



Strategy – Design – Implementation - Evaluation

Introduction to Consulting Base

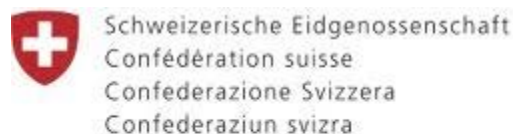
November 2013

Policy, evaluation and strategic advice based on practical experience

- Led by Robert Woodbridge and Subhrendu Chatterji, with almost 20 years' development consulting experience ranging from policy, donor strategy, implementation to evaluation
- Robert ex-CEO of European bank. Subhrendu ex-CEO of African bank and securities house.
- They are complemented by David Phillips, Principal, a MSME and supply chain specialist with 14 years at the World Bank and IFC
- Principals supported by associates who have worked extensively with them
- Substantial experience in programme evaluations
 - Particular strengths in Results Based Management and Risk Assessment
- Designed and led management team of DFID's flagship financial sector TA programme: the US\$65m (now over US\$100m) Financial Sector Reform and Strengthening (FIRST) Initiative
 - Designed, managed and evaluated over 200 projects in over 60 countries
- Worked for range of donors and IFIs
 - Including World Bank, IMF, IFC, EBRD, AsDB, AfDB, SECO, OECD

1. In this presentation, some projects and programmes attributed to Consulting Base would have been carried out by its Principals as individual consultants or as part of another firm.

Consulting Base has worked with a wide range of donors and IFIs



Swiss Confederation

Federal Department of Economic Affairs FDEA
State Secretariat for Economic Affairs SECO



Consulting Base is intimately familiar with donor policies and operations

- Drafted Financial Sector Donor Best Practice Guidance for OECD
- Designed and managed first phase of DFID-led US\$65m (now US\$100m) FIRST Initiative programme
- Prepared Financial Sector Assessment and donor strategy for Nepal
- Advised on HIPC funding strategies for the African Development Bank
- Drafted and recently updated DFID's Economist Manual for Financial Sector interventions
- Advised, as part of evaluation exercise, on strengthening SECO's financial sector intervention approach and processes
- Considerable insights into the IMF's approach and operations, having completed evaluations of four of its donor-assisted programmes

Consulting Base led the management team for the FIRST Initiative

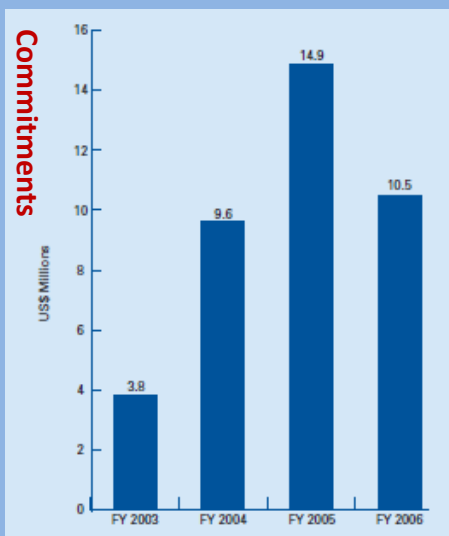
- US\$65m (now over US\$100m) programme aimed at financial sector development and reform and low and middle income developing and transition countries
- Consulting Base principals acted as CEO and Director respectively during FIRST's initial phase (2002-2006)
- Donors, led by DFID, included SECO, AFD Netherlands, SIDA, CIDA, World Bank and IMF
- Developed and implemented strategy
- Developed entire project management cycle tailored to a responsive, demand driven programme
- Designed, managed, monitored and evaluated over 200 projects spanning 64 countries and additional regional projects.
- Positive evaluation results
- Surveys from recipients showed over 90% satisfaction ratings across a range of performance criteria



