to review the Public Financial Management systems in several states. Results were presented at workshops to state holders. ▪ Based on the findings of the PEFA assessments, Public Financial Management reforms strategies were developed, presented at workshops and finalised for several states. ▪ Reviews of computerised financial management systems were undertaken. This led to the development of interim spreadsheet/database systems together with longer terms development strategy. ▪ Specific support was given to the accounting and treasury functions to better profile the budget in order to improve cash management. This involved on-the-job capacity building. 	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ▪ Provision of technical assistance in Public Financial Management to developing governments at a state level ▪ Development of harmonised support across states ▪ Assessment and improvement of the computerised financial systems ▪ PEFA Public Financial Management Assessments at state level ▪ Development of Public Financial Management reform strategies for individual states based on PEFA findings ▪ Assessment and improvements of treasury functions including cash management and accounting practices ▪ Development of budget classifications and chart of accounts ▪ Development of revenue generation techniques 	
Firm's Name: WYG International (IMCL)	

Nigeria Lagos MTEF

Lagos Metropolitan Development and Governance Project – Consultant Services to Build Capacity to Prepare and Implement Budgets within a Medium Term Expenditure Framework	Approx. Value of contract (in current US\$ or Euro): \$1,274,650 + 34.74 mln NGN
Country: Nigeria Location within Country: Lagos	Duration of Assignment: 51 months duration
Name of Client: Lagos Metropolitan Development and Governance Project	Total No. of Staff-Months of the assignment: 71 staff month(s)
Address: LMDGP, 347B, Odusami St, Off Wempco Rd, Ogba –Ikeja, Lagos, Nigeria	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): \$1,274,650
Start Date (Month/Year): 09/2008 Completion Date (Month/Year): 11/2010	No. of Person-Months of Professional Staff Provided by Associated Consultants: 27
Name of Associated Consultants, if any: Phillips Consulting Limited	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Key Staff: Phase 1: Team Leader – Steve Perkins; Project Director – Michael Parry Phase 2: Team Leader – Karl Livingstone; Project Director – Chris Rowe
Detailed Narrative Description of Project: The objective of the consultancy assignment is to build capacity in the Lagos State Government (LSG) to make and implement budgets within a Medium Term Expenditure Framework (MTEF), helping the government in particular to set a sustainable overall fiscal strategy in the context of revenue uncertainty and volatility, ensure LASEEDS priorities are reflected in annual budgets, and projects and programs are realistically costed and delivered efficiently. Development of MTEF is being achieved through a progressive support programme. Although the ultimate goal is full integration of current and capital budgets and the adoption of a program structure and associated costing methodologies, this will be reached in stages, in line with staff skills and consistent with political attitudes towards the budget (which still sees public spending primarily in project terms). The first phase of the contract provided support from June 2008 until June 2009. Support was initially by provided to the Ministry of Economic Planning and Budget (MoEPB) and a pilot group of agencies (in the key expenditure areas) through the budget preparation process, and will include the following: Development of Budget Preparation Calendar; Identify Roles and Responsibilities; Development of Call Circulars; Development of guidelines for spending agencies; Development of manuals and training materials for budget staff; Review financial/budget legislation. After successfully completing the first 12 months of support, the contract was extended for a further 12 months to provide additional support concentrating on capacity building in the MoEPB and the pilot MTEF agencies. Specific tasks include:	
Detailed Description of Actual Services Provided by your Company: <ul style="list-style-type: none"> ▪ Technical Assistance to government of a developing country in the area of Public Financial Management; ▪ Project Management; ▪ Development of budget (MTEF) including manuals, documentation, etc; ▪ Develop programme and performance budget; ▪ Budget presentation and classification; ▪ On-the-job support to spending agencies; ▪ Linkage of budget to poverty reduction strategy; ▪ Capacity building initiatives, including class-room and on-the-job training; ▪ Improved resource forecasting. 	
Firm's Name: WYG International (IMCL)	

Nigeria GIFMIS Specification

Assignment Name: Economic Reform and Governance Project – Process Review and Functional Requirement Consultant	Approx. Value of contract (in current US\$ or Euro): \$107,000
Country: Nigeria Location within Country: Abuja	Duration of Assignment: 4 months duration
Name of Client: Federal Accountant Generals Office	Total No. of Staff-Months of the assignment: 2 staff month(s)
Address: Treasury House, 5th Floor, Wing B, Room 5B 08, 5 Zaria S, Garki, Abuja, Nigeria	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): \$107,000
Start Date (Month/Year): 09/2008 Completion Date (Month/Year): 12/2008	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any:	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Paul Crow - Team Leader
Detailed Narrative Description of Project: WYG International provided support to the Federal Government to develop the specification of the Government Integrated Financial Management Information System (GIFMIS). The support involved undertaking a review of the existing processes, the user requirements and the business environment to arrive at the specifications for the functional requirements of such a system. Specific tasks undertaken by WYG International included: <ol style="list-style-type: none"> 1. To review the financial information related business processes of all the agencies involved in the GIFMIS project; 2. To ascertain the GIFMIS related functional requirements of all the agencies; 3. To identify existing applications in use or proposed to be used by the key Ministries and Agencies that will impact on the GIFMIS and specify interface requirements; 4. Review the adequacy of the current Chart of Accounts (CoA) in supporting the proposed business process and reporting requirements and make recommendations for a suitable CoA; 5. To develop the specifications for the GIFMIS functional requirements including process decomposition, data model and interface requirements; 6. To suggest any changes in the GIFMIS scoping document in line with the identified requirements; 7. To identify and advise on opportunities for interim improvements to the current financial procedures and systems in all Agencies involved in GIFMIS. The outputs of the project were presented to the client as drafts and option papers, with workshops being held to agree the final project outs.	
Detailed Description of Actual Services Provided by your Company: <ul style="list-style-type: none"> ▪ Technical assistance to the government of a developing country; ▪ Review of functional requirements of GIFMIS; ▪ Development of system specifications; ▪ Proposal interim system improvements; ▪ Proposal for Chart of Accounts structure; ▪ Presentations at workshops and seminars. 	
Firm's Name: WYG International (IMCL)	

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Gambia Public Procurement Reform

Assignment Name: Technical and advisory services to ensure the effective and timely implementation of the PFM component of the governance programme in the area of procurement	Approx. Value of contract (in current US\$ or Euro): €1,281,609
Country: The Gambia Location within Country: Banjul	Duration of Assignment: 24 months
Name of Client: EU / Gambia Public Procurement Authority	Total No. of Staff-Months of the assignment: 41
Address: Kairaba Avenue, Serrekunda, Gambia	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €1,281,609
Start Date (Month/Year): 26/01/2015 Completion Date (Month/Year): 26/01/2017	No. of Person-Months of Professional Staff Provided by Associated Consultants: 3
Name of Associated Consultants, if any: n/a	Name of Senior Staff of your firm involved and functions performed (indicated most significant profiles such as Project Director/ Coordinator, Team Leader): TL: Olivier Barnouin; Project Director: Chris Rowe
<p>Detailed Narrative Description of Project:</p> <p>The overall objective of this contract is to support the implementation of PFM reforms in the area of procurement in The Gambia. The specific objectives are to (i) review the legal and regulatory framework, (ii) support improvement of Gambia Public Procurement Authority capacity in order to strengthen monitoring and controls, (iii) revise procedures, and (iv) support capacity building at the level of the procuring organisations.</p> <p>The purpose of this contract is to provide technical and advisory services to ensure the effective and timely implementation of the PFM component of the Governance Programme in the area of procurement.</p> <p>The project consists of several components/result areas:</p> <p>Result Area 1: Diagnosis of the current public procurement system; Result Area 2: Review the existing reform action plan; Result Area 3: Review the legal and regulatory framework; Result Area 4: Support improvement of GPPA capacity; Result Area 5: Revise procedures; Result Area 6: Support capacity building at the level of procuring organisations.</p>	
<p>Detailed Description of Actual Services Provided by your Company:</p> <ul style="list-style-type: none"> ▪ Provision of technical assistance in Public Financial Management to developing government; ▪ Diagnosis of the current public procurement system; ▪ Review and of the existing reform action plan, legal and regulatory framework; ▪ Revising procedures; ▪ Providing extensive training and capacity building to Gambian Public Procurement Agency, line ministries and other relevant stakeholders; ▪ Project management; 	
Firm's Name: WYG International	

Ivory Cost RBM

Assignment Name: Governance Support Programme – Support to the Implementation of Results-Based Budget Management	Approx. Value of contract (in current US\$ or Euro): €3,600,000
Country: Côte d'Ivoire Location within Country: Abidjan	Duration of Assignment: 22 months
Name of Client: EU and Ministry of Economy and Finance	Total No. of Staff-Months of the assignment: 161
Address: Immeuble SCIAM 19ème étage Abidjan, Cote d'Ivoire	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €158,400
Start Date (Month/Year): 07-05-2013 Completion Date (Month/Year): 06/05/2015	No. of Person-Months of Professional Staff Provided by Associated Consultants:
Name of Associated Consultants, if any: SAFEGE (Lead), Nkonki	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader):
Detailed Narrative Description of Project: WYG International is supporting the development of good governance in Côte d'Ivoire through the implementation of multi-annual performance-oriented budget planning in line with the new harmonised UEMOA PFM framework. Specific activities include: <ul style="list-style-type: none"> ▪ Supporting the development and implementation of a PFM reform strategy, including a PFM monitoring and evaluation system in line with PEFA, contributing to the annual PFM report and supporting and monitoring the government's PFM reforms, particularly in the preparation of budgetary support programmes; ▪ Strengthening the institutional capacities of agencies involved in the implementation of PFM reforms, including carrying out organisational audits (audit of internal control organs, accounting audit of public treasury, payroll audit), developing a staff and qualifications framework and a training plan, and delivering training in multi-year economic and budgetary programming, MTEF, multi-year expenditure planning, annual performance reports, RBM, developing finance legislation, budgeting procedures and monitoring and evaluation; ▪ Strengthening the MTEF process and ensuring that the UEMOA budgetary reform calendar is respected, including a 2012-2016 reform implementation plan, improving the MTEF pilot process and development of a global MTEF and a medium-term budgetary strategy; ▪ Ensuring that sectoral MTEFs are carried out and extended to all target ministries, including feasibility studies and installation of new IT management and monitoring systems in MEF and 12 sectoral ministries, training programmes, provision of appropriate IT tools and introduction of a system for monitoring performance under the authority of program managers; Implementing a new institutional framework for public aid management , including carrying out studies, development of a procedures manual, operationalisation of aid coordination and management structures and implementation of a dedicated IT system.	
Detailed Description of Actual Services Provided by your Company: <ul style="list-style-type: none"> ▪ Institutional capacity building of MEF, sectoral ministries and other agencies involved in PFM reforms; ▪ Development of PFM strategies and action plans; ▪ Implementation of PFM monitoring and evaluation systems according to PEFA methodology; ▪ Development of Framework of Staff and Qualifications; ▪ Design and delivery of training programmes on specific PFM reform issues (MTEF, annual performance reports); ▪ Design and delivery of capacity building interventions on general PFM issues (regional PFM frameworks, results-based management, legislative drafting, monitoring and evaluation); ▪ Development of global MTEF and medium-term budgetary strategy; ▪ Installation of new IT (MIS and M&E) systems; ▪ Studies on public aid for development; 	
Firm's Name: WYG International	

Somalia PFM Capacity Strengthening

Assignment Name: PFM Capacity Strengthening Project	Approx. Value of contract (in current US\$ or Euro): US\$1,072,700
Country: Somalia Location within Country:	Duration of Assignment: 20 months
Name of Client: Ministry of Finance of Federal Republic of Somalia	Total No. of Staff-Months of the assignment: 34 months
Address:	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): US\$343,264
Start Date (Month/Year): 06/2014 Completion Date (Month/Year): 03/2016	No. of Person-Months of Professional Staff Provided by Associated Consultants: 22
Name of Associated Consultants, if any:	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Chris Rowe – Deputy Programme Director and Budget Expert; Sara Breen – Programme Manager
Detailed Narrative Description of Project: WYGI is leading a programme to support the establishment of effective PFM through the development of competent PFM professionals. This is being achieved using an approach that has already demonstrated success in Somalia and works with Universities to build capacity both in PFM itself, and in the ability to train future generations. Building on WYGI's experience of implementing the "Certificate in Financial Planning" course at six centres across Somalia in 2006-2008, this programme is directly PFM focused and included in the scheme of service (including job descriptions, qualification, experience etc) for the PFM cadre. It takes a web-based approach which makes use of new internet tools, makes teaching and learning materials available electronically and includes student management systems. To ensure sustainability, the program is constituted as a PFM Academy within local universities that are being developed to ensure the capacity to deliver in-country lectures. Accreditation and issue of certificates/diploma will be through a joint-award by the participating universities and the Chartered Institute of Public Finance and Accountancy (CIPFA). Deciding on how to build PFM staff capacity requires an understanding of the essential competencies required across the full range of PFM functional disciplines, including fiscal policy analysis, budgeting, accounting, treasury and cash management, procurement and internal and external auditing. Therefore, the programme is geared towards CIPFA's 'Whole System Approach' to public sector financial management. Whilst the curriculum and learning modules complies with internationally recognised standards, the design also responds to region-specific applicable legal frameworks. However, in the interest of economy and efficiency, a common platform and quality assurance mechanism is being implemented. Face-to-face lectures are supplemented by on-the-job learning. In addition to the certified PFM training programme, a separate PFM training programme is being developed for senior government officials, as well as practical workshops to build capacity in the budget process.	
Detailed Description of Actual Services Provided by your Company: <ul style="list-style-type: none"> ▪ Design of education and training program management and administration structure; ▪ Development of joint-accreditation protocol between CIPFA and universities; ▪ Development of PFM curriculum (CIPFA's whole system approach but broadened with fiscal forecasts, budget preparation and management including such issues as MTEF, sector strategies, performance budgeting, procurement, PFM legal framework); ▪ Development of teaching and learning materials (online and CDs); ▪ Development and implementation of online distance learning platform including hosting and support; ▪ Development of student management system; ▪ Provision of training of trainers for university faculty; ▪ Administration of students' examination results and certificates; ▪ Development of PFM cadre scheme of service; ▪ Development of mechanism for accreditation and issue of certificates/diploma; ▪ Design and delivery of focused PFM courses and introduction of key PFM Conceptual Models; ▪ Design and delivery of PFM training for senior government officials; 	
Firm's Name: WYG International	

