

CURRICULUM VITAE

1. **Family name:** Warren
2. **First name:** John
3. **Date of Birth:** 15 May 1961
4. **Nationality:** British
5. **Civil Status:** Single

6. Education:

Institution / Dates	Degree(s) or Diploma(s) obtained
University of London January 2008 – October 2010	MSc Financial Economics (Merit)
Chartered Institute of Bankers April 1984 – April 1988	Bankers Diploma
University of Edinburgh October 1979 – June 1983	MA Geography (Hons), Class 2 (i)

7. Language skills: (1 – excellent; 5 – basic)

Language	Reading	Speaking	Writing
English	1	1	1
French	3	3	3
Arabic	5	5	5

8. Membership of professional bodies: Chartered Institute of Bankers

9. Other skills: Microsoft Word, Excel, Access and Powerpoint

10. Present position: Independent Consultant

12. Key qualifications

- Broad-based experience in public financial management (PFM), banking and financial / private sector development
- Good knowledge of national government PFM structures and budget formulation / budget execution systems and procedures
- Experience in the development and implementation of treasury reforms, cash flow planning systems, financial management procedures and PEFA assessments
- Delivery of on-the-job and workshop training in PFM systems / procedures and banking
- Experience of EC, World Bank, IMF, DfID, AFD, GIZ, Commonwealth and MEFMI funded programmes and projects
- Excellent team management, analytical and communication skills
- Ability to work effectively in different cultures and build good working relationships at all levels

13. Specific country experience

Country	Dates
Tanzania	Jan 00 – Jan 03; Nov 04; Apr – Sep 06; Oct - Dec 06; Jul - Aug 07; Apr – May 09; Mar – Aug 12
Kenya	Jun – Jul 04; Feb – Mar 05; Jun 05; Sep 05; May – Jul 09; Sep – Nov 12
Ethiopia	Apr 04, Apr – Jun 07; Sep – Dec 07; Feb – Jun 08; Oct 08 – Feb 09; May 09 – May 11, Apr 13 – Dec 14
Sudan	May 07, Sep - Dec 07, Feb – Jun 08
Malawi	Jan – Feb 07, Jun – Jul 07
Nigeria	May – Aug 05, Jan 07
Rwanda	Aug – Sep 04; Dec 04 – Jan 05; Dec 05
Eritrea	Sep 03 – Jan 04
Egypt	Jul 87 – Jul 88
India	Oct 93 – Mar 96

