



SOUTHERN CROSS  
ADVISERS LTD

<b>Name</b>	Dr Lynne Aileen MCKENZIE
<b>Date of Birth</b>	27 May 1959
<b>Nationality</b>	New Zealand
<b>Education</b>	<p><b>Economics</b></p> <ul style="list-style-type: none"> <li>Post Graduate Diploma in Economic Principles, completed in 2007, University of London.</li> </ul> <p><b>Law</b></p> <ul style="list-style-type: none"> <li>Bachelor of Laws, completed in 1981 at Otago University, New Zealand, included criminal, civil, public, constitutional, commercial and international law.</li> <li>Admission qualifications for barrister and solicitor, completed in 1981 at Otago University, New Zealand.</li> </ul> <p><b>Business</b></p> <ul style="list-style-type: none"> <li>Graduate Diploma in Business Studies, completed in 1986 at Massey University, New Zealand- included management, accounting, personnel management, international business and organisational development.</li> </ul> <p><b>Research and analysis</b></p> <ul style="list-style-type: none"> <li>Doctor of Philosophy, PhD, La Trobe University, Melbourne, Australia 2005.</li> <li>Graduate Diploma in Social Sciences, (Psychology) with distinction, completed in 1987 at Massey University, New Zealand, included statistical analysis and organisational psychology.</li> <li>Postgraduate Diploma in Arts (English) with honours, completed in 1989 at Otago University, New Zealand.</li> </ul> <p><b>Other education</b></p> <ul style="list-style-type: none"> <li>Bachelor of Arts (English) completed in 1988 at Massey University, New Zealand.</li> <li>Bachelor of Arts (Geography), completed in 1984 at Otago University, New Zealand, included demographics, statistical analysis, and economic development.</li> </ul>
<b>Other Training</b>	General management and project management courses. Business finance courses. Specialist courses in legal drafting, negotiation, accident compensation regimes, property rights, constitutional law and

	public law. Seminars on international law issues. Attended World Bank PREM Civil Service Course 2007.
<b>Areas of expertise</b>	<ul style="list-style-type: none"> <li>• Financial management reform- assistance with design and implementation</li> <li>• Policy and impact analysis</li> <li>• Legal analysis and law drafting including many statutes, contracts, and MOUs for governments</li> <li>• Governance and accountability frameworks- analysis, policy and implementation- accountability for agencies</li> <li>• Improving capability in the public sector- improving approaches to policy development, strategic planning, budgeting, performance specification, management, monitoring and reporting</li> <li>• Design and implementation of contracting approaches</li> </ul>
<b>Language and Proficiency</b>	English native speaker, French very rudimentary, learning Russian
<b>Professional Society Membership</b>	Member International Law Association
<b>Countries of Work Experience</b>	Armenia, Australia, Belgium, Bhutan, Cayman Islands, Estonia, Ghana, Guyana, Kazakhstan, Kosovo, Latvia, Macedonia, Mauritius, Mongolia, New Zealand, Samoa, Sierra Leone, Thailand, Uganda, United Kingdom, United States, Uzbekistan, Vietnam.
<b>Employment and Consulting Record</b>	
<b>1997 to present</b>	<p><b>Selection of projects:</b></p> <p>Adviser with Graham Scott to the <b>National Planning Authority in Uganda</b> on preparing the National Development Plan. [DFID March – August 2009]</p> <p>Adviser on <b>review of Ministry of Health in Kosovo</b> including ways to improve the structure, roles, processes and other factors to improve performance. [DIFD FRIDOM project Feb/March 2009]</p> <p>Adviser to <b>World Bank on approach to performance based budgeting in Mongolia</b>. Reviewed proposals for budget design and changes to the legal framework. [World Bank January 2009, short assignment]</p> <p>Adviser to <b>IMF and Government of Mauritius on performance based budgeting</b> reforms including program design and performance specification. [IMF February 2009]</p> <p>Adviser to <b>State Chancellery Kazakhstan</b> on reforms to lift performance of the government sector. Working closely with the National Analytical Centre, Ministry of Economy and Budget Planning, Ministry of Justice, Ministry of Finance, Ministry of Health and Ministry of Education as pilots for improved performance specification,</p>