Assignment Name: Long-term technical assistance to the General Auditing Commission (GAC)	Approx. Value of contract (in current US\$ or Euro): €2,151,000 EUR
Country: Liberia Location within Country:	Duration of Assignment: 20 months
Name of Client: National Authorising Officer, Liberia – Ministry of Planning and Economic Affairs	Total No. of Staff-Months of the assignment: 30 months
Start Date (Month/Year): 14/08/2012 Completion Date (Month/Year): 13/03/2015	No. of Person-Months of Professional Staff Provided by Associated Consultants:
<p>Detailed Narrative Description of Project: The project aims to contribute to the building of a credible and independent Supreme Audit Institution in Liberia, to serve as an effective pillar of integrity in accountability and transparency of the public financial management, through the following key activities:</p> <ul style="list-style-type: none"> ▪ Institutional Strengthening and capacity building of GAC ▪ Strengthening the legal and regulatory framework of the GAC in line with international standards, including an analysis of all relevant institutional laws, bylaws and regulations, strengthening the alignment of the budgeting process with the law and drafting of a framework in line with INTOSAI requirements; ▪ Strengthening GAC's organizational structure and procedures, including improved use of audit manuals and working papers, development of the HR system, selection and implementation of a suitable automated audit work papers system and Computer Assisted Audit Tools (CAATS), implementation of network service for managing information flow within the HQ and field offices, needs assessment/procurement of hardware equipment, furniture, vehicles, printers and copiers; ▪ Internal Capacity building, including supporting the implementation of its Professional Certification Assistance Program, formulating management training programmes and field secondments to other SAIs, professional publications identification and procurement, reviewing training manuals and plans, preparing and implementing training and coaching activities (including for trainers), including in forensic audit, and improving audit planning and programming methodologies/approaches; ▪ Supporting decentralization of GAC offices, including identifying an AFROSAI-E SAI which has experience with decentralization issues, carrying out fixed assets/equipment needs assessment and procurement, assisting with set up of field audit operations and helping to establish common standards, procedures and document handling, storage and retrieval. <p>Strengthened linkages with stakeholders:</p> <ul style="list-style-type: none"> ▪ Strengthening the linkage between GAC and the National Legislature, including four planned awareness/information activities at international, national and county levels; ▪ Provision of support services to the auditees, including a review/analysis of peer SAI existing audit support services (best practices assessment), finalisation of white paper on definition of related audit services and potential conflict of interest areas, assessment of key auditee audit services needs, develop and implementation of a training programme and establishment of GAC audit advisory unit. 	
<p>Detailed Description of Actual Services Provided by your Company:</p> <ul style="list-style-type: none"> ▪ Technical assistance to an African country in the area of Public Financial Management; ▪ Assessment of and recommendations on audit system in Liberia; ▪ Design and delivery of training, coaching, mentoring and workshops; ▪ Support to decentralisation of audit services; ▪ Review of systems, HR framework and other factors crucial to implementation of PFM reform. ▪ Developed manuals and guidelines for financial, performance and IT audit and documented the quality assurance standards and procedures. 	
Firm's Name: WYG International	

Gambia Financial Governance Programme

Financial Governance Programme	Approx. Value of contract (in current US\$ or Euro): €2,545,290
Country: Gambia Location within Country: Banjul	Duration of Assignment: 40 month duration
Name of Client: DFID	Total No. of Staff-Months of the assignment: 122 staff month(s)
Address: 10A Kairaba Avenue, Serrekunda, The Gambia	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €1,301,120
Start Date (Month/Year): 03/2006 Completion Date (Month/Year): 06/2009	No. of Person-Months of Professional Staff Provided by Associated Consultants: 51
Name of Associated Consultants, if any: PKF, KPS	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Team Leader – Chris Willford; Project Director – Michael Parry
Detailed Narrative Description of Project:	
<p>WYGI (formerly IMCL) is a member of a consortium led by PKF providing technical assistance to the Government of the Gambia under the Financial Governance Programme (FGP). WYGI has specific responsibility for the Public Financial Management Component (MTEF, budget, treasury management, IFMIS, classification, accounting standards and legislation) as well as for overall training development. This is a capacity building programme with an emphasis on training and transfer of knowledge.</p> <p>The Public Financial Management (PFM) component involves support to the Department of State for Finance and Economic Affairs (DoSFEA) and the Treasury. In DoSFEA the main emphasis is on developing MTEF and budget capacity, including making the budget more comprehensive and embracing all development programmes. This includes linking the budget (financial resource allocation) to the poverty reduction strategy (PRSP).</p> <p>Treasury reforms are dominated by the introduction of an IFMIS under World Bank funding. The FGP is supporting this implementation, and also supporting developing the accounting system and chart of accounts to meet the new requirements, helping Treasury address the problem of a backlog of accounts, lack of bank reconciliations and the need for financial regulations and manuals. Support to the Treasury to deal with implementation issues in relation to the IFMIS.</p> <p>Development of financial statement formats in accordance with international Public Sector Accounting Standards (IPSAS). Support to the Treasury to clearing the backlog of accounts, so that financial statements have been prepared up to the most recent financial year.</p> <p>The project also included a review of the internal audit function and recommendations for a restructuring and staff recruitment.</p> <p>In addition the FGP is supporting the development of training both in individual institutions and also generic PFM training by developing a partnership between government finance functions and a local training institution. A programme of training staff within DoSFEA, Treasury, National Audit office and departmental finance managers in key areas of budget and accounting.</p>	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ■ Design of capacity building initiatives ■ On-the-job training ■ Development of technical reports and outputs ■ Project Management ■ Support to accounting function ■ Support to budget preparation and execution function ■ Development of Internal Audit Strategy ■ Support to IFMS implementation and ICT strategy ■ Improvement of Resource Forecasting. 	
Firm's Name: WYG International	

Gambia CBEMP

Capacity Building for Economic Management Project (CBEMP) Improving Government Budget Process	Approx. Value of contract (in current US\$ or Euro): €467,740
Country: Gambia Location within Country: Banjul	Duration of Assignment: 36 month duration
Name of Client: Cbemp, Department Of State For Finance And Economic Affairs (Dosfea)	Total No. of Staff-Months of the assignment: 36 staff month(s)
Address: 10A Kairaba Avenue, Serrekunda, The Gambia	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €467,740
Start Date (Month/Year): 02/2003 Completion Date (Month/Year): 02/2006	No. of Person-Months of Professional Staff Provided by Associated Consultants: 36
Name of Associated Consultants, if any: None	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Team Leader – Chris Willford; Project Director – Michael Parry
Detailed Narrative Description of Project:	
<p>Part of the project 'Capacity building for Economic Management' (CBEMP), this project started with the broad objective of providing support to the Government of The Gambia in establishing effective fiscal management through the development of a Medium Term Expenditure Framework (MTEF), a new budget classification and chart of accounts and improved budget processes and presentation. Support was then extended to provide assistance in resource forecasting, accounting and treasury, and financial systems.</p> <p>Support was provided to implement improved budget procedures in six key Departments and an overall MTEF for Central Government including an institutional setup and mandate for effective integration of the recurrent and development budgets (with an ultimate aim of creating a unified budget with recurrent and capital components) so as to allocate overall resources more effectively to priorities and to make proper provision for recurrent cost of investments.</p> <p>A comprehensive design for a coherent and effective budget component of the IFMS was developed in collaboration with the IFMS implementation team</p> <p>A restructured of budget classification, chart of accounts and reporting system was developed to facilitate budget preparation according to priority programmes and to permit expenditures to be more transparently related to outputs and outcomes spelt out in the PRSP and sector policies through the use of functional classification systems.</p> <p>Revenue forecasting and macroeconomic planning was established in order to develop robust medium term scenarios so as to ensure the timely and accurate estimation of the resource envelope consistent with the Poverty Reduction Strategy Paper (PRSP).</p> <p>Management and human resource issues identified d as part of the execution of an integrated budget process. Solutions were proposed and recommendations for its implementation suggested.</p> <p>Capacity building needs for effective monitoring and management of public resources identified.</p>	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ■ Technical Assistance to developing country government on Public Financial Management Reforms; ■ Support to the implementation of financial systems (IFMS); ■ Design and build of interim accounting and budget systems; ■ Development of budget and planning processes (linked to PRSP); ■ Development of accounting and treasury function in accordance with international best Practice (IPSAS); ■ Improvement of Resource Forecasting. 	
Firm's Name: WYG International	

Sierra Leone Integrated Financial Management Systems (IFMS)

Assignment Name: Review and acquisition of integrated financial management treasury systems	Approx. Value of contract (in current US\$ or Euro): \$252,000
Country: Sierra Leone Location within Country: Freetown	Duration of Assignment: 27 months duration
Name of Client: DFID & The World Bank	Total No. of Staff-Months of the assignment: 7 staff month(s)
Address: DFID, Eaglesham Road, East Kilbride, Scotland World Bank, Washington DC, USA	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): \$252,000
Start Date (Month/Year): 09/2003 Completion Date (Month/Year): 12/2005	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any:	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Parry, Michael John - Director Hallan, Steve - Team Leader
Detailed Narrative Description of Project: A project to support public financial management reform in Sierra Leone. This was linked to a public expenditure review and a broad reform of public sector management. Included production of government finance statistics, treasury management, procurement of systems and software, public sector accounting standards. This project started with a review of the existing bespoke financial management systems, which were identified as unsuitable for further development. Working with PER designed part of Public Financial Management reform programme. Terms of reference. Provided support to procurement through design of the business and technical architecture for a new integrated financial management system (IFMS). Support to the acquisition process, including developing statement of user requirements, test scripts, bid documents, short-listing of suppliers, bid evaluation, contracting and implementation of new systems. Also development of a new chart of accounts to reflect current international requirements and to develop institutional capacity. Seminars to raise awareness of changes. The fast track IFMIS acquisition is regarded as a model for other countries.	
Detailed Description of Actual Services Provided by your Company: <ul style="list-style-type: none"> ▪ Technical Assistance to a developing country in PFM; ▪ Design of Chart of Accounts; ▪ Support to design and acquisition of IFMIS. 	
Firm's Name: WYG International (IMCL)	

Tanzania PFMR

Assignment Name: Public Financial Management Reform	Approx. Value of contract (in current US\$ or Euro): €685,000
Country: Tanzania Location within Country: Dar Es Salam	Duration of Assignment: 18 months
Name of Client: SIDA Address: Stockholm, Sweden	Total No. of Staff-Months of the assignment: 32 months Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €685,000
Start Date (Month/Year): 09/2003 Completion Date (Month/Year): 03/2005	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any:	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Project Director – Michael Parry Team Leader – Stewart Maugham
Detailed Narrative Description of Project: WYGI undertook a SIDA funded project to provide support to the public financial management (PFM) reforms and the Accountant General of the Government of Tanzania. The project was linked to broad public expenditure reviews and PFM reforms, including fiscal and treasury management, accounting, report and financial statistics, financial management IT systems (IFMIS), budget (including MTEF), training and institutional development. The specific scope of the work undertaken by WYGI included: Support to IFMIS implementation: - Develop Service Level Agreement with software supplies including maintenance, training and upgrade responsibilities, and hourly charge out rates and response times - Develop Government capacity to manage service level agreement - Review system security & establish data security procedures in accordance with international best practice - Develop training strategy for remainder of project life for Integrated Financial Management System (IFMS) users and managers in Ministries, Departments and Agencies (MDAs) including Ministry of Finance and the Accountant General's Department; - Develop and carry out programmes to implement training strategy, including establishing and maintaining training records for all personnel trained under the project; - Establish total government ownership of system including modifications, documentation & training; - Complete documentation of all systems in accordance with best practice and Government to "sign off" on all systems developed. - Improve the capture of all Donor Disbursement in IFMS; Wider reforms to the public financial management system included: - Establish reliable process to ensure annual roll out of new accounting database to all users; - Review possibility of integration of existing Debt Management System with accounting system and MTEF; - Enable monthly reconciliation by the Accountant General's Department and the Tanzania Revenue Authority payments to the Bank of Tanzania; - Review entire payment process for utilities and design a suitable system of commitment & disbursement; - Implement commitment control monitoring and reporting in MDAs; - Facilitate training in the use of Government Accounting Procedures Manual.	
Detailed Description of Actual Services Provided by your Company: <ul style="list-style-type: none"> ▪ Support to implementation of IFMIS ▪ Training needs assessments ▪ Training strategy ▪ Training and on-the-job support ▪ Development of accounting and financial reporting ▪ Development of budget process (including MTEF) ▪ Reporting and workshops 	
Firm's Name: WYG International (IMCL)	