Strengthening Financial Sectors



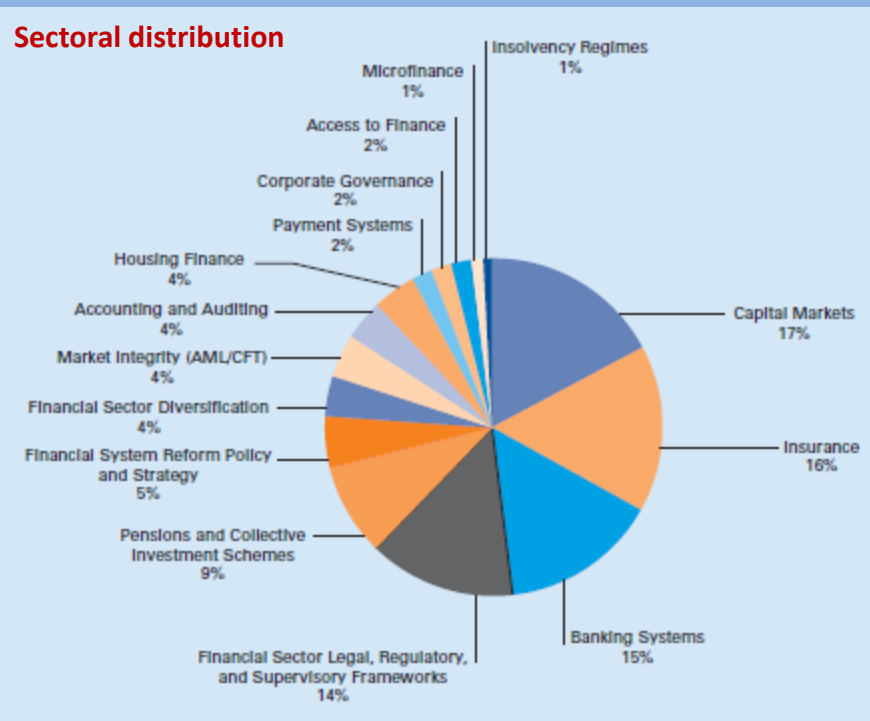
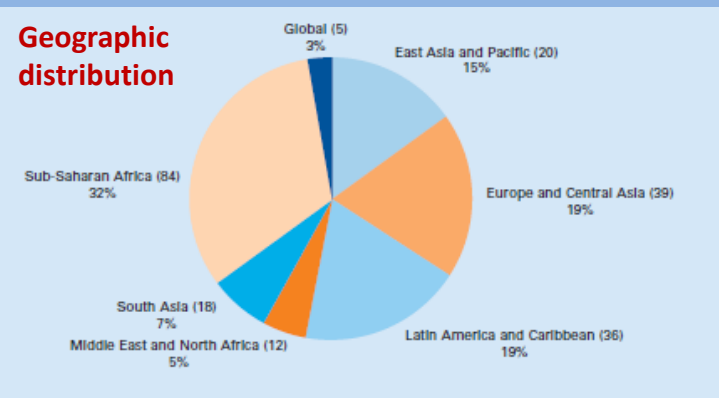
Under Consulting Base leadership, FIRST committed US\$39m in 214 projects in 64 countries



Source: FIRST Initiative Annual Report Apr 2006



Strengthening Financial Sectors



Designed, managed or implemented a range of A2F and financial sector innovation projects

- Housing finance, India
- Livestock insurance, Mongolia
- Crop insurance, India
- Catastrophe bonds, Mexico
- Microfinance credit bureau, Rwanda
- Credit to SMEs and quasi equity fund, Ethiopia
- Strengthening microfinance supervision, Mauritania
- MFI supervision, Laos
- Financial sector strategy, Rwanda

Experience across the range of financial sector...

- Financial sector strategies
- Banking
- Microfinance
- Capital markets
- Insurance
- Pensions
- NBF1 regulation
- Collective Investment Schemes

Export strategy and value chains

- Currently supporting ITC team in developing National Export Strategy for Jordan. Developing sector and cross-sector strategies, including analysis of value chains, for:
 - Fresh Fruits and Vegetables Sector
 - Architectural and Engineering Services Sector
 - Wires and Cables Sector
 - Trade Facilitation Cross-sector
 - Quality Management Cross Sector

Experience of work in other sectors

- Evaluated IMF's Regional Technical Assistance Centers: East AFRITAC (east Africa), West AFRITAC (West Africa) and CAPTAC-DR (Central America, Panama and Dominican Republic), covering:
 - Public Financial Management
 - Tax Administration
 - Customs Administration
 - Macroeconomic Statistics
 - Banking Supervision
 - Macroeconomic Policy and Management
 - Debt Management

