

Curriculum vitae of:

Lloyd POWELL

Contact details

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Primary expertise

- Strategic consulting with a bias towards implementation.
- Particular skills in helping organisations focus on, and carry out the key issues and activities involved when contemplating or undertaking significant organisation change.
- Often operates in environments of significant challenge or potential crisis.
- Proven track record as a manager and as a consultant in successfully assisting organisations to achieve their objectives.
- Considerable experience in governance issues as they relate to the prudent fiduciary duties of boards and elected persons.
- Implementation of public sector and economic reform programs.
- Public Financial Management & “Regulatory Reform”

Personal details and breadth of experience

Qualifications	Bachelor of Commerce and Administration, Victoria University, 1976
Nationality	New Zealand
Date of birth	8 December 1947
Languages	English (mother tongue)

Clients	Asian Development Bank, AusAID, NZAID, EU, World Bank, Cook Islands Government, Solomon Islands Government, Government of Tonga, private clients
Countries of professional experience	Australia, Cook Islands, Jamaica, Kiribati, Niue, New Zealand, Pakistan, Philippines, Solomon Islands, Tajikistan, Tokelau, Tonga, Vanuatu
Memberships	Associate of the Insurance Institute of New Zealand

Employment record

2000 to present	Solomon Leonard Executive Director
1999	Solomon Leonard Ltd Associate
1995 to 1999	Freelance consultant
1995	Information Systems Manager, Income Support Division, Department of Social Welfare, New Zealand
1994 to 1995	General Manager, Parapine Timber New Zealand Ltd, New Zealand
1989 to 1994	Deloitte Touche Tohmatsu, Wellington, New Zealand
1988 to 1989	Consultant, Barclays Bank (NZ) Limited
1987 to 1988	Managing Director, MB Stockbrokers, New Zealand
1985 to 1987	National Savings Manager, Public Service Investment Society, New Zealand
1968 to 1985	Business Systems Consultant, Market Development Manager, Accountant

Recent assignments

Niue: Team Leader, Review of Halevaka Aide Agreement

Following the devastation caused by Cyclone Heta in 2004 the governments of New Zealand (GONZ) and Niue (GON) entered into the Halavaka Arrangement for the purpose of to support reconstruction and provide development assistance in general. Lloyd was the team leader for the review of this arrangement. The relationship between GONZ and GON had become strained during and after the Halavaka Arrangement period so sensitivity was required to enable full and frank communications with both parties. The review reported that

while the intent of the individual parts of the HA had been reasonably achieved it had been somewhat aspirational in nature and avoided historic frustrations over interpretations of the constitutional arrangements between the two countries. Loosely defined aspirational statements within the context of a fundamentally different view of constitutional accountabilities could only ever lead to frustrations.

(NZAid, 2 months, August 2010)

Tonga: Customs Advisor, Head of Customs then Customs IT manager

Customs advisor with a focus on creating a level playing field for businesses in support of a private sector lead economy.

Agree a strategy to build community confidence in customs equity and professionalism and implement that strategy. Reviewed estimates of customs revenue and estimated leakages. Reviewed customs processes and compliance. Opened up communications with Tongan community on customs issues and bought out non-compliance cases and proceeded with immediate prosecutions to signal government intent to resolve customs leakages.

Appointed head of Customs for a year.

Implemented recommended restructuring of operations.

Appointed Customs IT manager.

Focused on building and implementing IT system for small PIC's based on existing IT architecture pioneered for the GST IT system introduced back in 1996 for the Cook Islands.

(Ministry of Finance, 3 months, 2007; 12 months 2007/08; 9 months 2009.)

Tonga: Financial Management Advisor

Financial management development for the Ministry of Education to strengthen the capability in managing the initial NZAID and WB Sector Wide Approach (SWAp) financing of their 15 year education strategy. This has evolved into helping the Ministry of Finance support rolling 3 year medium term budgets and improve the timeliness of financial management reporting inclusive of all aide flows.

Financial management expert for NZAID/ World Bank to advise on external assistance funding mechanisms, including monitoring and evaluation, for the Government of Tonga Education Sector Plan (TESP). Evaluated the capacity of Ministry of Finance, Ministry of Education and school financial systems and expressed an opinion on their capacity to effectively manage a sector wide, tagged, budget support programme. Recommended financial management and audit standards to meet donor requirements.

(Government of Tonga, 12 months, 2005 - 2006)

Philippines: Financial Management Advisor

Evaluation assignment for World Bank on the ability of the development community to place reliance on the Government of Philippines accounting systems for financial management of development assistance. This required an in depth review of the whole of the GoP public sector financial management systems.

(World Bank, 2 months, 2006)

Pakistan: Governance

Review ADB governance facilities in Pakistan for the period 1985 to 2004. This examined the interventions financed against good governance principles and operational implementation effectiveness. ADB spend not considered effective because of failure to fully take implementation context into account in design.