Rwanda Budget

Assignment Name: Consultancy Services for the Establishment of an Improved and Integrated Rwandan Budget (Recurrent and Development Budget)	Approx. Value of contract (in current US\$ or Euro): \$83,786
Country: Rwanda Location within Country: Kigali	Duration of Assignment: 3 months duration
Name of Client: UNDP	Total No. of Staff-Months of the assignment: 3 staff months
Address: UNDP Rwanda, Avenue de l'Armée 12, P.O. Box 445, Kigali, Rwanda	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): \$83,786
Start Date (Month/Year): 07/2006 Completion Date (Month/Year): 10/2006	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any:	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Team Leader – Martin Grimwood Project Director – Steve Hallan
Detailed Narrative Description of Project: WYG International provided support to the Director of the National Budget Unit (working in close collaboration with the ICT and of Planning departments within the Ministry of Finance and Planning) to develop an integrated recurrent and development budget that reflected accurately all economic activities in the same manner across various programmes that are intended to implement policy objectives in Rwanda. The tasks undertaken through this projects included: <ol style="list-style-type: none"> 1. Streamlining the roles and responsibilities of the Budget Unit staff 2. A proposed system to classify relevant projects and sub-projects under the respective programs and sub-programs to reflect the real link between them; 3. Improvements to the presentation of integrated data for strategic planning purposes based on the use of information already available and the addition of new aggregate formats; 4. Integration and strengthen the Public Investment Planning (PIP) within the budget database system; 5. Improvement and propose long term reforms to the budget classification and definition of "recurrent" and "capital" in both budgets; 6. Examination of how government block transfers to the decentralized entities and other extra-budget funds were captured in the economic classification of expenditures for better reporting purposes; 7. Examination of how the accuracy of the flow of information from donors and partner government institutions could be improved; 8. Preparation of Budget Integration User Guidelines and Training Manuals for use in future budget preparation exercises; 	
Detailed Description of Actual Services Provided by your Company: <ul style="list-style-type: none"> ▪ Technical assistance to a developing economy in the field of Public Financial Management ▪ Development of training material ▪ Development of user manuals ▪ Development of new budget classification ▪ Workshops and training seminars 	
Firm's Name: WYG International (IMCL)	

Uganda DPS

Assignment Name: Decentralised Programme Support (DPS) Project – Consultancy to Review and Draft New Local Government and Accounting Regulations (LGFAR) and related manuals	Approx. Value of contract (in current US\$ or Euro): €192,207
Country: Uganda	Duration of Assignment: 18 months duration
Name of Client: Ministry of Local Government (MoLG)	Total No. of Staff-Months of the assignment: 11 staff months
Address: P.O. Box 7037 Kampala	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €124,935
Start Date (Month/Year): 08/2005 Completion Date (Month/Year): 01/2007	No. of Person-Months of Professional Staff Provided by Associated Consultants: 5
Name of Associated Consultants, if any: Kebu Consultants	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Team Leader – Steve Hallan; Project Director - Michael Parry
<p>Detailed Narrative Description of Project: Decentralization policy is one of the major policy reforms adopted by the Government of Uganda to ensure good governance and improved service delivery. WYG provided technical assistance to support the Minister responsible for Local Governments to make Financial and Accounting regulations prescribing financial and accounting measures for compliance by all Local Governments.</p> <p>The assistance came in four phases:</p> <p>Phase 1: To execute a comprehensive review of the Local Government Financial and Accounting Regulations (LGFAR) 1998, as well as the Local Government Accounting and Internal Audit Manuals for the Ministry of Local Government (MoLG);</p> <p>Phase 2: Redrafting of the Finance Regulations and preparation of the regulations for final publication. Included a migration report to aid change management, institutional changes and capacity building;</p> <p>Phase 3: Review and updating of accounting/ bookkeeping and internal audit/control manuals according to new regulations;</p> <p>Phase 4: Development of proposed implementation plans highlighting the steps to be taken in implementing the proposed LGFAR and related manual (including institutional and human resource implications such as estimates of the resources required, proposed training and communication</p>	
<p>Detailed Description of Actual Services Provided by your Company:</p> <ul style="list-style-type: none"> ▪ Provision of technical assistance in Public Financial Management to developing governments at a local government level ▪ Development of Financial Regulations; ▪ Development of migration plan; ▪ Development of accounting and audit/control manuals, and comprehensive comparison with previous materials; ▪ Workshops and seminars to present, discuss and agree new regulations and materials. 	
Firm's Name: WYG International (IMCL)	

Lesotho MTEF

Assignment Name: Financial Management Information Systems and Medium Term Expenditure Framework for Health Sector	Approx. Value of contract (in current US\$ or Euro): €1,123,645
Country: Lesotho Location within Country: Maseru	Duration of Assignment: 63 months
Name of Client: Ministry of Health and Social Welfare	Total No. of Staff-Months of the assignment: 63 staff months
Address: P. O. Box 514, Maseru 100	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €1,123,645
Start Date (Month/Year): 01/2000 Completion Date (Month/Year): 03/2005	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any:	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Team Leader – Steve Perkins Project Director – Mike Parry
Detailed Narrative Description of Project:	
<p>A project to support a broad health sector reform programme with specific goal of improving financial management. Included setting up a programme financial management system, improved sectoral budget planning through the development of a medium term expenditure framework (MTEF). Review of health sector programmes and budgets linked to strategic plans.</p> <p>Development of a Financial Management Information System (FMIS) for the Ministry of Health and Social Welfare (MOHSW). This included an interim accounting system for the Ministry's Project Accounting Unit, a new budget system, improved and more participative budget processes. Established system, built capacity and made sustainable the FMIS. Implemented an accounting system for the Health Sector Reform Programme Project Accounting Unit, a new budget system, improved and more participative budget processes.</p> <p>Development and support to implementation of an integrated health sector budget and Medium Term Expenditure Framework (MTEF). This embraces non-government organisations in a sector wide approach, a participative approach to budget setting, and actions to make changes sustainable. Assisted implementation of an integrated health sector budget and Medium Term Expenditure Framework (MTEF). A participative approach to budget setting, and actions to make changes sustainable. Change Management advice to make changes sustainable.</p> <p>Review of health sector programmes and budgets. Development of capacity within Ministry of Health and Social Welfare. Workshops to increase awareness of linkage between strategies and finances.</p>	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ■ Technical Assistance to government of a developing country in the area of Public Financial Management ■ Development of budget procedures (MTEF) ■ Development of budget systems ■ Development of accounting procedures and systems, including documentation ■ Linkage of budget to poverty reduction strategy ■ Capacity building initiatives ■ On-the job capacity building and ■ institutional reform and change management advice to accompany new systems and procedures 	
Firm's Name: WYG International (IMCL)	

Lao TIMS

Preparation of Design and Bidding Documents, and Procurement Support (Phase –I of the assignment) for the establishment of a Commercial-of-the-Shelf Financial Management Information System	Approx. Value of contract (in current USD): \$1,000,000
Country: Lao PDR Location within country: Vientiane	Duration of assignment (months): 24
Name of Client: Ministry of Finance, GoL	Total No. of person-months of the assignment: 55 person months
Address: Vientiane, Lao PDR	Approx. value of the services provided by your firm under the contract (in current USD): \$850,000
Start date (month/year): 04/2011 Completion date (month/year): 04/2013	No. of professional person-months provided by the joint venture or the Sub-Consultants: 18 months
Name of joint venture partner or sub-Consultants, if any: Lao Consulting Group	Name of senior regular full-time employees of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): Chris Willford – Team Leader Chris Rowe – Deputy Project Director
Narrative description of Project: The Government of the Lao People's Democratic Republic has been implementing a wide ranging Public Financial Management Strengthening Program (PFMSP) since 2005. This PFMSP is the umbrella program under which Nam Theun2 Revenue Management arrangements are being implemented, and focuses on improving core budget planning and execution, financial reporting and fiscal monitoring systems with work also ongoing to improve the quality of external audit. In line with Government's identified priorities, WYG was engaged by the Ministry of Finance to support the design, preparation of bidding documents and procurement (Phase-I) of the TIMS. The TIMS was to be procured through a turnkey supplier to provide the hardware, infrastructure software, communications, design, configuration, testing, implementation, training, change management and ongoing support. The support provided by WYG in Phase 1 has involved the following: <ul style="list-style-type: none"> ▪ Component 1: WYG prepared a conceptual design - assessing the current PFM system within whole of government of Lao PDR, and provided recommendations on reengineering systems and processes, organizational restructuring and much needed change management in the Central Government, line Ministries, Offices and Provinces across Laos. ▪ Component 2: Based on the above design, WYG prepared the functional and technical specifications for a commercial of the shelf (COTS) TIMS, together with the World Bank Standard Bidding Documents (SBD's) for a two stage procurement process. In order to fully realise the potential benefits of TIMS, WYG have also prepared a comprehensive training needs assessment and a Change Management Strategy. In addition, WYG have provided continuous support to the Steering Committee to coordinate change management activities, including keeping all stakeholders informed, promoting awareness and understanding amongst them of the organizational, legal and operational changes taking place, encouraging positive attitudes to the changes, and organizing training, study tours and events. 	
Description of actual services provided in the assignment: <ul style="list-style-type: none"> ▪ Institutional capacity building; ▪ Change Management support; ▪ Business process re-engineering support; ▪ Liaison with officials at Ministry, Office and Provincial level; ▪ Support to organisational transition to new technologies; ▪ IT systems and work methods (IFMIS/TIMS); ▪ Training needs analysis; ▪ Training design and development; ▪ Technical and commercial advice; 	
Firm's Name: WYG International (IMCL)	

Philippines DepEd GIFMIS

Assignment Name: Strengthening the Financial Management System in the Department of Education (Phase III)	Approx. Value of contract (in current US\$ or Euro): €483,215
Country: Philippines Location within Country: Manila	Duration of Assignment: 12 months
Name of Client: AusAID (Coffey International and Department of Education)	Total No. of Staff-Months of the assignment: 7 staff-months
Address: JMT Building, San Miguel Ave, Ortigas Center, Pasig City, Metro Manila	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €96,643
Start Date (Month/Year): May 2013 Completion Date (Month/Year): May 2014	No. of Person-Months of Professional Staff Provided by Associated Consultants: 7
Name of Associated Consultants, if any: AARC Ltd.	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Project Director: Patrick Corrigan (AARC) and Abigail Dunleavy – Project Coordinator (WYGI)
Detailed Narrative Description of Project: The overall purpose of this Activity is to provide transition support to the Department of Education (DepEd) in the Philippines in readiness for the introduction of the Government Integrated Financial Management Information System (GIFMIS) in the department. This Activity aims to implement necessary business process changes to current FMS systems to enable the department to prepare for a successful introduction of the GIFMIS in 2015. The scope of work are as follows: 1. Assistance with the introduction of the new GOP Unified Account Code Structure (UACS) for budget preparation and budget execution. The Project Team shall undertake a detailed analysis and mapping of financial business processes and reporting procedures employed in DepEd to ensure that GIFMIS functional requirements fully address DepEd needs, and to enable detailed discussions with the successful GIFMIS supplier in preparation for system configuration. This activity will enable DepEd management to specifically identify all potential users of the GIFMIS, provide budgeting data for GIFMIS implementation, as well as identify staff positions for future training. 2. Consolidation of DepEd bank accounts in preparation for the introduction of the Treasury Single Account (TSA). Provide assistance to the Cash Management Division and all administrative and spending units to identify those bank accounts to be closed or merged under TSA planning for the harmonization and consolidation of bank accounts. Further guidance can be provided in planning for the reconciliation of all bank accounts in readiness for GIFMIS implementation, and the improvement in internal financial controls. 3. Assistance in the further development of the department's Asset Management System. In addition to enhancing the complete and accurate recording of details and enabling the computerization of accounting for DepEd assets, this sub-activity will facilitate the department in establishing an inventory of existing IT assets in readiness for the analysis of hardware requirements in the department for the GIFMIS introduction.	
Detailed Description of Actual Services Provided by your Company: <ul style="list-style-type: none"> ▪ Training in the new UACS to all budget and accounting staff in DepEd ▪ Updating user and functional requirements for DepEd in preparation for GIFMIS implementation ▪ Preparation of an Implementation Plan for the TSA in the department for action at the appropriate time, including provisions for the reconciliation of all retained bank accounts in preparation for the introduction of the GIFMIS ▪ Undertake an inventory of IT assets in the department 	
Firm's Name: WYG International	

