

PAMHIDZAI P. T MAKAMA

FINANCE PROGRAMME AND OPERATIONS

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PROFESSIONAL STATEMENT

Experienced mature Finance, Programme and Operations management professional with over 20 years extensive experience working with INGOs, private and public institutions & Educational Institutions. I have experience working as a Regional Finance & Administration Manager in Southern Africa, Finance and Administration Manager & Country Finance manager, managing projects funded by multi donors (BIG LOTTERY, DFID, EU, SIDA, AIDSFONDS, DANIDA, NOVIB, NORAD, HIVOS, UNICEF, UNTF, UNDP, ODI, COMIC RELIEF, UNDEF, Bill & Melinda Gates, G8, SDC & SADC, USAID, IRISH GOVT AID), funding thematic areas of: **Advocacy, Gender Violence, SRHR, Disaster Risk Reduction, Safe Peaceful & Resilient Communities, Education & Livelihoods, Media & ICT, HIV & Aids, Health Inclusive Maternal Health, Governance & Development, Vulnerable Groups, Environmental & Natural Resources Management, Engagement & Leadership, Management & Coordination.** More recently, successfully led the VSO financial, project & operations management as the Country Finance Manager. Highlights of my career include being a member of the Senior Management Team and leading the Finance and Administration department; Implemented all aspects of Financial, Operations and Program management, working collaboratively to ensure compliance with internal policies and procedures as well as donor rules & regulations; Carried out financial capacity assessments of implementing Partners; Working hand in hand with Human Resources in recruitment, HR policies and performance appraisals; implemented all accounting functions, including accounting transactions, payments and banking, payroll, work planning budgeting including master budgeting, financial reporting, analysis and grant management and compliance; Prepared consolidated budgets for programme proposals and managed the organisation shared costs; Supported the program departments by providing timely reports and assistance to the Country Director and the Program team to ensure that financial resources were used efficiently and effectively; Carried out financial controls and systems reviews and improvements; Custodian of assets and logistics management; Managed both internal & external audits and implemented audit recommendations; A full Chartered Certified Accountant, a holder of an MBA qualification and familiar with accounting principles of different countries.

WORK EXPERIENCE

SELF-EMPLOYED

Individual Consultant, Harare, Zimbabwe
Sept 2021- Present

EDUCATION

- **Masters of Business Administration**, Oxford Brookes University (UK) : 2012 Thesis: Consultancy Project : "Analysing the Success Rate of Resource Mobilisation in an organisation".
- **Chartered Certified Accountant**, ACCA: 2006

PROFESSIONAL BOARDS/AFFILIATIONS

- Fellow of Zambia Institute of Chartered Accountants
- Fellow of Association of Chartered Certified Accountants
- Registered Public Accountant Public Accountants & Auditors Board, 2006, Zimbabwe
- Association of MBAs (AMBA) - Member
- Public Sector Sub-Committee member
- Member of the Association of Small & Business Enterprises (Zimbabwe)

KEY SKILLS

- Tendering and Procurement

Supporting SMEs, small NGOs, Educational institutions in accounting services from basic book-keeping to complex financial services focusing on:

- Tax returns
- Nssa (social security) monthly returns
- Budgeting
- Budget revisions and budget proposals
- Financial accounts & reporting
- Payroll services
- General ledger management
- Grants management
- Preparation of financial statements
- Audit preparation
- Month-end close

2016 –2021

Voluntary Services Overseas (VSO), Harare - Country Finance Manager

Financial & Operations Management:

- Prepared annual budget, quarterly rebudget, and Country Office input to the Quarterly Business Review process.
- Managed payroll, payment, and reporting (internal & external); appropriately reviewing and monitoring.
- Supervised general ledger posting of financial transactions.
- Managed cash, including relationship with the bank, managing bank mandate and authorisations, bank reconciliations, petty cash and adequate control framework around cash, and cash flow forecasting.
- Managed (or implemented) mobile phone cash when applicable.
- Implemented good controls/processes related to advances to partners, staff members and volunteers, including timely settlement.
- Provided oversight for invoice and payment processing.
- Managed creditor aging to ensure timely settlement.
- Coordinated appropriate expenditure and payment documentation, filing and management.
- Maintaining proper documentation of accounting records both in hard and soft copies.
- Managed debtors.
- Managed and completed month and year-end close procedures within set timelines with high accuracy.
- Responsible for ensuring that consistent financial controls were in place in country and operating effectively; testing and reviewing these on a regular basis.
- Facilitated and coordinated internal and external audits and implemented audit recommendations.
- Input in Organisational systems and processes reviews fostering continuous learning and improvement.
- Worked collaboratively with regional and global finance teams, contributing to strengthening financial management system of the organisation.

Programme budget management:

- Managed the grant start-up and close-out procedures for finance to ensure they were done in line with organisation guidelines and donor rules or contractual requirements.
- Starting from approved project budget, worked with Programme team and partners to prepare financial project budget, updating, and adjusting budget and forecasts throughout project lifecycle.
- Prepared and analysed project/grant/contract financial reports (budget vs actual), ensuring completeness, accuracy, and timely recognition of activity for monthly reporting; providing insight to project team; advising

- Highly competent in a variety of accounting packages (MYOBI, PASTEL, ORACLE, SUN, BELINA PAYROLL, QUICKBOOKS)
- MS Office (Excel etc.)
- Analytical skills
- Attention to detail
- Good leadership skills
- Communication
- Team Building
- Donor Reporting
- Investment And Asset Allocation
- Grants Management
- Capacity Building
- Partner Financial Capacity Assessments
- Financial Management
- Operations Management
- Financial reporting & Analysis
- Management Reporting
- Workflow Efficiency
- Budgeting & Budgetary Control
- Planning, Forecasting and Budgeting
- Time Management
- Data Entry
- Multitasking ability

PROFESSIONAL DEVELOPMENT

- Post Budget Tax Review. 2012
- International Financial Reporting Standards (IFRS).2010
- Tax Review
- Strategic Management Accounting Fraud Risk management certification. 2008
- Management Training Course. 2009
- CPD in Excel, Word, PowerPoint

Country Director, People Manager, and Programme teams of variances in expenditure and income, and follow up on corrective actions on budget variances.

Programme expenditure and income management:

- Monitored and ensured compliance with contractual conditions and restrictions, donor reporting requirements, shared and standard costs recovery.
- Ensured that programme expenditure were properly managed and documented, in line with UK GAAP, IAS and Organisation requirements, in close cooperation with the Finance Operations team.
- Regularly checked expenditure and accuracy of documentation including procurement.
- Participated in procurement committees for all grant-specific procurement.
- Reviewed in country shared costs and global costs to ensure there were appropriately coded, reflected in the accounts system monthly and charged to the donor.
- Accounted for grant/contract income in line with organisation standards and UK GAAP & IAS, ensured it was invoiced to the donor and recorded accurately and received timely.
- Prepared grant reconciliations and ensured full grant reconciliation reports for the system grant data and balances to the donor reports.
- Accurately accounted for grant assets and reporting as per Organisation finance guidelines and donor rules and regulations.
- Prepared the necessary balance sheet reconciliations related to grants and programmes.
- Managed any donor/partner debtor follow-up and provided updates on 60day+ debtors monthly.
- Reviewed documents, systems to ensure necessary compliance checks on programme suppliers and partners were consistently and diligently conducted e.g., anti-terrorism checks.

Donor reporting and audit management

- Handled communication with the donor on Finance aspects in coordination with the Programme managers/Country representatives.
- Produced the finance donor reports as per donor schedule; reconciled with accounting system to ensure finance and programme reports were aligned.
- Coordinated donor and statutory audits and reviewed supporting documents before submitting to the auditors to ensure there were no disallowable costs.
- Led on management response plan resulting from donor audit, when necessary.