<p>management, reporting and monitoring. Advising on changes to law and methodologies to support the reforms. [World Bank 2007-2008]</p> <p>Adviser to working group from <b>Ministry of Finance and Ministry of Economy Uzbekistan</b> on approach to performance based budgeting including design of budget appropriations, performance specification, and reporting. [UNDP October 2008]</p> <p>Adviser to DFID on contract risks, debt sustainability and related matters for <b>DR Congo</b>. [September 2008]</p> <p>Ongoing role as joint technical adviser <b>Ministry of Finance &amp; Economy, Vietnam</b>. Includes Fiscal Framework and Medium Term Expenditure (MTF&amp;EF) process and templates. Over-seeing the implementation of this in the Ministry of Finance &amp; Economy, Ministry of Planning &amp; Investment, four pilot ministries (health, education, transport, agriculture) and four pilot provinces. Assisting government to plan full-scale implementation for all government institutions. Advising on ways to improve the integration of the MTF&amp;EF into the annual budget process. [World Bank &amp; DFID 2004-2009]</p> <p><b>Adviser to IMF and Government of Sierra Leone</b> on public financial management laws and related matters, as part of a mission for the Fiscal Affairs Department. [IMF 2008]</p> <p><b>Adviser to IMF and Government of Ghana</b> on fiscal responsibility law and related matters, as part of a mission for the Fiscal Affairs Department. [IMF 2008]</p> <p><b>Adviser to DFID Uganda</b> on approach to strengthening accountability for results linked to direct budget support. Included advice on donor agreement, assessment framework, indicators for health, education, water, roads, agriculture and advice on possible changes to the design of the annual budget documents and process. [DFID over the period May to October 2007 and July - November 2008]</p> <p>Adviser for <b>World Bank project for Latvia</b> on possible improvements to MTEF, strategic plans, and performance specification linked to the budget [World Bank June 2007]</p> <p>Adviser on overall <b>government reform strategy for Vietnam</b>. [Joint donor group 2007]</p> <p><b>Work-stream Leader for budget agencies</b> in the implementation of government-wide <b>programme budgeting</b> in ministries and agencies in <b>Armenia</b>. Included advice on improving policy, planning, budgeting, reporting, and monitoring. Also assisted ministries to redesign budget programmes and develop performance indicators and reporting processes. (DFID 2006-2008 project in association with ATOS Consulting]</p> <p>Adviser on setting up a <b>database of hospital service provision and</b></p>
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<p><b>costs</b> for the New Zealand health services to permit comparisons across time. [<b>New Zealand</b> Business Roundtable 2007-2008]</p> <p>State budget agency adviser to the <b>MTEF project in Armenia</b>. Worked on the overall MTEF design and on planning and budgeting improvements for education, health, labour and social issues and culture. [DFID 2002-2005 project in association with ATOS Consulting]</p> <p>Organised study tour to New Zealand and provided advice on NZ budgeting and accountability arrangement to the <b>Russian Ministry of Finance</b>. [World Bank 2005]</p> <p>Advised <b>Government of Guyana</b> on ways to improve accountability for the use of discretionary powers by the Office of the President and other institutions. Included advice on better financial management and governance arrangements for government institutions. [World Bank project with Castalia 2005]</p> <p>Reviewed <b>NZ Food Safety Authority</b> against best practice standards for a regulator. Involved analysing views of USA Food and Drug Administration, USA Department of Agriculture, European Commission, UK Regulator, Australian State regulators, NZ industry, ministers, consumers and others. Provided presentations to NZFS board members and NZFSA senior staff. [NZ government 2005]</p> <p>Advised <b>New Zealand Treasury</b> on ways to improve the budget system including changes to roles, processes, documents and expenditure analysis. [NZ government June 2005]</p> <p>Advised <b>DFID on fiduciary risk</b> related to direct budget support for Armenia and advised on options to strengthen accountability for delivery on the project objectives and management of the project funds. [DFID project in association with ATOS KPMG Consulting 2004]</p> <p>Advised <b>Royal Government of