Philippines e-TIS

Assignment Name: Electronic Tax Information System (eTIS) Change Management Project	Approx. Value of contract (in current US\$ or Euro): €1,353,984
Country: Philippines Location within Country: Manila	Duration of Assignment: 12 months
Name of Client: MCA-Philippines and Bureau of Internal Revenue	Total No. of Staff-Months of the assignment: 95 staff-months
Address:	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €1,353,984
Start Date (Month/Year): 15/05/2014 Completion Date (Month/Year): 15/05/2015	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any: AARC Ltd.	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Project Director: Chris Rowe
Detailed Narrative Description of Project:	
<p>Implementation of a Change Management program to support the roll-out of new Electronic Tax Information System</p> <p>The Bureau of Internal Revenue (BIR) of the Republic of the Philippines is implementing a reform program to modernize and improve its operations. A new electronic Tax Information System (eTIS-1) is scheduled to be rolled out in 2014 to the BIR National Office and its district and regional offices nationwide. Considering the scope and complexity of the impact of the implementation of eTIS in the BIR and the inherent risks and challenges involved in such undertaking, there is a need for a comprehensive change management program to promote understanding and acceptance of eTIS by all internal stakeholders.</p> <p>This change management program will consist of: (i) training programs to assist new eTIS users and BIR's systems support staff; (ii) a communications initiative to keep staff apprised of eTIS developments and plans; (iii) change readiness plan; and (iv) centralised service desk to collect eTIS-related questions, disseminate responses to frequently asked questions (FAQs), and provide other assistance to BIR staff.</p> <p>The Change Management Consultants, in conjunction with the BIR, will prepare and execute a Change Management Plan that will gain and maintain the buy-in of all eTIS-1 stakeholders, leading to the smooth and successful implementation of eTIS. Specific objectives are:</p> <ol style="list-style-type: none"> 1. Address the concerns of eTIS-1 stakeholders (i.e. users) with regards to their resistances and anxieties on the use of the eTIS system. 2. Facilitate the smooth organisational transition of the BIR to new technologies, IT systems, work methods, and the use of workflow-driven information systems. 3. Provide training related services such as training design and development as well as training coordination, monitoring and evaluation. 4. Provide soft skills training such as Effective Presentation Skills, Customer Service, etc. to the stakeholders based on their training needs. 5. Monitor progress of end user training for eTIS-1 	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ▪ Supporting the organisational and institutional development of the tax commission ▪ Preparation and implementation of a Communications and Engagement plan for internal stakeholders ▪ Preparation and deployment of a Change Readiness Plan to support the introduction of a new tax information management system ▪ Conduct training needs analysis, developing learning hierarchies and curricula ▪ Training facilitation and evaluation ▪ Design and development of training materials ▪ Conduct of non-IT based or soft skills trainings and other training programs, i.e. train the trainers, communication skills, customer service orientation (for help/service desk support) ▪ Mentor and coach Help/Service Desk Support Staff. 	
Firm's Name: WYG International	

Iraq IFMIS

Assignment Name: System Requirement Study and Request for Proposal documentation for acquisition of an Integrated Financial Management Information System	Approx. Value of contract (in current US\$ or Euro): \$563,850
Country: Iraq Location within Country: Baghdad	Duration of Assignment: 6 months
Name of Client: World Bank	Total No. of Staff-Months of the assignment: 6.8 months
Address: World Bank, Washington D.C.	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €225,540
Start Date (Month/Year): 08 April 2014 Completion Date (Month/Year): 31 Oct 2014	No. of Person-Months of Professional Staff Provided by Associated Consultants: 5 months
Name of Associated Consultants, if any: AARC Ltd.	Name of Senior Staff of your firm involved and functions performed: Abigail Dunleavy – Project Coordinator
Detailed Narrative Description of Project:	
<p>WYGI is supporting the Government of Iraq in implementing an Iraq Integrated Financial Management Information System (IFMIS) to provide automated financial management capability in the Budget Preparation and Budget Execution function, and to provide financial reporting to meet management and international reporting requirements.</p> <p>The First Phase of the Project involves the preparation of a System Requirement Study (SRS) to assess the current systems and processes, and review in detail the following areas: Business Process Mapping; High-level Implementation plan (Change Management, Pilot, Rollout strategy); Roles and Responsibilities Matrix; Users Connectivity matrix, with software licensing volume estimates; Budget Classification Structure (segments and hierarchical breakdowns); Financial Reporting (Ensure outputs derivable from inputs); On-going Activities that can Impact IFMIS implementation; Interfaces – data imports and exports; Data Requirements- Reference Data, cleansing and import of legacy data, Acceptance testing; Matrix for user training, Capacity Building Plan; and ICT Hardware report and Expected Environment Inventory.</p> <p>The Second Phase of the project involves the preparation of request for proposal (RFP) documents for acquisition of an IFMIS (using World Bank procurement guidelines) and the provision of training to the Government of Iraq Project Team on procedures for evaluation, including how to apply the scoring methodology, and documenting the process.</p>	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ▪ Business Process Mapping (by functional area), to include Functional Procedures ▪ Prepare High-level Implementation plan (Change Management, Pilot, Rollout strategy) ▪ Prepare Roles and Responsibilities Matrix ▪ Prepare Users Connectivity matrix, with software licensing volume estimates ▪ Review Budget Classification Structure (segments and hierarchical breakdowns) ▪ Review financial reporting arrangements (Ensure outputs derivable from inputs) ▪ Evaluate on-going activities that can impact on IFMIS implementation ▪ Review Interfaces – data imports and exports ▪ Assess Data Requirements- Reference Data, cleansing and import of legacy data, Acceptance testing. ▪ Prepare Capacity Building and Training Plan ▪ Undertake ICT Hardware report and Expected Environment Inventory ▪ Support to preparing the IFMIS Request for Proposal (RFP) document based on World Bank procurement guidelines 	
Firm's Name: WYG International	

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Cambodia PFM for Rural Development Phase 2

Assignment name: Public financial management for rural development project 2 (project grant)	Approx. value of the contract (in current US\$ or Euro): \$1,717,716
Country: Cambodia Location within country:	Duration of assignment (months): 27
Name of Client: ADB	Total No. of person-months of the assignment: 106
Address: 6 ADB Avenue Manila, The Philippines	Approx. value of the services provided by your firm under the contract (in current US\$ or Euro): ^2,143,413
Start date (month/year): Mar 2012 Completion date (month/year): Jun 2014	No. of professional person-months provided by the joint venture or the Sub-Consultants: 64
Name of joint venture partner or sub-Consultants, if any: CamConsult	Name of senior regular full-time employees of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): Project Director: Chris Rowe Team Leader: Terry O' Donnell
Narrative description of Project: WYG International is providing support to institutional and capacity development in the Public Financial Management in three Rural Development ministries under the ADB Public Financial Management for Rural Development Program. The overriding aim is to assist to implement activities under the PFMRP consolidated action plan for Stage 2 and ministry action plans under Stage 2 in close coordination with PFM Working Groups. The activities are consistent with the objective and key performance indicators, and key targets of PFMRP – Platform 1 (Stage 1) action plan to be further strengthened in stage 2; platform 2 (Stage 2) to be implemented in stage 2 and Action plan for following platforms to be gradually started. The project is also rolling out training to further line ministries outside the three rural development ministries. Support is concentrated in four main areas – budget preparation, financial management and accounting (including IT), internal audit and monitoring and evaluation (M&E). Under budget preparation, the project is supporting the continued development of program based budgeting and increased inclusion of donor/externally financed projects within the budget documents. This is within the framework of Budget Strategic Planning. Under financial management and accounting, support is being provided to the implementation of the new budget classification and chart of accounts, improved commitment control, financial reporting and support to FMIS implementation as required. Under Internal Audit, support is being provided to the implementation of audit plans as a useful management tool to improve financial controls and procedures. Support is also being provided to develop internal audit planning, methodologies and reporting and internal audit capacity of the internal audit departments, including pilot audit.	
Description of actual services provided in the assignment: <ul style="list-style-type: none"> ■ Technical Assistance to a developing country in the field of public financial management. ■ Development of user manuals and guidance documents in supported areas of PFM, and support to implementation of existing procedures and manuals ■ Support to improved budget formulation in line ministries ■ Support the PFM working groups in each of the supported line ministries ■ Support to internal audit units including conducting pilot audits ■ Support to improved M&E including statistics databases and M&E manual ■ Support to improved accounting and financial management ■ Support to improved Financial Management systems in the supported line ministries ■ Capacity Developing and Training ■ Project Management and Reporting 	
Firm's Name: WYG International	

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Maldives SPAS

Assignment Name: Strengthening the Public Accounting System	Approx. Value of contract (in current USD): \$1,759,003
Country: Maldives Location within Country: Male	Duration of Assignment: 40 months duration
Name of Client: Ministry of Finance and Treasury	Total No. of Staff-Months of the assignment: 56.5 staff month(s)
Address: Male, Maldives	Approx. Value of the services provided by your firm under the contract (in current USD): \$1,759,003
Start Date (Month/Year): 11/2006 Completion Date (Month/Year): 06/2011	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any:	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Anderson, Guy – Team Leader
<p>Detailed Narrative Description of Project: Provision of Technical Assistance to the Ministry of Finance and Treasury on a range of PFM reforms including the implementation of the new Public Finance Act, budget process reforms, training and capacity building and the acquisition of an IFMIS. Specific tasks included:</p> <ul style="list-style-type: none"> ▪ Updating the draft functional specifications for the Public Accounting System (PAS) for budget and expenditure frameworks including the introduction of performance budgeting and a MTEF; ▪ Preparing and finalizing bidding documents for acquisition of the PAS, including detailed technical specifications and performance requirements for integrated software, hardware, and associated implementation services required for the implementation of the PAS; ▪ Providing support to the Government during the PAS procurement process to ensure compliance with WB procurement guidelines; ▪ Performing testing at the “proof of concept” stage to confirm that the configured/developed systems meets the requirements specified in the requirements and design; ▪ Revisions to legislation, budget framework and chart of accounts; ▪ Development of Training Strategy on PFM; and ▪ Conduct of workshops and training sessions. <p>WYG team undertook a detailed training needs analysis and prepared a comprehensive Training Strategy to ensure that the training is developed within an appropriate framework. Taking a holistic view of the PFM training function, the strategy has enveloped resources for: the management of training; development of training capacity; delivery of training; continued training support and sustainability; and the quality assurance of the training function. WYG devised a comprehensive Change Management Strategy so that systems users, especially GoM senior staff, would make use of the improved information generated through IFMIS, to make better decisions and exercise more effective control over operations. Introducing new systems and procedures with direct impact on day-to-day operations of employees is never easy and the Change Management Strategy and tools have proven to be very useful with overcoming resistance to embrace the new system and encouraging positive attitudes towards the changes.</p>	
<p>Detailed Description of Actual Services Provided by your Company:</p> <ul style="list-style-type: none"> ▪ Technical Assistance to government of a transitional country on PFM reforms; ▪ Change management support; ▪ Support to organizational transition to new technologies; ▪ IT systems and work methods (acquisition and introduction of a new IFMIS); ▪ Design of training and capacity building initiatives to support the systems implementation, and on PFM; ▪ System design, testing and acceptance; ▪ Training need analysis; ▪ Conduct of extensive stakeholder training and capacity building; ▪ Development of technical reports and outputs, including legislative documents, and tender and contract docs; ▪ Project management; 	
Firm's Name: WYG International (IMCL)	

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Nepal Public Financial Management Project (PFMP)