Evaluation of programmes and projects for a wide range of donors

- DFID's £3m Finance and Development Research Programme
- SECO's financial sector interventions in developing and transition countries over 13 years to 2011
- Leasing sector for the EBRD covering 18 countries over a 10 year period and aggregate commitments in excess of EUR 850 billion
- Evaluation of US\$27m IMF's AML/CFT Topical Trust Fund
- Evaluation of three of the IMF's Regional Technical Assistance Centers
- Corporate Governance in the MENA region for IFC
- In addition, self assessment of over 150 projects as part of FIRST

Substantial project design experience

- Designed as part of FIRST's programme, over 200 projects covering a range of areas including:
 - Access to finance
 - Microfinance
 - Financial sector deepening
 - Financial sector innovation
 - Financial sector strategy
 - Banking, Insurance, capital markets and consolidated regulation and supervision
 - Financial sector diversification
- Designed the Technical Assistance for Standards and Codes (TASC) facility, the predecessor to FIRST
- Designed A2F component (banking and capital markets) of DFID's proposed US\$40m Private Enterprise Wealth Creation Programme in Ethiopia
- Designed DFID's bank restructuring project in China

...backed by hands-on experience from core team

- Robert Woodbridge
 - Ex-CEO of European operations of US based international bank
 - Active shareholder of insurance company in Armenia
- Subhrendu Chatterji
 - Ex-CEO of banking institution in Zambia
 - Turned-around bank by targeting mass market personal customers and SMEs, developing innovative distribution and products/services
 - Ex-CEO of leading securities house in Zambia
 - Member of Boards of:
 - Lusaka Stock Exchange
 - Zambia Chamber of Commerce and Industries
 - Zambia Electronic Clearing House
 - Managing Director of private equity firm investing in banks and financial institutions in emerging markets
 - Particular focus on sub-Saharan Africa
- David Phillips
 - 14 years' experience with World Bank and IFC
 - Specialist in MSME strategy, operations and finance

Robert Woodbridge



Robert is the Chairman of Consulting Base Limited. He is a banker by background, having been an EVP of Riggs National Bank in Washington DC and CEO of Riggs AP Bank in London. Before this, he was a Vice President-investment banking- of Merrill Lynch International and a commercial banker with Chase Manhattan. He qualified as a Chartered Accountant following completion of a BA degree in politics and economics. He has also been active in private equity during his career, largely in the UK and USA.

Robert acted as Director of FIRST Initiative, a \$100 million fund established in London by DFID with the support of other donors, including the World Bank and IMF, to help strengthen the financial sectors of developing countries. He continued to act as a frequent advisor to FIRST after it was relocated to Washington D.C. During the period 1999 to the present Robert has generated and led many projects including: liquidation of major banks in Serbia; development of a corporate governance code in Armenia; strengthening of insurance regulation in Mongolia; diaspora bond study for Bangladesh; evaluation of IFC's TA program for corporate governance; evaluation of SECO's support of TA for financial sector reform; evaluation of the EBRD's financing of the leasing industry (over EUR800 million) in Eastern Europe and the FSU and evaluation of the IMF's global \$30 million TA fund addressing AML/CFT; and evaluation of the IMF's Regional Technical Assistance Centers: East AFRITAC, West AFRITAC and CAPTAC-DR.

He has worked on financial sector and private sector development projects in over 70 countries.

Subhrendu Chatterji



Subhrendu is the CEO of Consulting Base. He established and was the Managing Director of the Financial Sector Reform and Strengthening (FIRST) Initiative, a US\$100 million fund established by the World Bank, IMF and a number of country donors, to support banking and financial sector projects in emerging market and developing countries. Previously Subhrendu gained considerable experience as a management consultant to commercial banks in emerging markets, of which four years were spent in Poland advising two of the country's largest banks on loan portfolio restructurings and setting up distressed asset management subsidiaries. He has advised and trained a number of donors on financial sector intervention strategies and has worked extensively for DFID. More recently, he has been working as a Managing Director with Global Emerging Markets, an emerging markets-focused private equity firm, on various bank strategic initiatives, investments, and capital raising assignments. Between 2008 and 2010 he also worked as the CEO of Intermarket Bank and Intermarket Securities in Zambia, which he led the investment in, turned around, and sold to a strategic investor.