(ADB, 2 months, 2005)

Pakistan: Public sector financial management, public sector reform

Operations evaluation assignment for ADB Pakistan private sector facilities and public finance sector facilities for the period 1985 to 2004. This examined the interventions financed and private and public sector financial management practise and implementation effectiveness. Material design and implementation weaknesses have left Pakistan with material debt and incomplete financial reforms.

(ADB, 2 months, 2005)

Kiribati: Public sector financial management, public sector reform

Financial management expert for NZAID/AusAID to consider Government of Kiribati financial management ability to meet fiduciary assurance standards needed to enable NZAID and AusAID to place reliance on GoK for budget support for education. Evaluated Capacity of Ministry of Finance and Economic Development and Ministry of Education, Youth and Sport financial accounting systems from technical and staff capacity perspectives.

(NZAID/AusAID, 2 months, 2005)

New Zealand: Sustainable forestry management.

Financial and economic adviser.

Adviser to value chain participants on the commercialisation of native forestry species within the context of the New Zealand sustainable forestry management framework. This covered all participants from forest ownership to retail branding. Extensive modelling of business cases for activities within the value chain and understanding of the risk/return parameters for those activities. Ethanol production from biomass land use to meet target set by New Zealand Government

(Private sector, 2004 – 2005)

Canberra: Public sector financial management, public sector reform

Financial management expert for Solomon Islands Budget Stabilisation associated with the RAMSI. The Solomon Islands Government requested regional military intervention after it was unable to restore law and order or economic and financial stability following the 2000 coup which itself was triggered by unrest over a number of years. The project involved advising on how the existing Solomon Island Government finance systems could be used to manage the proposed external assistance.

(Solomon Islands Government, 1 month, 2003)

Tonga: State enterprise reform

Financial Advisor for state enterprise monitoring and reform. Policy advise on investment strategy for Cabinet on corporatisation and privatisation of a number of public enterprises. Financial analysis and monitoring of public enterprises and preparation of Cabinet papers for the Minister of Finance.

(NZAID, 6 months, 1999 - 2002)

Solomon Islands: Public sector financial management & reform

Permanent Secretary for Finance responsible for helping SIG work through crisis management in the aftermath of the ethnic tension that destroyed the economy in 2000. Established unified budget process that included line ministries and provincial governments in resource utilisation choices within overall macro economic framework as agreed with IMF.

Reviewed sector allocations and service delivery efficiencies to ensure that public expenditure levels on outputs were giving value for money. Set output specifications through regional workshops. Assisted line ministries in their budget bid presentations so that they were aligned with government policy rather than historic presidents. This included a complete review of development framework, aide flows as well as internal grants and loans. Produced credible 2003 budget that included a comprehensive debt compromise and which was signed off by IMF.

Had a debt policy strategy signed off by two governments and then a comprehensive debt compromise strategy signed off by cabinet as part of the budget process. Oversaw the collection of total debt information by classes and started negotiations with creditors. Established debt-servicing mechanism for Solomon Island Government revenue steam that matched the debt strategy.

Customs and Inland Revenue were direct reports to this role.

(AusAID, 2 years, 2002 - 2003)

Solomon Islands: Public sector financial management, public sector reform

Team leader for the Institutional Strengthening for Public Sector Financial Management—Inception Phase project.

The project objectives were to achieve:

- Improved priority setting, allocative and technical efficiency that drive substantially improved use of public sector and external resources to sustain improved development outcomes.
- Enhanced real capacities, confidence and management and technical skills of Solomon Island Government staff, in particular those in the Ministry of Finance including Customs & Inland Revenue so that over the medium term full ownership could be effected and improved processes and systems internalised.

As well as managing the project and leading the team, Lloyd was responsible for providing technical advice in respect of policy formulation, budget machinery, debt management and fiscal responsibility in cabinet papers.

Was first consultant back after the general evacuation in 2000 to write a comprehensive

budget based on the then materially reduced government revenue effort. Worked closely with reduced line ministries to get the governments financial operations up and going again.

(AusAID, 30 months, 2000 to 2002)

Jamaica: Public sector reform

Public sector reform consultant in one of the five clusters that make up the Public Sector Modernisation Programme for the Government of Jamaica. Advising on public sector reform in the Planning Institute of Jamaica. Advised on budget processes and medium term development planning frameworks. Advised on cabinet accountability frameworks that could be enabled by the specification of fully costed outputs and private sector contestability.

This is the equipment of what most companies call “planning”.

(EU, 1 year, 1998 - 1999)

Tajikistan: Reform of economy in transition, post conflict rehabilitation

Member of an ADB team negotiating and preparing the application for a post conflict rehabilitation programme loan of USD20m. The ADB Board approved the loan in December 1998. First IFI enhancement after civil war.

(ADB, 1 year, 1998)

Vanuatu: Restructuring superannuation fund

Superannuation specialist, Advised the Vanuatu Government and ADB on alternatives for the VNPF following the state of emergency declared on 12 January 1998. Extensive modelling of the VNPF and the associated impact on the government’s finances under various scenarios.