Assignment Name: Public Financial Management Project	Approx. Value of contract (in current USD): \$870,000
Country: Nepal Location within Country: Kathmandu	Duration of Assignment: 30 months duration
Name of Client: FGCO, Government of Nepal (DFID funding)	Total No. of Staff-Months of the assignment: 114 staff month(s)
Address: DFID, Eaglesham Road, East Kilbride, Scotland	Approx. Value of the services provided by your firm under the contract (in current USD): \$600,000
Start Date (Month/Year): 01/2008 Completion Date (Month/Year): 06/2011	No. of Person-Months of Professional Staff Provided by Associated Consultants: 102
Name of Associated Consultants, if any: Team Consult (Nepal)	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Willford, Christopher John - TL
Detailed Narrative Description of Project:	
<p>WYG International provided technical assistance to the Financial Comptroller General's Office to update and further develop the integrated financial management information system (IFMIS) in accordance with international best practice. This project follows on from the Phase 1 Project undertaken by IMCL. Under Phase 1 new budget and accounting procedures were introduced, the budget reorganised and Oracle based financial management systems introduced in the financial Controller General's Office (FCGO) Ministry of finance and District Treasure Offices.</p> <p>The main objectives of Phase 2 are to revise the budget classification so as to comply with the new IMF Statistical Reporting System (GFS 2001), to enable programme and activity costing integrated with performance goals. The IT systems are to be upgraded so as to integrate a Medium Term Expenditure Framework (MTEF), performance reporting, budget and accounting. Also to develop the revenue accounting and the transaction accounting systems within paying offices. The tasks undertaken by the consulting team are:</p> <ul style="list-style-type: none"> (i) Design and develop fully automated system of budgeting, expenditure and reporting system considering existing module DECS, FMIS, BMIS, and LMBIS for the Government of Nepal; (ii) Design and Implement new budget classification based on international best practices; (iii) Improve financial and activity reporting system for Line Ministries, NPC and FCGO; (iv) Integrate BMIS and FMIS with MTEF module to create an IFMIS, based on the new classification and structure; (v) Organize seminar and training to deliver best product acceptable to the user; (vi) Improve electronic data transfer system at sub district level. <p>Design and build work will also be conducted in accordance with Structured System Analysis and Design Methodology (SSADM) and PRINCE2 project management methodology.</p> <p>When it comes to introducing new systems and procedures with direct impact on day-to-day operations of employees (such as FMIS), a change management process is an essential catalyst for enabling the invested efforts to yield the targeted results. For the purpose of this project, WYG have facilitated the change management process by applying their comprehensive Change Management Strategy and tools, which have proven to be very useful and effective with overcoming the resistance to embrace the new system and encouraging positive attitudes towards the changes.</p>	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ▪ Technical assistance to a developing country in the area PFM; ▪ Review of existing systems and providing proposals for system re-engineering; ▪ Advisory support in change management process and institutional improvements /restructuring; ▪ Support to organisational transition to new technologies; IT systems and work methods - Design of improved information systems (IFMIS); Development of new budget classification and chart of accounts; Documentation of information systems (IFMIS); ▪ Training needs analysis, and Training design and development; ▪ Training users on information systems (IFMIS); Project Management (PRINCE2). 	
Firm's Name: WYG International (IMCL)	

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Serbia Support to MoF – Treasury Administration Capacity Building

Assignment Name: Support to the Ministry of Finance – Treasury Administration Capacity Building	Approx. Value of contract (in current USD): \$2,500,000
Country: Serbia Location within Country: Belgrade	Duration of Assignment: 30 months
Name of Client: EU Delegation, Serbia	Total No. of Staff-Months of the assignment:
Address: Avenija 19a, Vladimira Popovića 40/V, Novi Beograd, R. Serbia	Approx. Value of the services provided by your firm under the contract (in current USD): \$890,000
Start Date (Month/Year): 05/2011 Completion Date (Month/Year): 11/2013	No. of Person-Months of Professional Staff Provided by Associated Consultants:
Name of Associated Consultants, if any: Safege, Innova, PKF	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Team Leader: Constantin Zaman; Key Expert: Edwin Rodin Brown
<p>Detailed Narrative Description of Project:</p> <p>This project supported the Republic of Serbia in its efforts to build efficient and sustainable budget execution, financial planning, budget accounting, reporting and debt management system according to European standards. Support was specifically provided to the Treasury Administration and Debt Management Administration of the Ministry of Finance.</p> <p>This project was designed to develop a comprehensive programme, which will cover technical as well as change management and system re-engineering issues, resulting from the need to address the transition from a purely producer-led culture to a client-oriented culture, with administrators needing to develop management and soft skills. The WYG led consortium provided support under three main components:</p> <p>Component 1: Financial Management - Support the development of an Operational Legal Framework, improvements to Financial Management Information System (FMIS) and treasury sub-systems integration, and more efficient financial planning and budget execution. This components included: Diagnosis of FMIS and Treasury subsystems; Recommendations for improving the function and functionalities of the FMIS system, for integrating the Treasury sub-systems and range of users, and for software upgrading; A study tour that will enable participants to benefit from best practice with respect to internal business processes related to FMIS; and Training Treasury staff to use newly proposed FMIS functionalities.</p> <p>Component 2: Public Reporting and Accounting System - Support the strengthened of capacity and methodology for Public Accounting and Reporting, including an accounting framework consistent with IPSAS, fiscal reporting harmonised with GFS 2000 and ESA 95, and improved budget execution reporting.</p> <p>Component 3: Public Debt and Liquidity Management - Support the development of new concepts, mechanisms and improved practices in Public Debt and Liquidity Management, including appropriate legislation, strategy, systems and reporting.</p> <p>Training is a cross-cutting theme under all three components, with an integrated approach being applied to ensure consistency and sustainability.</p>	
<p>Detailed Description of Actual Services Provided by your Company:</p> <ul style="list-style-type: none"> ▪ Supporting to a transitional pre-accession country in PFM reforms; ▪ TA support relating to change management process and subsequent system re-engineering; ▪ Support to organizational transition to new technologies; ▪ Diagnostic assessment of FMIS, Accounting and Reporting, and Debt Management; ▪ Support to the development (broadening and deepening of usage and functionality) of the FMIS; ▪ Support to improved business processes; ▪ Support to improved legislative framework for PFM; ▪ Undertaking a training needs analysis, and designing and implementing a Training Strategy; ▪ Comprehensive training design and delivery; ▪ Support to improved financial reporting (Consistent with IPSAS/GFS/EPA 95); ▪ Development of new risk assessment models; ▪ Support to development of new debt strategy ▪ Project management. 	
Firm's Name: WYG International	

PNG Financial Management Project (FMP)

Assignment Name: Financial Management Project (FMP).	Approx. Value of contract (in current US\$ or Euro): \$9,211,863
Country: Papua New Guinea Location within Country: Port Moresby	Duration of Assignment: 77 months duration
Name of Client: Department of Finance, Government of Papua New Guinea	Total No. of Staff-Months of the assignment: 503 staff month(s)
Address: Department of Finance, Port Moresby, Papua New Guinea	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): \$6,500,000
Start Date (Month/Year): 07/2000 Completion Date (Month/Year): 12/2007	No. of Person-Months of Professional Staff Provided by Associated Consultants: 200
Name of Associated Consultants, if any: ACIL Australia Pty Ltd, Tanorama Pty Ltd.	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Anderson, Guy – Team Leader
Detailed Narrative Description of Project: <p>The Financial Management Project (FMP) was the ADB loan funded component of the Financial Management Improvement Programme (FMIP), and was specifically responsible for programme management, new systems, training and change management. This has been achieved by developing and implementing improved financial management processes, conceptual and technical systems, including IT and communications, for budgeting, fund control and accounting at national and provincial levels of government. The FMP provided support to implementation of the whole of the FMIP, including the IFMS Project Manager, change management, financial and reporting systems. Institution building across government. The FMP itself comprised four main components:</p> <p>The Budget component's work included developing improved resource forecasting, MTEF, presentation, information management, reporting and development of new legislation and regulations.</p> <p>The Accounting component's work included developing financial standards, new chart of accounts, improvements to the regulatory framework, developing and improving accounting formats, financial statements, reporting, procurement and implementation of new accounting system.</p> <p>The IT component's systems support included preparation of TORs and evaluation of offers for software and hardware, implementation of local and wide area networks, and ensuring systems are sustainable and can be continued even in the event of external disasters. System to be implemented across central and local government.</p> <p>The HRT component's work included establishing a sustainable capacity building initiatives. A programme of conceptual training had been developed by linking the Department of Finance (DoF), the Papua New Guinea (PNG) Institute of Public Administration (IPA, a public sector training institution) and the PNG Institute of Accountants.</p>	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ▪ Design of Public Financial Management Reforms; ▪ Project Management of large scale PFM reforms; ▪ Advising and supporting the development and implementation of institutional and regulatory (Finance Act) reforms; ▪ Institutions reforms to compliment new processes and systems; ▪ Large scale Capacity Building Initiatives including development of new certificate and diploma course; ▪ Support through the design acquisition and implementation of financial management systems; ▪ Support to reforms of budget, accounting, procurement and audit/control processes; ▪ Dedicated change management advisor; ▪ Set-up of project financial management system to track all project expenditure. 	
Firm's Name: WYG International (IMCL)	

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Tajikistan IFMIS Design

Assignment Name: Development of Public Finance Management Systems Functional Requirements & Technology Architecture & Preparation of Technical Specifications for the Implementation of ICT solutions	Approx. Value of contract (in current US\$ or Euro): \$312,650
Country: Tajikistan Location within Country: Dushanbe	Duration of Assignment: 7 months duration
Name of Client: Ministry of Finance	Total No. of Staff-Months of the assignment: 24 staff month(s)
Address: Ministry of Finance, 3 Academician Rajabovs Str, Dushanbe, 734025, Tajikistan	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): \$312,650
Start Date (Month/Year): 08/2008 Completion Date (Month/Year): 01/2009	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any: ISD Consulting	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Malcolm Gibb – Team Leader
<p>Detailed Narrative Description of Project:</p> <p>As part of the preparation phase of the Public Financial Management Modernisation Project (PFMMP), WYGI assisted the Ministry of Finance to design the Integrated Financial Management System (IFMS) This included developing the conceptual design of the public financial management system and developing the functional requirements and technical specifications for acquisition and implementation of an IFMS.</p> <p>The system included a mixture of Commercial Off-The-Shelf (COTS) and Custom Developed Software (CDSW) covering core treasury systems, budget preparation, macroeconomic forecasting, debt management, payroll and HR. The project was split into two parts:</p> <ul style="list-style-type: none"> ▪ Development of the "Concept Document" to cover the PFM requirements – Analysis of the existing business processes and changes needed for the reorganisation and reform of the overall public finance management system, using the available PFM Functional Review and Reform Strategy documents. The Concept Document included additional recommendations for improving the institutional capacity, and the functional requirements of the PFMS, together with necessary procedural and organisational changes for its implementation; ▪ Development of "System Design and "Technical Specifications" – This involved development of application software functional requirements, interface requirements with legacy/custom developed modules, technological architecture (hardware and communications infrastructure), and the detailed PFMS technical specifications, based on the Concept Document. These formed the World Bank Standard Bidding Documents (SBD). 	
<p>Detailed Description of Actual Services Provided by your Company:</p> <ul style="list-style-type: none"> ▪ Analysis of existing PFM system and Review of PFM Reform Strategy; ▪ Analysis of existing legislation governing budget processes; ▪ Recommendations for improving institutional capacity; ▪ Development of application software functional requirements; ▪ Development of technological architecture for IFMS; ▪ Diagnostic of ICT system; ▪ Development of PFM/ICT modernisation plan; ▪ Design of communication infrastructure; Workshops to discuss design options; ▪ Development of functional requirements for integrated PFMS. 	
Firm's Name: WYG International	

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Georgia PFMSP IFMIS Design

Assignment Name: Preparation of the functional and technical design of the Public Financial Management System (PFMS) for the structural units of the Ministry of Finance of Georgia.	Approx. Value of contract (in current US\$ or Euro): \$268,288
Country: Georgia Location within Country: Tbilisi	Duration of Assignment: 6 months duration
Name of Client: Ministry of Finance	Total No. of Staff-Months of the assignment: 24 staff month(s)
Address: Ministry of Finance, Tbilisi, Georgia	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): \$195,000
Start Date (Month/Year): 08/2008 Completion Date (Month/Year): 01/2009	No. of Person-Months of Professional Staff Provided by Associated Consultants: 18
Name of Associated Consultants, if any: PMCG	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Malcolm Gibb – Team Leader
<p>Detailed Narrative Description of Project:</p> <p>As part of the Public Sector Financial Management Reform and Support Programme (PSFMRSP), WYGI assisted the Ministry of Finance to design the Integrated Financial Management System (IFMS). This included developing the conceptual design of the public financial management system and developing the functional requirements and technical specifications for acquisition and implementation of an IFMS.</p> <p>The system included a mixture of Commercial Off-The-Shelf (COTS) and Custom Developed Software (CDSW) covering core treasury systems, budget preparation, macroeconomic forecasting, debt management, payroll and HR. The project was split into two parts:</p> <ul style="list-style-type: none"> ▪ Development of the "Concept Document" to cover the PFM requirements – Analysis of the existing business processes and changes needed for the reorganisation and reform of the overall public finance management system, using the available PFM Functional Review and Reform Strategy documents. The Concept Document included additional recommendations for improving the institutional capacity, and the functional requirements of the PFMS, together with necessary procedural and organisational changes for its implementation; ▪ Development of "System Design and "Technical Specifications" – This involved development of application software functional requirements, interface requirements with legacy/custom developed modules, technological architecture (hardware and communications infrastructure), and the detailed PFMS technical specifications, based on the Concept Document. These formed the World Bank Standard Bidding Documents (SBD). 	
<p>Detailed Description of Actual Services Provided by your Company:</p> <ul style="list-style-type: none"> ▪ Analysis of existing PFM system; ▪ Review of PFM Reform Strategy; ▪ Analysis of existing legislation governing budget processes; ▪ Recommendations for improving institutional capacity; ▪ Development of application software functional requirements; ▪ Development of technological architecture for IFMS; ▪ Diagnostic of ICT system; ▪ Development of PFM/ICT modernisation plan; ▪ Design of communication infrastructure; Workshops to discuss design options; ▪ Development of functional requirements for integrated PFMS. 	
Firm's Name: WYG International	

