

NAME:	PRINGLE, Murray
SPECIALISATIONS:	Accountancy, Finance, Credit and Management
YEAR OF BIRTH:	1941
NATIONALITY:	British
QUALIFICATIONS:	<p>Certified Management Consultant (equivalent to MSc), Institute of Business Consulting UK, 2002</p> <p>CompTIA A+ Certified Computer Service Technician, Computer Trade Industry Association, US, 2000</p> <p>Conversational Arabic 1, 2 & 3 (108 hours), The American University in Cairo, Egypt, 1994</p> <p>Final Diploma (equivalent to MSc Accounting), Chartered Institute of Management Accountants, UK, 1990</p> <p>Post-Grad Diploma in Accounting & Finance (CdiPAF), Association of Chartered Certified Accountants, UK, 1978</p> <p>BA, majoring in economics, Open University, UK, 1976</p> <p>Final Diploma (equivalent to MSc Business Admin), Institute of Chartered Secretaries & Administrators, UK, 1972</p>
ASSOCIATIONS:	<p>Fellow of the Chartered Institute of Management Accountants (FCMA)</p> <p>Fellow of the Institute of Chartered Secretaries and Administrators (FCIS)</p> <p>Fellow of the Chartered Management Institute (FCMI).</p> <p>Fellow of Institute of Business Consulting (FIBC).</p>

PROFESSIONAL PROFILE

He has a BA majoring in economics and a postgraduate diploma in accounting and finance. He is a Chartered Management Accountant, a Chartered Secretary, a Certified Management Consultant and a Fellow of the Chartered Management Institute. He is experienced in accounting (to International Financial Reporting Standards), finance, credit schemes, PCM/Logframe strategic planning, budgeting, financial monitoring, procurement (EC and IBRD rules), management and training.

He has held key positions in complex technical assistance projects, public sector development organisations and private industry:

Since 1991 he played a key role in designing, developing and implementing EC's main lending programme in the rural/agricultural sector of Egypt. Initially he was Financial Adviser/Deputy Team Leader for 10 years, of the "very successful" Food Sector Development Programme (FSDP) with a credit line of Euro 43 Mio which was part of the Agricultural Sector Development Programme (ASDP). The ASDP also comprised the Multi Sector Support Programme (MSSP), started in 1996 with a credit line of Euro 55 Mio. As Head of the Secretariat of the FSDP Credit Scheme and Secretary to the Board of Trustees, gave "professionally outstanding services" according to the Chairman. Since 2004 has been Banking/Credit/Finance Expert of Financial Sector & Cooperation Rural (FISC-R) initiative between the European Union and Egypt which built on the success of the ASDP to facilitate rural credit for post-harvest processing, input supply and marketing with an additional credit line of Euro 16 Mio.

Associate Consultant with Belmont Management Consultants Ltd since 2003 initially working on the Government Business Link scheme assisting business start-ups with the preparation of business plans. More recently has worked as consultant and/or team leader with high-profile organisations in the ecological-tourism area, specialising in strategic and financial planning.

Commission Secretary/Member of the Joint Permanent Technical Commission (JPTC), which co-ordinated the two statutory bodies involved in the Lesotho Highlands Water Project, a \$2.5 billion multi-donor project (World Bank, EC, ADB etc), which was the largest water transfer project in the world at the time. The position carried diplomatic status in South Africa and Lesotho.

Operations Executive for the British development agency CDC, with responsibility for managing a portfolio of CDC projects, new business and for representing CDC's interests on boards.

EXPERIENCE

- 2003 to date: **UK:** Financial & Management Consultant, BMC Ltd. Assisted SMEs under the Government Business Link Scheme providing financial, management and business strategy consulting for business start-ups. Performed assignments for high-profile organisations in Europe and overseas specialising in strategic management and finance.
- 2009: **Romania:** Co-author of concept paper to develop rural micro credit facility based on experience gained in Egypt.
- 2004-09: **Egypt:** Banking/Credit Finance Expert with Vakakis International for the FISC-R Sector & Cooperation Rural initiative between the European Union and Egypt which built on the success of the ASDP to facilitate rural credit for SMEs to finance harvest processing, input supply and marketing with a credit line of € 16 Mio.
- Preparing annual work plans and cost estimates according to Project Cycle Management/Logical Framework method, following planning workshops
 - Designing and implementing the credit scheme with banks and institutions to ensure effective distribution channels for credit to the target group
 - Organising seminars, events and training measures to promote the credit line
 - Supervision/coordination of international and local short-term training experts
 - Ensuring that EC procurement, financial regulations and other rules are followed
 - Implementing accounting and financial control systems and monitoring finances
 - Reporting to EC as required on the credit line, procurement and on finances
- 2006-07: **Romania:** International financial consultant and team leader on team preparing a feasibility study followed by a business plan for a horticulture and tourism development.
- 2004: **Egypt:** International financial consultant with CODES Consortium working with the local partner of Grant Thornton to give practical advice to two groups of companies under the Industrial Modernisation Programme, on upgrading of accounting, costing, strategic planning and financial control and reporting systems.
- 2002: **Egypt:** Senior Freelance Financial Expert/Adviser with AHT International GmbH (for Food Sector Development Programme). Duties included: co-ordinating Programme-end audit (LE 285 Mio expenditure); sample audit of credit system loan differences; preparing fixed assets hand-over documents for EC to Ministry of Agriculture; analysis of expenditure for EC; and, advice to EC on EC/Projects accounting system
- 1991-01: **Egypt:** Financial Adviser & Deputy Team Leader, FSDP with AHT International GmbH. The €285 Mio EC Food Sector Development Programme comprised five component projects including a credit line. Mr. Pringle had a key role in the Programme Management Unit (PMU). Duties included:
- Preparing annual work plans and cost estimates according to Project Cycle Management/Logical Framework method, following planning workshops
 - Establishing computerised accounting systems for each project