Subhrendu has a background in investment banking, and is the co-author of a leading book on loan restructurings. He is a qualified UK Chartered Accountant and Corporate Treasurer. He is an Oxford MBA and gained a First Class Honours Degree in Banking and International Finance at the Cass Business School in London.

David Phillips



David Phillips is a principal at Consulting Base. He is a business development and finance specialist who was for 14 years on the staff of the World Bank and the IFC up to 2001. He has worked in Africa, South and South East Asia, the Former Soviet Union and the Caribbean. He has a PhD in the area of technology choice and development. He has worked at the policy and at the enterprise level, managing and evaluating projects in Micro and Small-Medium Enterprise development and finance, business planning and evaluation. David has managed a number of studies of MSME strategy, the business and investment environment in several countries of Africa (e.g. in Kenya and South Africa), the Former Soviet Union and in the Caribbean. He has recently conducted a major study on international competitiveness using value-chain analysis, and has worked on SME business development services, venture capital and equity funds, and the planning and appraisal of investment projects. He has several years experience in impact assessment and evaluation for the World Bank and the IFC including a 2008 evaluation study of the Africa Region Portfolio of Private Sector and Financial sector Projects, a multi-country evaluation of IFC technical assistance to banks, development of performance indicators for evaluating Africa MSME projects, and several impact studies for the South Africa DTI.

David has a number of publications in the development field including a recent book on the reform of the World Bank. He started his career in the private sector at Unilever PLC before turning his attention to the field of economic development.

A selection of our Associates.....

- **James (Jim) Hanson** has worked on financial policy, macroeconomic policy, debt, and crisis issues at the World Bank for over 25 years. Most recently, he has been a consultant in the World Bank's Independent Evaluation Group and, earlier, the Quality Assurance Group, evaluating technical assistance, financial sector lending, and World Bank programs. He has co-led a number of Financial Sector Assessments and participated in Financial Sector Assessments, studies of finance and development, and loans in a number of countries in Asia, Latin America and sub Saharan Africa. He has published extensively on financial sector and monetary economics matters.
- **Pedro Belli**, an Argentinian national, is experienced as a macroeconomic consultant and in PFM and institutional capacity building. He was with the World Bank for 21 years covering Latin America and 9 sub-Saharan Africa countries. He has also directly assisted Guatemala with fiscal policies and its PRSP, advised the government of Nicaragua and advised Honduras on fiscal decentralisation. He has evaluated over 100 economic analysis projects for the World Bank.
- **Andre Ryba** is an experienced senior financial sector practitioner with 23 years' at the World Bank. Mr Ryba has co-led and participated in a number of FSAPs, in addition to undertaking other financial sector reform work , particularly in west Africa. His experience includes: Specialized in: analysis of financial sectors; bank regulation and supervision; central banks; payment systems; developing financial strategies and policies; bank restructuring; microfinance restructuring, regulation and supervision; and monetary policy analysis.

A selection of our Associates

- **John Gray** has worked extensively in all of the Sub Saharan African countries and has engaged with many projects in PFM, Revenue Administration and policy, macroeconomic analysis and in several important program evaluations in the region. He has worked especially with DfID on many projects but also for the EU and World Bank. He has lived in Kenya for many years and is fluent in some East African languages as well as in French.
- **Dr Enrique Casio-Pascal** has been primarily a debt management specialist with especially strong experience in delivering TA both regionally and country by country in West Africa and in several other parts of the world including Central America. He is also a statistician having lectured on this subject and worked in the IMF's Statistics department. He has worked on projects funded by many donors: IADB, World Bank, ADB, IMF, MEFMI, Pole Dette, UNCTAD and UNDP. He is fluent in French, Spanish and English.
- **Alejandro Garcia Caballos** has been engaged at high level in customs administration in Mexico. He has since then worked on many USAID funded customs administration projects in Central America (Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica and Dominican Republic) and on a 2 years customs administration project for Guatemala funded by the IADB. He holds a Masters in Economics.
- **Pierre Bougerol** is experienced as a macroeconomic consultant and in PFM and institutional capacity building. Earlier in his career he worked in the GNP statistics division of the Canadian government. He has worked extensively in various Francophone African countries and in central and eastern Europe.