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Moldova PFMP IFMIS Design

Assignment Name: Public Finance Management Project (PFMP) – Conceptual and Functional Review of the Budget Preparation and Execution Systems	Approx. Value of contract (in current US\$ or Euro): \$100,000
Country: Moldova Location within Country: Chisinau	Duration of Assignment: 3 months duration
Name of Client: Ministry of Finance	Total No. of Staff-Months of the assignment: 3 staff month(s)
Address: Ministry of Finance, Cosmonautilor, Chisinau, MD2005, Moldova	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): \$100,000
Start Date (Month/Year): 05/2005 Completion Date (Month/Year): 08/2005	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any:	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Maugham, Stewart – Team Leader
Detailed Narrative Description of Project: A preparatory assignment for the Public Financial Management Project which aimed to set up a modern and integrated Budgetary, Treasury and Public Accounting system that would enable the Government to improve the management of its finances as the country continues its transition from a centrally planned to a market economy. Objective of the budget component of the PFMP was to improve fiscal discipline and strategic financial resource allocation by placing the budget into a medium-term perspective (MTEF). The conceptual design included a budget and expenditure framework. Under this assignment WYGI (IMCL) performed the following tasks: 1. Defined and developed functional requirements for a new financial management information system (FMIS) to be used in the Ministry of Finance, line Ministries, Government agencies administering state social insurance budget and health insurance budget, and rayon administrations; 2. Advised on the institutional, procedural and legislative changes necessary for its implementation; 3. Advised on the design of a budget classification and chart of accounts to meet multiple requirements of performance budgeting, IMF reporting and effective expenditure management.	
Detailed Description of Actual Services Provided by your Company: <ul style="list-style-type: none"> ■ Technical Assistance to government of a transitional country; ■ Support to public financial management reforms; ■ Project Management; ■ Development of system function requirements for budget preparation and execution and other related technical reports. 	
Firm's Name: WYG International (IMCL)	

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Moldova Budget Classification and Chart of Accounts

Assignment Name: Public Financial Management Project (PFMP) – Development of Budget Classification and the new Chart of Accounts.	Approx. Value of contract (in current US\$ or Euro): \$90,000
Country: Moldova Location within Country: Chisinau	Duration of Assignment: 4 months duration
Name of Client: Ministry of Finance	Total No. of Staff-Months of the assignment: 4 staff month(s)
Address: Ministry of Finance, Cosmonautilor, Chisinau, MD2005, Moldova	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): \$90,000
Start Date (Month/Year): 09/2005 Completion Date (Month/Year): 11/2005	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any:	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Perkins, Stephen – Team Leader
Detailed Narrative Description of Project:	
<p>A preparatory assignment for the Public Financial Management Project which aimed to set up a modern and integrated Budgetary, Treasury and Public Accounting system that would enable the Government to improve the management of its finances as the country continues its transition from a centrally planned to a market economy.</p> <p>Under this assignment WYGI (IMCL) worked in partnership with the Ministry of Finance (MOF) to revise the budget classification system and develop a new chart of accounts for public institutions. The new Chart of Accounts was developed to enable the Government to operate a financial and accounting system that is based on the International Monetary Fund's (IMF) current system of Government Finance Statistics (GFS2001). The structures of Charts of Accounts and financial reports as well as the budget classification system were developed by taking into account the needs of relevant stakeholders and provided a foundation for the development of a program budgeting approach.</p> <p>The specific outputs of the assignment were:</p> <ul style="list-style-type: none"> (i) A budget classification system in accordance with the requirements of the IMF's current GFS system that was capable of forming the foundation for future development of a program budgeting approach; (ii) A new Chart of Accounts for the budget sector that was able to meet the requirements of the IMF's current GFS system (but not moving to full accrual accounting at this stage) and that will be the foundation of the new FMIS. <p>In addition, WYGI also prepared the Terms of Reference (TORs) for three further contracts under the full Public Financial Management Project.</p>	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ■ Technical Assistance to government of a transitional country; ■ Support to public financial management reforms; ■ Project Management; ■ Development of budget classification and chart of accounts; ■ Development of TOR for subsequent projects; ■ Workshops and seminars to discuss proposals and build ownership with client. 	
Firm's Name: WYG International (IMCL)	

Albania IFMIS

Public Administration Reform Project (PARP) – Support to the Implementation of Treasury Systems	Approx. Value of contract (in current US\$ or Euro): €53,567
Country: Albania Location within Country: Tirana	Duration of Assignment: 18 month duration
Name of Client: Ministry of Finance (PARP)	Total No. of Staff-Months of the assignment: 6 staff month(s)
Address: Tirana, Albania	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €53,567
Start Date (Month/Year): 04/2005 Completion Date (Month/Year): 10/2006	No. of Person-Months of Professional Staff Provided by Associated Consultants: 6
Name of Associated Consultants, if any: None	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Martin Grimwood – Treasury advisor
<p>Detailed Narrative Description of Project:</p> <p>WYG International (IMCL) provided the services of one of its associate consultants under a World Bank individual contract (part of the WB funded Public Administration Reform Project) to support the treasury department in the Ministry of Finance.</p> <p>The consultant was engaged to support the selection, specification and implementation of a comprehensive computer system to support the budgetary, treasury and accounting functions of the Government of Albania. The consultants tasks included:</p> <ul style="list-style-type: none"> ▪ Clarification and reconfirmation of the system specification. ▪ Support to the Parameterization of the selected software package(s). ▪ Support to Data collection, input and quality checking. ▪ Development and delivery of user training. ▪ Support to the pilot operation of the system in MoF Head Office. ▪ Support to the pilot operation of a subset of the system at the Tirana Treasury District Office (TTDO). ▪ Support to the Roll-out to other TDOs. ▪ Support to Final acceptance and handover. 	
<p>Detailed Description of Actual Services Provided by your Company:</p> <ul style="list-style-type: none"> ▪ Support to the government of a developing country in the area of public financial management ▪ Regular visits to Albania to support the implementation of treasury systems ▪ Advice to central and local government ▪ Support though WB tender procedures for IT package 	
Firm's Name: WYG International	

Nepal IFMIS and Budget Classification

Assignment Name: IFMS and Budget Classification Study	Approx. Value of contract (in current US\$ or Euro): \$110,000
Country: Nepal Location within Country: Kathmandu	Duration of Assignment: 10 months duration
Name of Client: DFID	Total No. of Staff-Months of the assignment: 3 staff month(s)
Address: Eaglesham Road, East Kilbride, Scotland, UK	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): \$110,000
Start Date (Month/Year): 05/2005 Completion Date (Month/Year): 03/2006	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any:	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Parry, Michael John - HMGN Financial Classification Review Facilitator
Detailed Narrative Description of Project: The project provided technical assistance to the Government of Nepal to facilitate an internal review of financial analysis requirements of government in the light of additional requirements generated through the introduction of the MTEF, the change in accounting convention to Capital and Recurrent budget and accounting, the anticipated switch to accrual accounting and the implications of the current programme of decentralisation. The specific tasks carried out by WYG International during this project included: <ul style="list-style-type: none"> ▪ Identification and consultation with all stakeholders within and outside the government to assess their respective needs and prepare a stakeholder analysis; ▪ Preparation of a comprehensive and detailed review of the existing budget classification system describing its strengths and weaknesses; ▪ Development of a conceptual framework and menu of time-bound change options together with explicit recommendations for a new budget classification that met existing and emerging needs including the planned shift to an output based budgeting system; ▪ Differentiation of the needs for different types and level of detail of information, so that the appropriate level of detail is requested at each level; ▪ Specification of the timing and resource requirements for each option. The re-programming of computer software and further staff training requirements were also proposed for the classification.	
Detailed Description of Actual Services Provided by your Company: <ul style="list-style-type: none"> ▪ Technical assistance to a developing economy in Public Financial Management; ▪ Development of technical outputs and reports; ▪ Delivery of workshops to discuss options presented in reports; ▪ Development of new classification structure; ▪ Assessment of existing IFMS systems and recommendation for improvements. 	
Firm's Name: WYG International	

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Cambodia EAP

Assignment Name: External Advisory Panel to Review the Progress of the PFM Reform Programme	Approx. Value of contract (in current US\$ or Euro): US\$154,225
Country: Cambodia Location within Country: Phnom Penh	Duration of Assignment: 3 months
Name of Client: World Bank	Total No. of Staff-Months of the assignment: 7.6 months
Address: The World Bank, 1818 H Street, N.W., Washington, DC 20433	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): US\$154,225
Start Date (Month/Year): July 2014 Completion Date (Month/Year): Sept 2014	No. of Person-Months of Professional Staff Provided by Associated Consultants: 3 months
Name of Associated Consultants, if any: Khmer Management Consulting	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Chris Rowe – Project Director; Abigail Dunleavy – Project Coordinator; Steve Hallan – FMIS Expert
Detailed Narrative Description of Project:	
<p>Significant progress has been made in reforming public expenditure policy and public finances within the Royal Government of Cambodia (RGC) since the launch of the Public Financial Management Reform Program (PFMRP) in 2004. This comprehensive long-term program was designed to provide for a sequenced improvement (platform approach) of the PFM systems over a 10 to 15 year period.</p> <p>WYGI was tasked to assess the PFMRP progress made to date and advise on corrective measures (where needed) to advance the reform program. The objectives of this EAP review is to:</p> <ol style="list-style-type: none"> 1. Provide an independent assessment and confirmation on the findings of the recent PFMRP progress review, to provide additional inputs/guidance on the direction of the PFMRP, and to determine what measures are required to meet key program deliverables and outcomes that have been developed; and 2. Review the structure, functions, and efficiency of the Steering Committee Secretariat (SCS) and make recommendations for enhancing the performance of the SCS to provide necessary coordination and support for the PFMRP. 	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ▪ Diagnostic assessment of PFM Reform Program progress and governance structure ▪ Assessment of government’s readiness for the implementation of FMIS and full program budgeting ▪ Develop recommendations for PFM Reform Program enhancement ▪ Present findings in high-level donor meeting 	
Firm’s Name: WYG International	

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Tajikistan PFMMP Training Management Support

Assignment Name: Public Financial Management Modernisation Project – Training Management Support	Approx. Value of contract (in current USD): \$1,549,200
Country: Tajikistan Location within Country: Dushanbe and Regions	Duration of Assignment: 5 months duration
Name of Client: Ministry of Finance	Total No. of Staff-Months of the assignment: 18 staff month(s)
Address: Dushanbe, Tajikistan	Approx. Value of the services provided by your firm under the contract (in current USD): \$774,600
Start Date (Month/Year): Jan 2013 Completion Date (Month/Year): Jan 2014	No. of Person-Months of Professional Staff Provided by Associated Consultants: 4
Name of Associated Consultants, if any: Chartered Institute of Public Finance and Accountancy (CIPFA); ISD Consulting	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Chris Rowe – Project Director
Detailed Narrative Description of Project:	
<p>WYG is leading a consortium implementing this project and aiming to support the Ministry of Finance (specifically the Training Centre and the Department of Personnel and Budgets of Financial Bodies) in developing improved training and HRM capacity as part of the PFM Modernisation Project. The newly formed MoF Training Centre was the focus of the TA and has received institutional capacity building and mentoring.</p> <p>In order to develop the MoF Training Centre as an effective professional training institution capable of developing, delivering and managing all PFM task-related training for the Republic of Tajikistan, the TA team has provided extensive training and capacity building to MoF and Training Centre staff. In addition, the TA Team has also advised on the model for the Training Centre to be based on best international practice through the prism of change management.</p> <p>In this context, TA has been provided to support the re-engineering of MoF into a “learning organization”, where civil servants would get an opportunity to upgrade their knowledge and skills, in order to be able to take on greater responsibilities and rise to their full potential.</p> <p>The PFM Training Strategy identifies a total of 9,600 trainees to be trained during the first two years of training, and 1,440 annually thereafter. It was very important for the cascade training plan to be developed to ensure that all training is rolled out to all relevant officers in central and sub-national government.</p> <p>The Team, working closely with other TA providers with the PFM reform process, are also preparing training material for four key areas: Budget, Treasury and Accounting, HR Management, and PFM reforms. The material has been prepared and delivered to a large audience of trainees from all levels of government.</p> <p>The project has also supported the development of a PFM Website that not only holds training materials and is a key resource in the training process, but also offers peer networks, document libraries of all relevant laws, regulations and Standard Operating Procedures.</p> <p>Finally, the project has provided support to the Department of Personnel and Budgets of Financial Bodies to improve HR practices and procedures.</p>	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ▪ Institutional Building to MoF Training Centre; ▪ Providing advisory support to the institutional change management process; ▪ Supporting organizational restructuring in terms of shifting the GoRT towards a “learning organization” model; ▪ Development of Framework for Training Material Development; ▪ Development of Training Materials in fields of Budget, Treasury and Accounting, HRM and PFM Reforms; ▪ Development of Cascade Training Strategy (Training of Trainers) and development of training materials; ▪ Conduct of cascade training courses and M&E of training delivered ▪ Provision of 190 weeks face-to-face training in PFM: ▪ Support to improved HR systems and processes in Ministry of Finance ▪ Development and population of a PFM Training Website (PFM web), aimed to enhance communication and visibility of the reform efforts; 	
Firm’s Name: WYG International	

