

NICK BAIN • FCA • MA

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Profile:

International finance and public financial management (PFM) expert with extensive practical managerial and advisory experience, especially in social sectors. Designing, implementing and advising on transformations in financial and risk management. Improving efficiency and performance in government, private sector, multi-lateral and non-governmental organisations.

Key experience:

- ♦ Substantial practical experience of public financial management (PFM), working in the UK, Tanzania (5 yrs), Kenya (6 yrs), Nepal, Zambia, Ghana, Uganda, Pakistan and Dubai, including in the UN system. Designing, guiding, implementing and evaluating financial management reforms.
- ♦ Reviewed and evaluated financial management in a wide variety of settings. Recent health and education sector experience includes: finance lead on annual independent verification for financing partners (World Bank, DFID, Sida) of Education Programme for Results in Tanzania; co-author of WHO report on health sector PFM bottlenecks and reforms in Africa; and team lead Annual Statement of Progress of Zambian education sector, and follow up, for DFID. Experience of financial management and advisory work in other sectors including social protection, and of designing and implementing reform programmes, eg United Nations and UK central government.
- ♦ Fellow of the Institute of Chartered Accountants in England and Wales. Professionally trained to provide independent, high quality analyses with practical recommendations. Recent reports include sector and programme Fiduciary Risk Assessments of public finance systems in Nepal (2015, 2016), Ghana (2015) and Zambia (2015, 2016, 2017).
- ♦ Senior manager & board member responsible for finance and administration, including strategic planning, corporate reporting, internal control and governance. In addition to core finance, managed corporate functions including performance management, business planning, information, IT, HR, procurement, internal audit. Managed annual budgets over \$1bn, including international project portfolios (up to 400 projects/ 78 countries).

Career summary:

Freelance Public Financial Management consultant (June 2015-present)

Short-term consultancies for:

- **DFID**, through Crown Agents, Coffey, OPM and Hera – **Nepal**: Fiduciary Risk Assessment (FRA) of the Central Bureau of Statistics; **Nepal**: financial management reporting exercise for the Department of Women and Children; **Zambia**: FRA of the Ministry of Community Development and Social Welfare; **Ghana**: FRA of social cash transfers programme (LEAP); **Nepal**: FRAs of Karnali Employment Programme (social protection) and Rural Access Programme (employment and road construction); **Nepal**: rapid assessment of health programmes in earthquake affected districts; **Nepal**: drafting operational guidance booklet for Nepal Climate Change Support Programme; **Zambia**: FRA of Ministry of Health and district health services. **Nepal**: advising Ministry of Health on improving resource allocation and budgeting approaches. **Tanzania**: lead on independent verification of results on financial indicators for 2017 and 2018 education sector disbursement linked results (EPforR programme). **Zambia**: Annual Statements of Progress for education sector and social cash transfer programme, and follow-up. **Nepal**: review and advice on health sector budget approaches with new federal, decentralised structures. **Ghana**: costing of draft mental health strategy.
- **Gavi, Geneva** – review of financial aspects of grant application and reporting guidelines, and of fiduciary risk models and mitigations using third party agents. Participation in

supervision mission to **Pakistan** for National Immunisation Support Programme, reviewing Multi-Donor Trust Fund and Disbursement Linked Indicator (DLI) models.

- **WHO, Geneva** – 2016: support to TDR (the Special Programme for Research and Training in Tropical Diseases) to strengthen financial planning and management; 2018: co-author of WHO report on health sector PFM bottlenecks and lessons learnt from country reforms in Africa.
- **UNDP, Governance of Climate Change Programme (Asia-Pacific)**: lead author of guidance note on Climate Budget Tagging, based on seven country case studies.

Danida/ Ministry of Health and Social Welfare, Tanzania (Nov 2009-Dec 2014): Senior Adviser, Public Financial Management. Employed by the Danish Ministry of Foreign Affairs (Danida), working as an adviser at the Tanzanian Ministry of Health and Social Welfare (MOHSW), based in Dar es Salaam. Provided advice and assisted with reforms to financial management both at the MOHSW and in the decentralised health sector, as well as through the Public Financial Management Reform Programme managed by the Ministry of Finance. Supported improvements in financial management capacity at MOHSW, including in preparation of financial statements and internal management reporting, and in financial management of the health sector basket and the \$120m Global Fund Health System Strengthening grant. Supported public expenditure reviews, development of sector and hospital management information systems, follow up and analysis of audit findings, and development of health financing strategy and results based financing programme.