- Establishing the credit line, data base information and monitoring systems
 - Credit Board Secretary, preparing Board papers, loan applications and minutes
 - Establishing internal and external auditing systems
 - Assisting in privatisation of veterinary services
 - Establishing financial and administrative procedures and manuals
 - Responsible for procurement of equipment (EC and GoE rules)
 - Preparing regular financial reports and ad hoc diagnostic studies
 - Establishing financial training programmes (overseas and on-the-job)
- 1990-91: **UK:** Chief Accountant, British Shops & Stores Association. Responsible for co-ordinating the financial activities of the Association of 2,000 retail members.
- Managed all accounting, financial and treasury operations
 - Established improved accountancy systems using micro computer networks
 - Managed extensive (£200 million pa) consolidating and payment operation
 - Responsible for purchasing and inventory administration
- 1989-90: **UK:** Consultant, JPA Management. Short term assignments in the UK as follows:
- Conducted training in the use of micro computers
 - Prepared funding proposals to banks for clients
 - Prepared accounts of small businesses
 - Advised on technical assistance proposals for EC funded projects
- 1987-89: **Lesotho:** Commission Secretary (diplomatic status in Lesotho and South Africa), Joint Permanent Technical Commission of the Lesotho Highlands Water Project. JPTC was created by treaty between South Africa and Lesotho to set the policy for and co-ordinate the operations of the multi-donor \$2,500 million Lesotho Highlands Water Project, comprising two dams, hydroelectric power plant, roads, bridges and tunnels.
- Managed intra-government secretariat (for both Lesotho & South Africa)
 - Board member, preparing Board Papers and Minutes of intra-government meetings
 - Co-ordinated and monitored (on computer database) all on-going project works in two statutory bodies for Delegations of Lesotho and South Africa
 - Monitored overall project finances, accounting and project inputs (procurement EC and IBRD rules, control, analysis of offers, contract administration)
 - Provided various supporting services to Lesotho and South African Delegations
- 1985-87: **Botswana:** Joint MD, Rickards Pringle/Ernst & Young. Provided accounting, finance and taxation services. Conducted training in accountancy and management. Acted as company secretary and accountant of some 40 companies. Prepared feasibility studies for prospective investors. Company sold to Ernst & Whinney (now Ernst & Young)
- 1982-85: **Botswana:** Mine Secretary, De Beers Botswana Mining Co. Reorganised administrative, legal and commercial operations. Managed 210 staff members and responsible for legal, administration, catering, clubs, TV station and environmental services.
- 1981-82: **UK/South Africa:** Senior Consultant, Fintech Services/Deloitte Haskins & Sells Management Consultancy Services (seconded). Provided consultancy services to various projects in South Africa, Lesotho and Swaziland .
- 1973-81: **Swaziland, UK, Fiji, Kenya:** Operations Executive, Commonwealth Development Corporation (CDC). CDC, a UK government body, assists developing countries with finance and technical assistance.
- Project Secretary of Swaziland Irrigation Scheme (1973 - 1975)
 - Worked as operations officer for public utilities portfolio in UK HO (1975 - 1978)
 - New business officer for East Africa and South Pacific (1978 - 1981)

- Acted as financial adviser and/or director of subsidiary/associated companies

1961-73: **Kenya, UK:** Assistant, Manager, GM, Accountant and Group Internal Auditor, Brooke Bond Liebig/Unilever.