Kyrgyz Republic Non-financial Indicators

Assignment Name: Development of mid term sector strategies and definition of non-financial performance indicators in pilot ministries	Approx. Value of contract (in current US\$ or Euro): USD 623,999
Country: Kyrgyz Republic Location within Country: Bishkek	Duration of Assignment: 22 months duration
Name of Client: Government of the Kyrgyz Republic	Total No. of Staff-Months of the assignment: 34,25 staff month(s)
Address: Bishkek, Kyrgyz Republic	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): USD \$575,000
Start Date (Month/Year): 10/2011 Completion Date (Month/Year): 07/2013	No. of Person-Months of Professional Staff Provided by Associated Consultants:
Name of Associated Consultants, if any: KAPPA	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Karl Livingstone – Team Leader
<p>Detailed Narrative Description of Project:</p> <p>The Government of the Kyrgyz Republic (GoK) is the beneficiary of a four-year Multi-Donor Trust Fund (MDTF) to support the country's strengthening of Public Financial Management (PFM) through improvements in the budget process, the internal control and audit function and the institutional and human capacity of the Ministry of Finance and other line ministries. The main project objective is to support the Ministry of Finance in making the Three Year Budget an effective tool of strategic budgeting. It will help develop systems (procedures, methodologies, skills, templates) for planning, coordinating, reviewing and approving medium-term sector strategies, related MTBF and annual budgets in line with government priorities. It will also develop systems for monitoring and reporting of non-financial performance of sector strategies using the MTBF as a resource framework and associated sector results framework. The consultancy will focus on three large sectors: social sector; infrastructure; and public administration and comprises the following components:</p> <ul style="list-style-type: none"> ▪ Strengthening of the Budget Process; ▪ Improving Three Year Budget; ▪ Internal Control and Audit; ▪ Capacity-Building for PFM; and ▪ Project Management. 	
<p>Detailed Description of Actual Services Provided by your Company:</p> <ul style="list-style-type: none"> ▪ Review of norms, standards, legislation with recommendations for improvement ▪ Training (needs analysis, selection of participants, preparation of materials, training delivery) ▪ Design of Medium Term Fiscal Frameworks ▪ Systems development; Strategy development ▪ Budgeting and planning ▪ Creation and management of pilot projects ▪ Financial and non-financial performance measurement ▪ Project management and Preparation of reports 	
Firm's Name: WYG International	

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Cambodia PFM for Rural Development Phase 1

Assignment Name: Public Financial Management for Rural Development – Component 1	Approx. Value of contract (in current US\$ or Euro): \$1,691,000
Country: Cambodia Location within Country: Phnom Penh	Duration of Assignment: 25 months duration
Name of Client: Asian Development Bank	Total No. of Staff-Months of the assignment: 132 staff months
Address: ADB, 6 ADB Avenue, Manila, The Philippines	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): \$1,403,530
Start Date (Month/Year): 08/2009 Completion Date (Month/Year): 09/2011	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any:	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Project Director – Chris Rowe Team Leader – Terry O'Donnell Financial Management and Accounting Expert – Stewart Maugham
Detailed Narrative Description of Project: WYG International is providing support to institutional and capacity development in the Public Financial Management in three Rural Development ministries. The assistance is in the form of technical assistance and targeted capacity building initiatives to equip the key Government agencies with the required knowledge and skills to ensure that the results of the reforms will be sustained. Assistance is specifically focussed in Budget Preparation (linked to policy objectives) and Execution, Accounting, Procurement and IT. The specific objectives of this project are to assist the implementation of activities under the Public Financial Management Reform Program (PFMRP) consolidated action plan and ministry action plans. Specific project activities relate to budget planning and execution-including procurement, budget accounting, and monitoring and evaluation-will build upon capacity development recommendations made under the Asian Development Bank (ADB) technical assistance (TA). Capacity Building initiative will include on-the-job and classroom based training, workshops, mentor support, manuals, and guidance notes. The core theme of this project was capacity building with a strong focus on change management, organizational improvements and restructuring. In order to ensure usable and sustainable knowledge transfer, WYG developed a comprehensive 3-level Training Strategy, consisting of a comprehensive Training Needs Analysis and training program in various aspects of financial management and procurement. Knowledge and best practice were transferred using tools such as: on-the-job training, regular meetings, seminars and workshops, mentoring of key individuals, developing manuals and guidance notes. During this project, more than 3,000 staff across all three rural development ministries we trained. In addition to the core staff of the rural development ministries, the training was made available to staff of MEF including PFMRP Staff, EFI Staff, internal audit staff and National Audit Authority staff. As part of the change management process, WYG consultants provided support to the PFM Working Groups in terms of revising organisational structures and position descriptions, while institutional structures of specific departments was directly dependant on development of budget entities and budget holders. Recommendations were made for institutionalizing M&E systems in MRD and MOWRAM.	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ▪ Technical Assistance to a developing country in the field of PFM; ▪ Advisory support in change management process and institutional improvements /restructuring, as a crucial catalyst to reform implementation; ▪ Support to budget, accounting and procurement reforms, and review of FMIS in line ministries; ▪ Design and implementation of a comprehensive 3 level Training Strategy, including: performing a detailed Training Needs Analysis and designing and delivering training courses in Budget Preparation and Execution, Accounting, Procurement and IT. The knowledge was transferred using the following tools: on-the-job training, regular meetings, seminars and workshops, mentoring of key individuals, producing manuals and guidance notes. ▪ Review of FMIS in line ministries ▪ Support to organisational transition to new technologies (advisory support in replication of the existing FMIS from MAFF to MRD and MOWRAM). 	
Firm's Name: WYG International	

Philippines PFMCF

Assignment Name: Professionalizing the PFM Workforce Phase 1 – Development of the PFM Competency Framework (PFMCF)	Approx. Value of contract (in current US\$ or Euro): €392,055
Country: Philippines Location within Country: Manila	Duration of Assignment: 6 months
Name of Client: AusAID (Coffey International and Department of Budget and Management)	Total No. of Staff-Months of the assignment: 31.1 months
Address: JMT Building, San Miguel Ave, Ortigas Center, Pasig City, Metro Manila	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €202,370
Start Date (Month/Year): May 2013 Completion Date (Month/Year): Nov 2013	No. of Person-Months of Professional Staff Provided by Associated Consultants: 4.8 months
Name of Associated Consultants, if any: CIPFA	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Abigail Dunleavy – Project Director; Eva Andrews – Team Leader
Detailed Narrative Description of Project:	
<p>The main objective of this project is to develop the Competency Framework (CF) that will apply to PFM staff working in government in the Philippines. The CF will cover the full-range of roles, from entry to middle management to executive levels, in each of the PFM areas including budgeting, accounting, audit, procurement, and treasury & cash management. The CF will be developed to apply both to oversight and individual spending agencies.</p> <p>The primary counterpart for this assignment is the Department of Budget and Management (DBM). The participating partners are Commission on Audit (COA), Department of Finance (DOF), Bureau of Treasury (BTr), and Civil Service Commission (CSC).</p> <p>The scope of work included:</p> <ol style="list-style-type: none"> 1. Design, develop and validate a PFMCF; 2. Identify the nature and extent of gaps in knowledge, skills, attitudes and behaviours (KSABs) of PFM staff, basing this on analysis of data collected from a sample of existing PFM staffing structures in both oversight and individual spending agencies; 3. Determine current capacity to provide training and other forms of development interventions, with particular emphasis on key gaps in KSABs that are not addressed by the supply side at present; 4. Identify the implications of the framework that will be designed and developed for existing government-HR systems, policies and practices. It is expected that this will include recommendations relating to the development of new improved systems, or adaptation of existing ones, to allow the framework to be operated and maintained efficiently and effectively in the future. <p>To develop the PFMCF, consultations with over 1,000 PFM practitioners, including representatives of the Bureau of Internal Revenue, were facilitated in meetings, focus group discussions and validation workshops. In addition, change management 'sponsors' which include high-level officials in the PFM Committee (DOF, DBM and COA) were consulted to enable them to have qualitative input to the final competency model.</p>	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ▪ Design of competency model reflecting five functional competency frameworks for budget, procurement, cash management, accounting and audit; ▪ Identify implementation challenges and develop organizational change strategy to introduce the competency model to the Philippine bureaucracy; ▪ Conduct focus group discussion and face validity workshops to more than 1,000 staff from government, across levels; ▪ Propose appropriate strategy for training and capacity building initiatives to meet critical competencies for specific role; ▪ Provide recommendations to the government to operationalise the PFM Competency Model; ▪ Project management. 	
Firm's Name: WYG International	

Tajikistan PEFA

Assignment Name: Tajikistan - Public Expenditure and Financial Accountability (PEFA), Public Financial Management (PFM) Performance Report	Approx. Value of contract (in current US\$ or Euro): €115,312
Country: Tajikistan	Duration of Assignment: 6
Name of Client: World Bank	Total No. of Staff-Months of the assignment: Total/WYG: 8 / 2 (25%)
Address: 1818 H Street, NW DC 20433 Washington, USA	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €54,900
Start Date (Month/Year): 02/2012 Completion Date (Month/Year): 01/2013	No. of Person-Months of Professional Staff Provided by Associated Consultants:
Name of Associated Consultants, if any: ISD Consulting	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Chris Rowe – Project Director
Detailed Narrative Description of Project: The purpose of the assessment was to review the changes in Tajikistan's PFM system performance, since the first PEFA assessment was carried out in 2007, and to provide the MoF with objective and up to date assessment of the Tajikistan's PFM system. The 2007 PEFA Report was used as a baseline for the 2012 assessment. A specific objective of the assessment was to establish and explain changes of scores based on the results of the 2007 Assessment. A key goal of this update was to develop a more strategic and programmatic approach to PFM Reform. It is foreseen that the findings and the recommendations of the PEFA assessment will be an important input into the further revision and adjustment of the PFM Medium-term vision and Action Plan. The second PEFA Assessment in Tajikistan consisted of PFM Performance Measurement Framework with its 28 indicators plus 3 donor indicators. The reference years for the assessment are 2007-2011. In addition to the government and donor organizations/projects, the project team has also sourced information from the private sector and civil society. As per the PEFA methodology, the following steps were undertaken: 1. Institutional Arrangements, PEFA Workshop, Preliminary Analysis; 2. Government Self-Assessment; 3. Field Visit and Draft Performance Report; 4. Final Workshop and Final Performance Report.	
Detailed Description of Actual Services Provided by your Company: <ul style="list-style-type: none"> ■ Technical assistance to the government of Tajikistan in the area of public financial management; ■ Overall review of PFM system; ■ Workshop with government and donors to explain assessment methodology and findings; ■ PEFA assessment; ■ Interviews with government, donors, private sector and civil society; ■ Review of financial legislation, guidelines, instructions etc; ■ Preparation of final report covering all findings; ■ Project Management. 	
Firm's Name: WYG International	