Independent PFM specialist and interim manager, UK (2005-October 2009) - assignments included:

- ♦ **UK Department for Work and Pensions (3/08-10/09)** – finance business partner and acting senior finance business partner (Senior Civil Service cadre) in working age policy directorate general. Worked with policy colleagues to manage programme expenditure of £4bn, to strengthen linkages between financial and operational planning, and to reform policies driving annual benefit expenditure of £60bn. Led continuous planning and quarterly budget review, and supported bids to HM Treasury for additional resources to tackle rising unemployment at Pre-Budget Report '08 and Budget '09. Provided financial advice and clearance on submissions to ministers.
- ♦ **Chartered Institute of Public Finance and Accountancy (CIPFA)** – senior adviser on strengthening PFM internationally, including review for DFID of progress in PFM reforms in Uganda, incorporating health sector case study.
- ♦ **UK Department of Health, Commercial Directorate** – project lead: designed and set up team and processes to support roll out to decentralised Primary Care Trusts of major, politically sensitive framework contract for procurement of commissioning services from private sector suppliers (eg BUPA, United Health, Humana), intended to deliver a step change in PCT commissioning capabilities and improve value for money for NHS's annual commissioning spend of £75 billion.
- ♦ **Government of Dubai** – adviser to Sheikh Mohammed's Executive Office on the design of a government efficiency programme and the financing regime for executive agencies.
- ♦ **UK Department for Environment, Food and Rural Affairs (Defra)** – interim manager/ acting director (SCS): Under programme to embed finance directors in each of Defra's 4 main business areas (DGs), designed, established and led new resource planning and performance division. Drew together 40 dispersed staff (before reductions) to provide financial and corporate management for Animal Health and Welfare DG (£400m spend, 600 staff, and major delivery contracts with executive agencies). Successfully managed in-year financial performance despite avian influenza pressures, developed consensus budget and results based business plan with 8% cuts, upgraded finance from transactional support to proactive role in senior management team.

United Nations, Kenya (1998-2004): Director Programme Support Division (Finance Director equivalent) and other senior management roles based at UN-Habitat global headquarters in Nairobi. Led the financial and corporate service elements of organisational assessment and change that helped transform UN-Habitat from near bankruptcy in 1998 to promotion by the UN General Assembly to a full UN Programme in 2002 (equivalent to a

ministry in national government), and to trebling its funding over six years. Initially worked as financial expert to help design and launch organisational turnaround. From Dec 1999 undertook two successive operational roles as a senior member of the executive board. First as Director, Programme Support Division, strengthening financial and administrative management, leading a team of 45 staff. Achievements included designing and managing a major, successful recruitment exercise in the UN covering 50 international professional staff, and implementing a new system of programmatic, results based budgeting and planning. Second, from August 2002 developing a major new programme to leverage domestic capital for housing and slum upgrading in developing countries, creating a new, donor funded, international financing facility (\$30m pilot phase).

UK National Health Service (1994-1998): Deputy Finance Director and then acting Director of Finance and Information at a £60m turnover, 2,000 staff combined acute and community hospital group in the NHS, operating at the local level. Designed and led extensive reform of finance function, assessing capacity, managing change, streamlining processes, reducing costs by 20% and transforming accuracy, usefulness and timeliness of financial reporting. Led selection and implementation of new accounting system (Oracle), going live within six months of starting system search. Re-engineered processes for gathering critical operational data – reducing clinical coding timeline from over 12 months to 15 days. As acting FD (department of 90 staff), managed successful cost reduction and income generation programme prior to trust merger, during period of significant pressure and instability.

Independent consultant (1993-1994): assignments included associate producer of a US television feature for The Discovery Channel shot in Bhutan and Northern India, and business consultant to publishers Dorling Kindersley designing and implementing improvements in financial and risk management and reporting at the group's audio-visual subsidiary.

International Television Trust for the Environment (1990-1993): head of finance and business affairs at this international not-for-profit organisation, negotiating contracts with broadcasters and international aid agencies, managing all financial and business matters for over 90 projects. Introduced new financial systems, procedures and management reporting, established new subsidiary in the Netherlands to distribute films to developing countries, provided platform for organisational growth and governance changes.

Jim Henson Organisation (1988-1989): Financial controller of UK subsidiary of US independent media company. Revitalised and motivated demoralised accounts department, transforming profile and effectiveness of financial management team. Introduced activity based costing system for contracts to build animatronic creatures. Designed and commissioned financial software package for international programme sales that went on to be marketed commercially.

Channel 4 Television (1983-1988): Programme finance manager – financial negotiation and risk management at innovative, newly launched UK broadcaster, managing £25 million international project portfolio – approximately 120 contracts in progress at any one time. Part of a team working to strengthen financial management alongside programme decision making. Brought most overspending editorial department under financial control.

KPMG (Peat Marwick), London (1979-1983): trainee accountant/ audit senior with leading international firm - department specialised in insurance, leasing and other financial services. Special work included investigation and writing report for the Bank of England that led to receivership of licensed deposit taker, and transfer pricing review for international agricultural equipment company.

Personal details:

British, married, two children. Education: MA (Hons), Brasenose College, Oxford University (Experimental Psychology). Professional qualification: Chartered Accountant (FCA).