- Tea factory/estate assistant and manager (1961 - 1971), Kenya
- General Manager, Chinga Tea Co (seconded 1971 - 1972), Kenya
- Accountant Brooke Bond Liebig (1972 - 1973), Kenya
- Group Internal Auditor conducting financial and management audits (1973), UK

OTHER INFORMATION

Directorships held include:

- *Social and representative organisations:* Founding Chairman of Association of Cairo Expatriates, Deputy Chairman British Community Association in Egypt, Treasurer of many social and/or sports clubs and of a school
- *Commercial and development organisations:* Board of Trustees FSDP Credit System (Secretary), Joint Permanent Technical Commission of the LHWP, Kisumu Cotton Mills Ltd., Bamburi Portland Cement Co., Development Finance Co. of Uganda, Uganda Tea Growers Assn., Fiji Pine Commission, Fiji Development Co., Home Finance Co., Swaziland College of Technology

Reports/manuals authored or co-authored include:

- 2008: EC Handover Plan & Strategy for Egyptian Government Rural Credit Lines
- 2007 - 2008: Feasibility Study and Business Plan in Romania for ethical investment trust
- 2004: Procedures Manual for FISC-R
- 2001: Common Strategy for Institutionalisation of Agricultural Sector Development Programme Credit Systems proposed to EC to merge the FSDP and MSSP credit funds
- 1992/2001: Audit Tender Adjudication Report FSDP assessing the proposals of various international audit firms
- 1995 - 2000: various proposals and financing agreements (financial/technical input)
- 1999: Revised Accounting Procedures Manual for FSDP: following a reorganisation of the Accounting Department and a changed accounting package to allay Y2K concerns
- 1997/1992: Accounting Procedures Manuals covering the component projects of FSDP taking into account the capabilities and accounting systems of the components
- 1995: FSDP Second Phase Feasibility Study (financial and technical input)
- 1987-1989: Administrative, Accounting/Finance and Personnel Procedure manuals for JPTC
- 1986: Feasibility Study on behalf of Botswana Development Corp. for establishment of foundry
- 1984: Report on Legal Status of Jwaneng Diamond Mine (Botswana)
- 1982: Financial Procedures Manual for Tibio Taka Ngwane (King's Fund Swaziland), following an audit of existing procedures
- 1980: Report on Industrialisation of Fiji Pine Commission (Cabinet Paper), financial input
- 1975: Training Manual for Swaziland Irrigation Scheme (SIS) which outlined procedures in defining training needs and fulfilling them
- 1975: Personnel Procedures Manual for SIS, dealing with personnel matters such as leave, sickness, remuneration, overtime etc
- 1975: Administrative Procedures Manual for SIS, defining the routines for running the township, offices etc
- 1974: Job Evaluation Manual for SIS. Joint exercise with consultants Urwick Orr in establishing job grades, outlining the parameters for change and recommended procedures

Sample of ad hoc assignments undertaken:

- 2008: Preparing EC Handover Plan & Strategy for Egyptian Government Rural Credit Lines
- 2007 - 2008: Team Leader on two assignments in Romania
- 2004: Designed credit system for FISC-R

- 2005: Drafted FISC-R Agent Bank and Participating Bank contracts
- 1991 - to date: Used project cycle management/logical framework in strategic planning
- 1991 - to date: Prepared annual budgets within PCM/logframe parameters
- 1991 - to date: co-ordinated external audits for different donor funds
- 1995 - 2000: Various EC/GoE Financing Agreements (financial and technical input)
- 1995: Prepared tender dossier for Government Veterinary Organisation for purchase of nationwide computer system to link HO with Governorate offices
- 1993 - to date: Designed and implemented computerised loan monitoring MISs
- 1992: Co-designed €75 million credit system for FSDP including agent and participating bank contracts, policies and procedures
- 1989: Helped negotiate \$2.5 billion LHWP funding with Standard Chartered Merchant Bank
- 1988: Designed and implemented computerised MIS for monitoring JPTC contracts and variation orders
- 1987 - 1989: Financial advice as necessary to statutory bodies supervised by JPTC
- 1987: Designed JPTC employee benefits package (insurances, medicare and pension)
- 1983: Redesigned staff development (appraisal) process and form for De Beers Botswana Jwaneng Mine
- 1981: Participated as Director/Financial Analyst in mission to review projects of Development Finance Co. of Uganda
- 1981: Led marketing missions to Swaziland for Deloitte Haskins & Sells Consultants
- 1979: Negotiated US \$15m mills rehabilitation loan for CDC to Fiji Sugar Corporation
- 1978: CDC negotiator in EC led co-financing conference for funding Electricity Supply Commission of Malawi
- 1976: Advised Grenada Electricity Services on strategy Government takeover of the utility
- 1974: Drafted SIS Joint Consultative Committee Agreement (and procedures) between management and the worker's representatives

LANGUAGES

(marked 1 to 5 for competence: 5 = excellent, 1 = poor)

Language	Reading	Speaking	Writing
English	5	5	5
Arabic	1	3	1
Swahili	4	5	4
French	3	2	2