Solomon Islands PEFA

Assignment Name: PEFA Assessment, Solomon Islands, 2012	Approx. Value of contract (in current US\$ or Euro): €111,000
Country: Solomon Islands	Duration of Assignment: 4
Name of Client: Delegation of the European Union to Solomon Islands	Total No. of Staff-Months of the assignment:
Address: Mendana Avenue, City centre Building 2nd floor, PO box 840 Honiara	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €28,610
Start Date (Month/Year): 07/2012 Completion Date (Month/Year): 11/2012	No. of Person-Months of Professional Staff Provided by Associated Consultants:
Name of Associated Consultants, if any: LINPICO (Lead)	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Chris Rowe – Project Director
Detailed Narrative Description of Project:	
<p>The objective of this project was to compile a comprehensive “Public Financial Management – Performance Report” (PFM-PR) prepared according to the PEFA methodology, so as to provide an updated baseline assessment of the overall performance of Solomon Islands’ PFM systems, as well as to follow-up on progress against the PEFA indicators from the previous (2008) assessment. The PEFA assessment is aimed to facilitate and assess, over time, changes in PFM performance, while assisting the capacity development of local staff in their understanding of PFM frameworks and systems.</p> <p>The following specific tasks were carried out in accordance with the PEFA methodology:</p> <ul style="list-style-type: none"> ▪ Collecting and reviewing all basic documentation deemed necessary for the mission’s in-country work from the EU Delegation, which will coordinate closely with relevant Government agencies and PFTAC; ▪ A background brief and explanation of the task was prepared for the information of SIG MoFT officials and other PFM officials likely to work on the PEFA assessment with the expert team; ▪ The in-country mission has started with a 1/2 day information/training workshop gathering all the stakeholders and enabling them to understand the challenges and modalities of the PEFA assessment. This workshop was comprised of: (i) a general session with all stakeholders aiming at providing a general understanding of what a PEFA assessment is about; (ii) a technical session with the national authorities (Government and external control body) to explain the individual indicators; ▪ Developing a work-plan, describing the main steps of the mission, notably specifying the list of the interlocutors to meet, a tentative meeting schedule, and the list of required information not yet collected and to be provided in-country; ▪ Assignment - further collection of documentation not previously analysed; the organisation of the required workshops and working sessions; analyses of documentation and interviews with the administration; analyses of comments/verification and compilation of final report; ▪ A final debriefing session was held in Solomon Islands with all stakeholders for the presentation of results. 	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ▪ Technical assistance to the government of Solomon Islands in the area of public financial management; ▪ Overall review of PFM system; ▪ Workshop with government and other stakeholders to explain assessment methodology and findings; ▪ PEFA assessment; ▪ Interviews with various stakeholders; ▪ Review of financial legislation, guidelines, instructions etc; ▪ Preparation of final report covering all findings; ▪ Project Management. 	
Firm's Name: WYG International	

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Algeria PEFA

Assignment Name: Algeria PFM	Approx. Value of contract (in current US\$ or Euro): €172,178
Country: Algeria Location within Country: Port Moresby	Duration of Assignment: 1
Name of Client: EU	Total No. of Staff-Months of the assignment: 1
Address: CHAR 5/63 B-1049 Brussels, Belgium	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €24,104
Start Date (Month/Year): 04/2010 Completion Date (Month/Year): 06/2010	No. of Person-Months of Professional Staff Provided by Associated Consultants: -
Name of Associated Consultants, if any: Linpico, Atos	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader):
<p>Detailed Narrative Description of Project:</p> <p>The overall objective of the project was to undertake a diagnostic assessment of public finance management (PFM) in Algeria following the PEFA methodology and to prepare a complete report on PFM performance in Algeria. The PEFA evaluation aimed to measure the performance of public finance management and to facilitate dialogue between the public authorities and donors around a common assessment framework, with the aim of reducing transaction costs. Particular attention was paid to internal and external audit procedures, the Revenue Regulation Fund, and other special funds, but also assessing the PFM system under the standard PEFA indicators, including budget credibility and transparency, policy based budgeting, accounting and reporting, and internal and external control and scrutiny.</p> <p>As no thorough public finance management assessment had yet been carried out in Algeria, this PEFA diagnosis aimed to provide a baseline for future development. The assessment took into account previous relevant studies such as the IMF/World Bank ROSC exercises, the Public Spending Review (August 2007) and the World Bank Country Procurement Assessment Report. However the scoring of indicators was mainly based on official documents and data provided by the authorities.</p> <p>A working group of institutions involved in the exercise was developed under the programme, including the Ministry of Finance, the Court of Auditors and the Ministry of Foreign Affairs, with the Directorate-General of External Economic and Financial Relations of the Ministry of Finance as the focal point.</p> <p>The phases of work under the projects were as follows:</p>	
<p>Detailed Description of Actual Services Provided by your Company:</p> <ul style="list-style-type: none"> ▪ Implementation of a PEFA assessment in a middle-income Mediterranean country ▪ Facilitation of dialogue between public authorities and donors ▪ Review of existing studies and relevant sector documentation ▪ Coordination with an inter-institutional working group ▪ Preparation of detailed work-plan ▪ Organisation and delivery of workshops, including sharing of good practice from relevant countries in the region and dissemination of international best practice in PFM ▪ Desk research and interviews with key stakeholders pertaining to budget preparation, budget execution, accounting and reporting, internal and external control; ▪ Analysis of data provided through documents and meetings ▪ Preparation of report on PFM performance in line with PFEA methodology and guidelines ▪ Policy dialogue with government and donor institutions on PFM reform issues ▪ Preparation of recommendations on PFM reform for government and donor institutions 	
Firm's Name: WYG International	

Kyrgyz Republic SPSP PFM

Assignment Name: Technical assistance to sector policy support programme in the social protection and public finance management	Approx. Value of contract (in current US\$ or Euro): €882,600
Country: Kyrgyz Republic Location within Country: Bishkek	Duration of Assignment: 24 months duration
Name of Client: EU DCI	Total No. of Staff-Months of the assignment: 43 staff month(s)
Address: Bishkek, Kyrgyz Republic	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €24,000
Start Date (Month/Year): 12/2009 Completion Date (Month/Year): 12/2011	No. of Person-Months of Professional Staff Provided by Associated Consultants: 42
Name of Associated Consultants, if any: HTSPE	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Chris Rowe – Project Director
<p>Detailed Narrative Description of Project:</p> <p>Kyrgyzstan's economic performance has been relatively strong over recent years following a severe and turbulent history, but the Kyrgyz Republic remains one of the poorest countries of the former Soviet Union, now Central Independent States.</p> <p>This project aims to support Government structural reforms in areas related to PFM and social protection in the Kyrgyz Republic. The project is in line with the Country Development Strategy (CDS), and aims to contribute to the overall effort of the Government, and the civil society to reduce poverty through sustainable economic growth and development. The Strategy envisages deepening the reforms aimed at the development of the financial sector, which will contribute to an increase of domestic financing for the economy.</p> <p>The project will assist the Government to improve the design, management, delivery and effectiveness of state programmes that are aimed at poverty reduction, through the implementation of the EC Sector Policy Support Programme (SPSP) 2007-2009.</p> <p>The project will undertake the following activities:</p> <p>For monitoring of the implementation of the EC Budgetary Support programme:</p> <ul style="list-style-type: none"> ▪ Regular monitoring of the reform implementation process described in the Technical Administrative Proposals of the Financing Agreements; ▪ Support to the Steering Committee of the SPSP 2007-2009; ▪ Advise and assist the Government in preparing the documentation required in the FA. <p>For effective implementation of the reforms in PFM:</p> <ul style="list-style-type: none"> ▪ Advise and assist the Government in preparation and implementation of PFM reforms; ▪ Participate in the process of formulation and implementation of the MDTF for PFM. ▪ Advise and assist the MoF and MoLSD in improving MTBF and annual budget preparation and execution processes. 	
<p>Detailed Description of Actual Services Provided by your Company:</p> <ul style="list-style-type: none"> ▪ Project management; ▪ Monitoring and evaluation; ▪ Policy advice and reforms; ▪ Assisting and advising Government; ▪ Design management and delivery of state programmes; ▪ Preparation of PFM reforms; ▪ Budget preparation. 	
Firm's Name: WYG International	

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Kyrgyz Republic SPSP Agriculture

Assignment Name: Technical Assistance – Sector Policy Support Programme, Ministry of Agriculture	Approx. Value of contract (in current US\$ or Euro): €488,860
Country: Kyrgyz Republic Location within Country: Bishkek	Duration of Assignment: 18 months duration
Name of Client: Ministry of Agriculture	Total No. of Staff-Months of the assignment: 51 staff month(s)
Address: Bishkek, Kyrgyz Republic	Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): €488,860
Start Date (Month/Year): 03/2008 Completion Date (Month/Year): 11/2009	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any: N/A	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Hugh Coulter – Team Leader
<p>Detailed Narrative Description of Project:</p> <p>The overall objective of this project consists of supporting pro-poor state policies through the creation of more efficient social assistance targeted at poor families and the establishment of institutions to better address the condition of deprived children. In order to achieve this, the project is split into two components:</p> <ul style="list-style-type: none"> ▪ Improvement of the design, management, delivery and effectiveness of state programmes and services in the area of social protection (social protection component); ▪ Improvement of budget predictability, transparency and accountability of the Ministry of Labour and Social Development and the Ministry of Agriculture, Water Resources and Processing Industry (MoAWR&PI) (public finance management component). <p>The project intends on improving the finance, budgeting and auditing functions of the MoAWR&PI to enable the Ministry to make better use of funds transferred and to advise on how Ministry functions can impact positively on rural livelihoods and social protection.</p> <p>The project, which is the natural successor of the Food Security Programme 2005 – 2006 (led, implemented and successfully completed by WYG International), will continue in the successful path of the Food Security Programme and will support work done by Government to improve the effectiveness of the delivery of key programmes and services in social protection with special focus on social allowances and child protection. WYGI experts will also assist in improving public finance management and in national statistics concerning poverty.</p>	
<p>Detailed Description of Actual Services Provided by your Company:</p> <ul style="list-style-type: none"> ▪ Project management; ▪ Advice on budgetary preparation and execution; ▪ Public expenditure management; ▪ Coordination of Medium Term Budgetary Framework; ▪ Advise on updating of Agricultural Strategy and Action Plan; ▪ Design and implementation of capacity building and institutional strengthening programme; ▪ Organisation of study tours; ▪ Donor coordination; ▪ Monitoring and evaluation; ▪ Assist the Government in preparing the agricultural documentation required by the EC; ▪ Development of indicators (poverty and food security) 	
Firm's Name: WYG International	

Tajikistan SPSP

Assignment Name: Technical Assistance to the Ministry Of Finance – Food Security Programme 2006	Approx. Value of contract (in current US\$ or Euro): \$1,000,000
Country: Tajikistan Location within Country: Dushanbe	Duration of Assignment: 36 months duration
Name of Client: EU TACIS Address: Dushanbe, Tajikistan	Total No. of Staff-Months of the assignment: 72 staff month(s) Approx. Value of the services provided by your firm under the contract (in current US\$ or Euro): \$1,000,000
Start Date (Month/Year): 01/2007 Completion Date (Month/Year): 12/2009	No. of Person-Months of Professional Staff Provided by Associated Consultants: 0
Name of Associated Consultants, if any: N/A	Name of Senior Staff of your firm involved and functions performed(indicated most significant profiles such as Project Director/ Coordinator, Team Leader): Robert Brudzynski – Team Leader
Detailed Narrative Description of Project: The overall objective of this project was to contribute to effective and efficient implementation of the National Development Strategy (long term development strategy) and the subsequent Poverty Reduction Strategy Papers (medium term development strategy). The technical assistance provided by WYG International was focussed on two sectors:	
<ul style="list-style-type: none"> ▪ Public Finance Management: Strengthening linkages between sectoral policies, medium term expenditure framework (MTEF) and annual budget allocations with a special focus on budget preparation and execution; ▪ Social Protection: Improving and monitoring the quality of performances and services provided by the Ministry of Labour and Social Protection through strengthened links between the "Social Services Development Strategy", annual budget allocation (proper costing of key budget units) and the sector's Medium Term Expenditure Framework. ▪ Results/Achievements: <ul style="list-style-type: none"> ▪ Completed review on the implementation of the 2007-2009 EC Budget Support Programme, thus promoting effective implementation by the government of Tajikistan. ▪ Developed the Administrative Classification (AC) of all budget organisations in the Tajikistan public sector. This is expected to contribute to the future effectiveness and efficiency of budget execution. ▪ Improved public sector accounting framework through analysis of the current Budget Classification and Chart of Accounts, as well as contributing to the development of a Unified Chart of Accounts. ▪ Assisted the Ministry of Labour and Social Protection and the Ministry of Finance in budget preparation and in the planning of the 2009 Medium Term Expenditure Framework. ▪ Provided assistance in budget management for provision of additional staff in the social services sector. ▪ Monitoring and evaluation of existing social sector programmes, development of social sector training programmes, development of guidelines and frameworks for improved provision of social services. ▪ Assisted in improvement of statistical measurement systems through the development of a Financial Management Information System for local treasuries, the design and creation of a remote access telecommunications system for the Ministry of Finance, and supported the introduction of a new Household Budgets Survey. ▪ Effective coordination with International Funding Institutions and other development agencies involved in Public Finance Management and Social Sector development, subsequently contributing to the increased visibility of EC interventions in Public Finance Management. 	
Detailed Description of Actual Services Provided by your Company:	
<ul style="list-style-type: none"> ▪ Programme Management; ▪ Policy advice (to the Ministry of Finance and the Ministry of Labour and Social Protection); ▪ Assistance to the Government in the preparation and implementation of Public Finance Management reforms; ▪ Support to improvements in statistical and measurement systems; ▪ Monitoring and evaluation of existing programmes; 	
Firm's Name: WYG International	