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**Strategy - Design - Implementation - Evaluation**

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**Introduction to Consulting Base**

February 2025

# Policy, evaluation and strategic advice based on practical experience

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- Led by Subhrendu Chatterji, with more than 30 years' development consulting experience ranging from policy, donor strategy, implementation to evaluation.
- Subhrendu ex-CEO of African bank and securities house.
- Principals supported by associates who have worked extensively with Consulting Base.
- In-depth experience of evaluations, results-based management, financial and private sector development, and PFM.
- Worked for range of donors and IFIs
  - Including the IMF, EU, World Bank, IMF, IFC, EBRD, AsDB, AfDB, SECO, OECD.
- Work also includes advice on policy: Fintech, anti-corruption, climate.

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

# Consulting Base and its Principals have worked with a wide range of donors and IFIs



# Consulting Base is intimately familiar with donor policies and operations

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- IMF: Considerable insights into the IMF's approach and operations, having completed evaluations of seven of its multi-donor programmes and advised on results-based management.
- World Bank: Evaluated a number of their programmes and managed FIRST Initiative.
- SECO: Advising SECO's Macroeconomic Support Unit on its financial sector activities as Program Strategic Partner (previously also covered PFM/PEFA).
- EBRD and IFC: Evaluated global leasing program for EBRD and corporate governance program for IFC.
- African Development Bank: Advised on HIPC funding strategies.
- Asian Development Bank: Trained staff on financial sector interventions.
- OECD DAC: Drafted Financial Sector Donor Best Practice Guidance.
- DFID: Drafted and DFID's Manual for Financial Sector interventions.
- EU: Partner for EU PFM and budget support framework contract.

# Extensive and in-depth experience of evaluating IMF Fiscal and FSD programmes

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- Evaluated IMF's Regional Technical Assistance Centers:
  - East AFRITAC (Phase III and currently Phase V)
  - West AFRITAC
  - AFRITAC Central
  - AFRITAC South
  - CAPTAC-DR
  - RTAC (now RCDCs) evaluations have covered:
    - ∅ Public Financial Management/Fiscal policy
    - ∅ Tax Administration
    - ∅ Customs Administration
    - ∅ Macroeconomic Statistics
    - ∅ Banking Supervision
    - ∅ Macroeconomic Policy and Management
    - ∅ Debt Management
- Evaluated IMF Tax Policy and Administration TTF
- Evaluated IMF AML/CFT TTF
- Evaluated Managing Natural Resource Wealth Thematic Fund (MNRW)
- Evaluated Financial Sector Stability Fund (FSSF)
- Evaluated South-Eastern Europe Public Financial Management and Revenue Administration Reform program (SEE II) and currently evaluating Phase III
- Advised MCM on implementation of results-based management system.

# Evaluation of programmes and projects for a wide range of other donors

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- World Bank implemented global Capital Markets Strengthening Facility.
- World Bank implemented Financial Sector Modernization and Strengthening Programs in Azerbaijan (twice), Albania, Kyrgyz Republic, Tajikistan.
- SECO's institutional strengthening TA program with the Banks, Insurances and Pension Funds Regulatory Authority (SBS) in Peru.
- SECO-funded Bilateral Assistance for Capacity Building for Central Banks Program.
- SECO's financial sector interventions in developing and transition countries over a 10-year period.
- ECOFEL program (part of Egmont Group of FIUs).
- Leasing sector for the EBRD covering 18 countries over a 10-year period and aggregate commitments in excess of €850m.
- Corporate Governance in the MENA region for IFC.
- DFID's £3m Finance and Development Research Programme.
- Evaluation specialist for IFC's corporate governance advisory programs in Egypt and Pakistan.

# Substantial programme management and design experience

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- Supporting SECO as Program Strategic Partner covering Financial Sector Stability (previously also PFM), providing wide ranging policy, strategy and program cycle management backstopping advice including design and M&E.
- Led team for the £8m UK FCO Financial Sector and Intellectual Property (FSIP) programme covering six South-East Asian countries.
- Designed and led US\$39m first Phase of FIRST Initiative covering 60 countries, designed and managed implementation of over 200 TA projects.
- Designed various TA projects and programmes for DFID.

# Subhrendu Chatterji



Subhrendu is the CEO of Consulting Base. He established and was the Managing Director of the US\$39m first phase of the Financial Sector Reform and Strengthening (FIRST) Initiative. Subhrendu has led various IMF evaluations, including AFRITACs East (two phases), Central and South, FSSF, SEE II (currently phase III) and AML/CFT TTF. He has also evaluated RBM components of evaluations of CAPTAC-DR, AFRITAC West and TPA TTF. He advised IMF MCM on RBM and standardised logframes. 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 worked as a Managing Director with Global Emerging Markets, an emerging markets-focused private equity firm investing in financial institutions, 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, turnaround, and sale to a strategic investor. Since 2011 he has led or participated in a number of projects on program and project evaluations, export strategy, value chain analysis and restructurings and policy advice.

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 City University Business School in London.