14. Professional experience

Dates	Location	Company and Reference Name - Contact Detail	Position	Description
Apr 13 – Dec 14	Addis Ababa, Ethiopia	DfID, Private Enterprise Programme for Ethiopia (PEPE) Max Goldensohn, DAI max_goldensohn@dai.com	Banking Expert	Design and implementation of an institutional development plan for the Development Bank of Ethiopia (DBE), focused on strengthening of the bank's capacity related to risk management / internal audit, lending activities, treasury operations, HR management and IT / MIS; liaison with World Bank (responsible for overseeing consultancy), other PEPE pillars and other development partners, notably EIB, JICA and UNDP; support to DBE in development of an SME strategy and business plan
Sep – Nov 12	Nairobi, Kenya	Agence Française de Développement Angela Rae, DFC angela@bcn.thedfcgroup.com	Banking Expert	Diagnostic and restructuring study of the PTA Bank, including: analysis of bank's policies, systems and processes related to business development, credit appraisal, loan approval / disbursement, portfolio monitoring and supervision, pricing policy, asset and liability management, and financial management policies; input into organizational design and capacity development requirements
Mar – Jul 12	Dar es Salaam, Tanzania	World Bank Angela Rae, DFC angelar@bcn.thedfcgroup.com	Banking Expert	Advisor on restructuring of Tanzania Investment Bank into a two-tier development finance institution; advice and capacity building related to long-term finances, formation of commercial banking subsidiary and provision of SME banking services; recommendations on organisational structure, business strategy, client segmentation and business processes to serve the bank's corporate / SME client base
Apr 07 – May 11	Addis Ababa, Ethiopia; Nairobi, Kenya; Khartoum / El Fasher, Sudan	European Commission Jens Moeller, Principal Administrator, Africa Peace Facility (APF), EC jens.moeller@ec.europa.eu Patrick Kankya, Advisor to the Deputy Chairperson, AUC kankyap@africa-union.org	Team Leader and Financial Management Expert	Advisor to the Office of the Deputy Chairperson of the African Union Commission (AUC) in the development of financial management capacity related to peace and security operations; capacity development related to the planning, budgeting, HR management, monitoring and evaluation of the assignments, financial record-keeping and reporting of the AU Mission in Sudan (AMIS) and AU Mission in Somalia (AMISOM); support to AUC / EC coordination and AUC narrative / financial reporting on EC contributions; input into EC-AUC strategy dialogue and EC project identification for ongoing technical support to AUC
May – Jun 10	Addis Ababa, Ethiopia	World Bank Komal Sood, IOS Partners ksood@iospartners.com	Banking Expert	Member of advisory team to National Bank of Ethiopia on adoption of international accounting, auditing and reporting standards, introduction of deposit insurance and development of IT-based banking supervision for Ethiopian commercial banks
Apr – May 09	Moshi, Tanzania	Financial Sector Deepening Trust Ian Robinson, Technical Director, FSDT ian@fsdt.org	Team Leader	Preparation of a market survey and competitor analysis for Uchumi Commercial Bank related to the bank's target MSME market; review of existing MSME loan portfolio and lending processes; analysis of internal resources and technical capacity to identify resource gaps; evaluation of alternative MSME strategy options and preparation of operational business plan in conjunction with bank senior management
Jul – Aug 07	Dar es Salaam, Tanzania	European Commission Rene van Nes rene.van-nes@ec.europa.eu	Financial Management Expert	Team member in Tanzania PEFA assessment with specific involvement in indicators related to budget formulation (annual budget process and fiscal planning), budget execution, monitoring and evaluation, accounting, reporting and control; liaison with key government offices and workshop presentation of key findings; ongoing liaison with EC Delegation, World Bank (lead agency for the assessment) and other development partners
Sep 03 –	Kenya;	International Monetary Fund	Public Expenditure	Review of public financial management systems, including budget preparation /