Bhutan</b> on the development of new financial management arrangements to support greater delegations from the monarchy to the national assembly and government. This included drafting a Public Finance Act and advising on the design and implementation of reforms associated with this Act. The draft Act included accountability arrangements for all forms of government institutions. [World Bank project 2004]</p> <p>Contributed to a Select Committee submission on the legal basis for the <b>NZ electricity regulator</b> and the compliance of proposed arrangements with principles of good practice in public management including roles, responsibilities, powers and principles for fees and charges. [Electricity industry project 2004]</p> <p>Assisted the Government of <b>Samoa to review and develop the policy and law to support changes to the health system</b>. This involved reviewing laws affecting the public sector, identifying policies requiring legislative change, developing a legislation programme and drafting</p>
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	<p>major laws including model laws for ministries, public health law, patient rights law, tobacco law, food law and drugs law. [World Bank project 2004]</p> <p>Contributed to a <b>review of proposed changes to the public finance and management laws</b> in New Zealand for submission to a Select Committee. [2004]</p> <p>Advised <b>Government of Latvia on financial management reforms</b> including reforms to the budget process (MTEF etc). Assisted Ministry of Finance and Ministry of Economy with the development of new programmes, strategic plans and the linking of this work to the budget and reporting systems. [World Bank project 2002-2003]</p> <p>Advised <b>Ministry of Finance Estonia on integrating planning, budgeting, reporting and monitoring</b>. Included advice on conceptual design and implementation. Assisted Ministry of Finance to run seminars for all ministries and agencies on planning and budgeting reforms. [DFID British Council Project 2003]</p> <p>Reviewed proposed wide scale <b>health reforms for Latvia</b> and advised Minister of Health, Ministry of Health and State Chancellery on issues and options. Included advising on roles of institutions, incentive issues and options for improvement. (UNDP project 2003)</p> <p>Advised <b>State Chancellery of Latvia</b> on developing capability and systems to support financial, economic and social impact assessments of proposed policy and regulation. Managed study tour to New Zealand by Latvian officials. [UNDP project 2003]</p> <p>Advised <b>World Bank on health sector reforms in Afghanistan</b>. Involved reviewing a World Bank report on institutional arrangements and proposed changes. [World Bank project 2003]</p> <p>Advised <b>Ministry of Finance in Macedonia on divestment</b> of functions in science, education, and social sectors. Involved assisting the Ministry to develop business cases. Also advised on issues with the proposed law on semi independent government institutions. [World Bank project 2002-2003]</p> <p>Advised <b>Ministry of Environment and Spatial Planning in Macedonia</b> on programme design, performance specification and strategic planning linked to the budget process. [World Bank project 2002]</p> <p>Assisted the <b>State Chancellery and Ministry of Agriculture in Latvia</b> to develop programmes of defined goods and services with performance indicators and budgets as a basis for integrating the planning work with the annual budget. Scope of this work has extended to more ministries. Assisted the State Chancellery to develop requirements for strategic plans to ensure they were suitable to support budget bids and as a basis for setting out performance</p>
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	<p>expectations and reporting against them. Advised the <b>Ministry of Finance</b> on requirements for performance indicators, developed a minimum dataset of performance indicators related to the capability of a ministry for the central agencies to monitor. Advised the State Chancellery on other matters including approaches to reducing public expenditure and possible implications of introducing salary classifications and gradings. (Funded by DFID via British Council and World Bank 2002]</p> <p>Advised <b>Ministry of Finance in Macedonia</b> on their strategic plan and improvements in <b>strategic planning and budgeting</b> in pilot ministries, particularly the Ministry of Economy. Advised on