(ADB, 1 year, 1998)

Cook Islands: Economic adviser to the Prime Minister

Drove the international debt restructuring process for the country so that the country’s debt overhang was reduced to within the reasonably expected capacity to pay having regard for the need to grow the economy. Developed a set of debt compromise models and employed PricewaterhouseCoopers to undertake quality assurance on models.

Involved in bilateral and multilateral negotiations after setting up the framework within which the debt compromise process would operate. Debt amounting to about two thirds of the countries GDP was forgiven at the ADB facilitated negotiations held in Manila in September 1998. Provision of advice on the establishment (including input on the enabling legislation) of the Cook Islands Investment Corporation, an entity created to more efficiently and effectively manage government’s commercial assets.

General advice on the Cook Islands economy including private sector provision of goods and services to drive efficiency of service delivery.

(Cook Islands Government, 1 year, 1998)

Cook Islands: Economic and public sector reform program

Financial Secretary: Recruited as Financial Secretary with the full support of an

ADB/NZODA team of 6 consultants. The objective was to strengthen the financial and economic management of the Cook Islands Government in light of a fiscal and economic crisis.

Results produced included:

- Introduction of legislation on financial and economic management, public service employment (good employer principles, with head of ministries having right to hire and fire) and transparency/ accountability provisions (private sector audit and review of state sector)
- Introduction of GAAP accounting systems and established balance sheet, profit & loss and cash flow statements for line ministries and for the consolidated government account.
- Worked with statistics adviser to develop a macro economic framework model firstly, to get a true picture of where the country was economically and secondly to inform the budget process. This framework was consistent with the IMF GFS framework.
- Associated with this was a medium term development strategy segregated by sector and geographic area.
- Preparation of budget policy statement and rolling three year forecasts and oversaw ministries budget bids, outputs and alignment with policy statement.
- Introduction of output budgeting including output specification and performance measures.
- Started an asset sale program to get government out of commercial areas that were better managed in the private sector. Funds released enabled liabilities to be reduced
- Initiated and drove a debt compromise program with the country's major creditors. ADB agreed to act as honest broker to facilitate the process
- Obtained country credit rating by Standard & Poors to give an external objective measure of current position and blueprint of way forward to international financial credibility

After two years local staff could produce a set of Crown accounts by the third working day of the following month. Line ministries were operating as subsidiary business units being bulk funded without Crown interference in their business.

Introduction of accrual accounting, output budgeting, public sector downsizing, legislation framework, asset sales, debt restructuring

DIRECT Line accountability for introduction of GST within a GO CI revenue neutral policy stance.

REVIEWED all Cabinet papers. Chaired DSCO committee that reviewed every cabinet paper for intent, legal authority, fiscal responsibility, policy alignment and good governance principles compliance. .

CONTROLLER of Customs AND Commissioner of Inland Revenue

DIRECT in line accountability for Compliance review of all GOCI revenue & FM Legislation.

(Cook Islands Government/NZAID, 2 years, 1996 to 1997)

Other experience

Major Bank

Lloyd was employed to assist solve problems encountered in its investment management division. This involved restructuring and re-staffing.

Department of Social Welfare.

Employed to help the organisation achieve greater client service at reduced operational expense. Key task was to introduce front line technology to enable 600 fulltime equivalents to be released.

Justice Department

Commercialisation of the Justice Registry Division. The Justice Department was broken up into a number of smaller focussed units and the Registry Division was split three ways.

Dairy Company

Worked on a strategic review that examined the organisation within the framework of a value chain. World best standards for each activity were identified to enable operational efficiency. Merger and acquisition opportunities were identified and evaluated.

Major Life Office

Project management realignment to Australian state model together with restructuring.

Telecom New Zealand Ltd.

Facilitated centralisation of five geographically disbursed operating company's finance divisions into one operation.

Government department

Appointed as project director to facilitate the completion of a computerisation project that was running behind schedule and had experienced significant personnel changes. The critical element was getting the existing staff to take on a united and mutually supportive view of accepted performance standards.

Major life Office.

Review of commercial property portfolio and management systems. Organisational and governance changes were made to improve operational efficiency and better manage organisational and portfolio risks by realignment of responsibilities and authorities.

Air New Zealand

In late 1990 Air New Zealand was restructured into six companies. Deloitte Touche Tohmatsu advised on the establishment of engineering, cargo, catering and computing services. Lloyd was the principal consultant advising catering on its establishment with a strong focus on structural and staffing matters. Catering was the first of the six companies to restructure.

MB Stockbrokers Ltd

Lloyd joined on the eve of the 1987 share market crash to implement a strategic plan and to develop a corporate management structure from an existing partnership environment. His role quickly changed to that of helping the organisation manage through to its inevitable

liquidation. His work was successful and significant elements of the company were sold as profitable entities.

Colonial Mutual Life

Lloyd held middle and senior management roles including appointment as accountant for New Zealand in 1980. He successfully introduced divisional cost centres and budgets based on industry comparisons. He also refined the annual balance program and introduced management accounting. Lloyd spent two years as market development manager during which time he repackaged and launched the company's first New Zealand unit linked product.