Jul 07	Tanzania; Rwanda; Malawi; Ethiopia; Eritrea	Duncan Last dlast@imf.org	Management Advisor	execution, monitoring and evaluation, public sector procurement and resource mobilisation procedures; design, development and implementation of treasury management and cash flow planning systems; review and rationalization of government bank accounts and cash management procedures; preparation of cash flow planning guidelines; and training of Ministry of Finance, line ministry and central bank officials
Jan 07	Kano, Nigeria	DfID Karen Rogers, HTSPE karen.rogers@htspe.com	Treasury Advisor	Assessment of financial management procedures against PEFA and State Economic Empowerment and Development Strategy (SEEDS) benchmarks; review of issues in budget execution, treasury management and public sector procurement; facilitation of workshop and action planning for improved financial management and treasury procedures
Oct – Dec 06	Zanzibar, Tanzania	World Bank Walter Silva, SLV Advisors email@waltersilva.com	Privatisation Advisor, People's Bank of Zanzibar	Advisor to Government of Zanzibar, including: liaison with Government officials in relation to privatization strategy and process, recapitalization requirements and prequalification criteria; ongoing liaison with Bank of Tanzania and World Bank in relation to implementation of privatization strategy; preparation of diagnostic study, marketing plan, information memorandum, data room directory, and data room rules and procedures; road show presentations to interested strategic investors
Apr – Sep 06	Arusha, Tanzania	GTZ Busso von Alvensleben, Advisor, East Africa Business Council (EABC) busso.alvensleben@kfw.de	Consultant, Competitiveness Study, East Africa region	Competitiveness review of East Africa region; development of lobbying strategy for East Africa Business Council (EABC); development of EAC regional public-private partnership model; preparation of terms of reference for regional public-private partnerships for development of human capital and infrastructure; presentation to EABC members in Nairobi, Kampala and Dar es Salaam
May – Aug 05	Kano & Jigawa States, Nigeria	DfID Karen Rogers, HTSPE karen.rogers@htspe.com	Budget Advisor	Review of budget process and computerized budget system; assessment of training requirements in Ministry of Budget and Planning and line ministries; development of unified budgeting system in conjunction with state authorities; development of roadmap for further budget and fiscal management support, in conjunction with DfID-funded State and Local Government Programme (SLGP)
Nov 04	Arusha, Tanzania	Macroeconomic & Financial Management Institute of Eastern & Southern Africa (MEFMI) Franklin Mutahakana franklin.mutahakana@mefmi.org	Banking Supervision Advisor	Preparation and delivery of training in commercial bank lending and credit management at a workshop on risk-based supervision for central bank representatives from MEFMI member countries; including balance sheet analysis, credit appraisal, portfolio monitoring, SME lending, management of non-performing loans, provisioning and risk management
Jul 04	Nairobi, Kenya	International Monetary Fund Bob Fish rfish@imf.org	Banking Supervision Advisor	Preparation and delivery of training in overdraft lending and credit appraisal at a workshop on problem assets for central bank representatives from Kenya, Tanzania, Uganda, Ethiopia, Eritrea and Rwanda
Jan 00 – Jan 03	Dar es Salaam, Tanzania	Commonwealth Secretariat Vibhav Singh v.singh@commonwealth.int	Head of Investment Banking, Tanzania Investment Bank	Advisory and management services to assist the bank in diversification of its product range and development of its client base; promotion of banking best practice, relationship banking principles and increased market orientation; design of an SME banking strategy, including development of related client segmentation, lending and credit processes and delivery of SME banking training; participation in the bank's general management and organisational development
Feb 98 – Nov 99	London, UK	Credit Lyonnais	Senior Manager, Electronic Banking	Managed London-based business development team, marketing domestic and European cash management services to UK-based companies

Apr 96 – Nov 97	London, UK	Standard Chartered Bank	Senior Business Development Manager	Marketing and sales of global cash management services to UK-based multinational companies; co-ordination of effective network services delivery with global branch network
Oct 93 – Mar 96	Mumbai, India	Standard Chartered Bank	Senior Relationship Manager	Managed a loan portfolio of multinational and domestic companies with total commitments of GBP 57 m; key member of a credit process review project conducted in collaboration with the Bank's head office and external consultants; training responsibility for corporate banking induction programme
Jun 90 – Oct 93	Hong Kong	Standard Chartered Bank	Senior Relationship Manager	Managed a loan portfolio with total commitments of over GBP 200 m; major relationship improvement with multinational companies through initiation of a dedicated business unit and increased focus on China / regional investment flows
Oct 88 – Jun 90	Stockholm, Sweden	Barclays Bank	Assistant Representative	Marketing of the Barclays global network, investment banking and treasury services to multinational companies in the Nordic region
Jul 87 – Jul 88	Cairo, Egypt	Banque du Caire Barclays International S.A.E.	Personal Assistant to Joint Managing Director	Preparation of the Bank's corporate plan and budget; corporate business development, including client calling, negotiation of facilities, credit analysis and preparation of credit proposals; initiated and led a number of major review projects relating to operating procedures and ICT systems
Oct 85 – Jun 87	Manchester, UK	Barclays Bank	Advances Officer	Corporate credit evaluation; liaison with branch management, regional board of directors and Head Office; problem loans workout / recovery
Sep 83 – Sep 85	London, UK	Barclays Bank	Graduate Training	Branch operations, account services, foreign exchange, trade services, small business and personal lending