practical steps to improve the budget information for 2003, ran a seminar for ministries and provided guidance material. This work included analysing the programmes in the current budget, developing principles for programme design and training staff. [Funded by World Bank 2002]</p> <p>Reviewed proposed changes to <b>public finance laws</b> for the <b>Thailand Government</b>. [Funded by World Bank 2002]</p> <p>Contributed to a review of the <b>governance and accountability</b> arrangements for the <b>Community Trusts</b> in New Zealand. [2002]</p> <p>Reviewed the <b>World Bank's draft Public Expenditure Review for Mongolia</b> in association with Graham Scott. Developed criteria for assessing the robustness of laws on public finance and management and identified issues with the new Public Management and Finance Law. [World Bank project 2002]</p> <p>Advised <b>World Bank on proposed and new public sector management and finance law for Mongolia</b> including problems with the law and implementation issues. [World Bank project 2002]</p> <p>Advised the <b>Mongolian government</b> and the ADB on issues with proposed changes to the <b>public sector management and finance laws</b> and options for dealing with these. Included analysis of the accountability framework for local government. [ADB project in association with Public Sector Performance NZ Ltd 2001]</p> <p>Advised <b>Macedonian government on reforms to financial management for the government</b>. Included advising on proposed changes to the budget process, improving financial accountability, improvements to the budget circular, classification of budget entities, and the specification of programmes and performance indicators. Trained budget analysts and contributed to seminars for pilot agencies to improve budget process and submissions. Assisted Ministry of Economy with budget submission- included design of programmes and assistance with performance indicators. [World Bank project 2001]</p> <p>Advised <b>New Zealand Treasury</b> on approaches to assessing public <b>hospital efficiency levels and costs</b>. [2001]</p>
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	<p>Co-author of submission for Treasury <b>Subcommittee UK House of Commons on the NZ accountability system</b>. [2001]</p> <p>Report for <b>NZ Treasury on proposed accountability arrangements</b> for District Health Boards. [2001]</p> <p>Developed framework for <b>strategic planning for the Latvian government</b> and a memorandum of understanding for a pilot project in strategic planning. [World Bank project 2001]</p> <p>Advised <b>State Services Commission</b>, with Graham Scott, on issues to consider in their <b>strategic planning</b> work in relation to the NZ public sector. [2001]</p> <p>Contributed to World Bank review of <b>public sector reforms for the Russian government</b>, co-author of the NZ Country Report section. [2001]</p> <p>Developed <b>output specifications</b> for government services in the Cayman Islands. This contract included training government staff to specify outputs and reviewing the specifications against standards for good practice. Assisted officials to establish <b>monitoring and reporting systems</b> for all government agencies. This included training staff and assisting in the implementation of the systems. [Government project in association with Public Sector Performance NZ Ltd 1999-2000]</p> <p>Researched and reviewed work for <b>Graham Scott's book on the New Zealand public sector reforms</b>, published in 2001.</p> <p>Provided advice for Graham Scott's review of the <b>World Bank's</b> strategy for "Addressing the Challenge of Reforming Public Institutions and <b>Strengthening Governance</b>". [World Bank project 2000]</p> <p>Provided advice to the <b>Royal Thailand Government on policy development for a new financial management law</b>. Included advising on decentralisation of health and education. Managed the company's project assisting with budget planning advice for the Bureau of the Budget. [World Bank project 2000]</p> <p>Reviewed <b>World Bank strategy for civil service reforms in Indonesia</b> to contribute to Graham Scott's review. [2000]</p> <p>Contributed to report on <b>Crown entity reform</b> (agency reform) for a seminar for the State Services Commission and New Zealand Institute of Public Administration. Also assisted with paper on the economic principles underpinning public sector reform for Legal Research Foundation conference. [2000]</p> <p>Analysis undertaken for the <b>New Zealand State Services Commission</b> on:</p> <ul style="list-style-type: none"> <li>• problems with Statements of Intent for Crown Entities as</li> </ul>
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	<p>accountability mechanisms, including analysis of the adequacy of output specifications</p> <ul style="list-style-type: none"><li>• framework for assessing when to integrate government services</li><li>• role of strategic business plans in the government management system and accountability framework and how the plans fit with the output based management system</li><li>• review of the state of the public sector</li><li>• review of the State Services Commission's strategic business plan [1999]</li></ul> <p>Assessed the <b>regulatory functions of the Ministry of Agriculture and Forestry</b> and its performance in Europe and the USA, for the New Zealand government. [1999]</p> <p>Significant role in <b>managing merger of four large institutions and setting up the national purchasing functions</b> for all public health and disability support services for the <b>Health Funding Authority in New Zealand</b> (budget NZ\$6 billion). This work included:</p> <ul style="list-style-type: none"><li>• Design and implementation of new structure and processes, assisted in recruitment of key personnel</li><li>• Managing the corporate law functions</li><li>• Supporting the governance functions of the Board</li><li>• Developing and implementing the national contracting process with hospitals (contracts worth NZ\$3 billion)</li><li>• Developing and implementing the strategic and corporate planning processes and the accountability system</li></ul> <p>Positions held under this 18 month contract were: Secretary Transitional Health Authority, Manager Business Development Transitional Health Authority, Director Corporate Strategy Health Funding Authority (100 staff), Acting Chief Executive Officer Health Funding Authority (500 staff) during the CEO's absence (1997-1998)</p> <p>Reviewed the ability of the <b>legal, political, financial and public sector systems in Mongolia</b> to support a market economy, for the ADB and Public Sector Performance NZ Ltd. This included a review of the status of property rights under the law. An assessment was made of the implications of the public sector management reforms on the independence of the judiciary. The legal validity of the reforms under the Constitution was also considered. [ADB project 1998]</p> <p>Reviewed the use of a <b>corporate form for hospitals</b> in the health sector reforms in New Zealand for the <b>World Bank</b>, identified systemic problems and indicated possible directions. This report was a contribution to a World Bank seminar in Washington and a later publication. [World Bank project 1998]</p> <p>Reviewed the risks to the Crown of new <b>purchasing approaches</b> in the health sector for the <b>New Zealand Treasury</b>. [1998]</p>
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<b>1992-1997</b>	<b>Manager Secondary &amp; Tertiary Contracts; Manager Medical &amp; Surgical Services, Central Regional Health Authority, New Zealand,</b> responsible for purchasing hospital and health services (value NZ \$700M). Also managed the corporate law functions, including managing policy development leading to changes in the law.
<b>1990-1992</b>	<b>Manager Planning Services, Southland Area Health Board, New Zealand,</b> responsible for planning and contracting services worth \$78 million. Also provided legal advice on policy developments and contracts.
<b>1981-1990</b>	<b>Contractor, Lynne A McKenzie,</b> (1984-1990) responsible for contract work for New Zealand public sector clients- combined this with tertiary studies; <b>Lawyer, French Sons Burt &amp; Co, Southland, New Zealand,</b> (1981-1984) responsible for civil, criminal, family and commercial law work, including litigation.
<b>Other relevant experience</b>	Reviewer for the UK <i>Journal of Health Services Research &amp; Policy</i> . Contributor through interviews to reviews of the NZ health system by the WHO and NZ Health Services Research Centre, Victoria University, 2002.
<b>Business Interests</b>	Partner, Clearwood Papamoa and Clearwood Rotoma, forestry developers and owners. Managing Director, McKenzie Contracting Limited, forestry company. Managing Director, Southern Cross Advisers Limited (UK), consulting company. Managing Director, Southern Cross International Limited (NZ), consulting company.

### **Selection of publications and reports**

Contributed to “Productivity Review New Zealand Hospitals” undertaken by Mani Maniparathy and also contributed to by Graham Scott, 2008, Business Round Table.

Chapter in association with Graham Scott and James Webster on the corporatisation of hospitals in New Zealand in a World Bank sponsored book, “Innovations in Health Care Services: The Corporatisation of Hospitals”, editors A Prekker and A Harding, Johns Hopkins University, 2003.

Contributed NZ material to book by Manning, Nick and Neil Parison, “International Public Administration Reform: Implications for the Russian Federation: Directions in Development,” Washington: World Bank, 2003.

“Review of NZ Food Safety Authority,” 2005.

“Report on Charges for the Electricity Industry,” in association with Graham Scott, for the electricity industry in NZ, October 2003. Provided to the NZ Parliamentary Select Committee.

Contributed to G Scott “Submission to the Commerce Committee on the Electricity and Gas Industries Bill,” in association with LECG, January 2004.

“Handbook of Resources for Financial and Economic Impact Assessment”, for the Government of Latvia, November 2002.

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“Community Trusts in New Zealand: Looking Back and Looking Forwards”, in association with Graham Scott et al, published by Community Trusts, Wellington, April 2002.

Co-author with Graham Scott for the NZ chapter in World Bank report for Russian Government on public sector reform lessons, 2001.

“Strategic Planning and the Transformation of the Ministry of Finance”, with Graham Scott, Macedonia Ministry of Finance Bulletin, No. 5, 2001.

“Submission to Treasury Sub-Committee of UK House of Commons on the NZ Accountability System”, with Graham Scott, Wellington, 2000.

“Crown Entities Reform”, paper written with Graham Scott for a State Services Commission and NZ Institute of Public Administration Seminar, September 2000.

“Public Management Reforms: The NZ Case”, paper written with Graham Scott following speech in Moscow April 2000.

“Efficiency Analysis of New Zealand Hospital and Related Services”, contributed to paper written by Mani Maniparathy for the Russian Health Services, 2000.

“Report for the World Bank: Country Case Study- New Zealand Health Reforms”, Graham Scott, Lynne McKenzie & James Webster, Wellington, 1998.

“Medical and Surgical Services: Service and Purchasing Profile Central Health”, Lynne McKenzie & Medical Surgical Team, Central Health, Wellington, 1997.

#### **Selection of laws drafted**

Public Finance Act for Bhutan  
Ministry of Health Act for Samoa  
Patient Rights Act for Samoa  
Tobacco Control Act for Samoa  
Public Health Act for Samoa  
Food and Drugs Act for Samoa  
Model public finance law for Armenia

Advised on changes to finance and public sector laws in Sierra Leone, Ghana, Thailand, Mongolia, New Zealand, Macedonia, Vietnam, Kazakhstan, and Armenia. Reviewed laws of Guyana in relation to the legal frameworks for the use of discretionary powers by ministers and officials and advised on changes.

#### **MTEF documents coordinated and edited**

Significant role in design of templates and process for the Medium Term Fiscal and Expenditure Framework published by Vietnam in 2006, 2007 and 2008. Edited the English version of the 2006 document.

**Health publications managed and edited**

“Approach to Purchasing Services from Crown Health Enterprises”, Lynne McKenzie and the Medical Surgical Team, Central Regional Health Authority, Wellington, 1996.

"Purchase Plan Central Regional Health Authority", Lynne McKenzie and the Project Team, Wellington, 1993.

"Business Plan Southland Area Health Board", Lynne McKenzie and the Planning Teams, Invercargill, 1992.

"Strategic Business Plan Southland Area Health Board", Lynne McKenzie and the Planning Teams, Invercargill, 1991.

“Service Plans Southland Area Health Board”, Lynne McKenzie and the Planning Teams, Invercargill, 1991.