Partner Financial Management:

- Assessed and evaluated the training requirements for implementing partners and provided necessary training to partners including grants management and donor rules and regulations.
- Ensured partner finance due diligence and monitoring were consistently carried out and documented in line with VSO guidelines and necessary follow ups were done and escalated as appropriate
- Participated in the post award briefings with implementing partners to ensure finance expectations were clarified.
- Provided support to the implementing partners (ensuring they had the appropriate level of support), including financial management assessment.

Business Partnering / Knowledge Sharing

- Provided training and regular updates to Program teams on specific finance grant requirements, compliance mechanism.

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- Business partnering to country programme managers, providing financial expertise, guidance, and strategic financial leadership to ensure strategic and effective financial management of the country programmes to supports high quality programming with a high level of accountability in compliance with Organisation policies and procedures, donor requirements and local laws and regulations.
 - Led the continuous assessment of implications of financial issues in the short and long term and set strategic direction in consultation with Country Director, Regional and Global Finance

Statutory compliance

- Prepared and ensured approval/sign off of country statutory accounts (including engaging and coordinating any statutory auditors, as required).
- Managed all applicable Company and employer tax compliance requirements and facilitation with local authorities for all countries of responsibility.
- Kept informed on all statutory requirements in countries.
- Ensured local taxes were filed and responsible for compliance for Organisation, staff, and volunteers in country.
- Implemented appropriate balance sheet controls and performed/reviewed monthly reconciliations.
- Timely input/submissions for group statutory audit.

Risk Management

- Worked with country Senior Management Team to ensure key financial risks were identified and mitigation plans were in place.
- Ensured relevant insurance coverage were in place to mitigate risks.
- Led role in preparation and coordination for internal audits (scheduled or unscheduled audit requests), worked with other country teams for their support.
- Conducted fraud prevention and detection training of all local teams.
- Ensured all suppliers, partners and donors were compliant (anti-terrorism) checked before work proceeded with those organisations.

Business partnering and leadership

- Built effective cross-functional working with all other teams, especially the other finance teams in country and globally. Ensured professional financial service delivery in compliance with Organisation policies and procedures and local laws and regulations. Worked effectively with global finance teams to ensure consistency and compliance.
- Built a business partnering relationship with the country representative, people managers, programmes, and other senior managers in country. Provided financial expertise, guidance, and strategic financial leadership to ensure country activities were financially appropriate and represented value for money.

People Management:

- Assigned clear roles and responsibilities to the grants and finance operations team with agreed performance objectives, managed performance and developed a high performing team culture, coached and motivated people in delivering high-quality financial service that was customer-focused, yet compliance based to all stakeholders, advice, information, continuous improvement, positive communication and teamwork.

Achievements:

- Successfully managing a high performing team culture
- Successfully advising on efficient financial and operations systems, for example, ensuring staff open bank accounts improving organisation's access to cash of USD10,000/day in a difficult operating environment.
- As a team member of the proposal team, was successful in preparing budget proposals for calls and during my tenure, successfully won the EUC grant, UNTF grant, AIDSFONDS Grant, COMIC RELIEF Grant and UNICEF grant.
- Implemented monthly and year end preparation and annual budgets timely.
- Successful internal and external audits and implementation of audit recommendations.
- Successfully instituted office built in workstations for volunteers' workplaces.
- Successfully instituted purchasing of reception desk, safe, installation of aircon for server room, purchasing of two organisation vehicles – Almera (for office use) and Nissan Navara (for the European Union Commission Project), Installation of the electric gate, generator installation.
- Instituted ensuring installation of solar panels to reduce costs on electricity and fuel costs (generator).
- Successfully managed movement of office to ensure minimum administrative costs.

2015

Individual Consultant, Harare, Zimbabwe. *Management Consultant*

Specialising in SMEs

- Accounting Services; Management and Business Consultancy; Company Secretarial Services

Achievements

Successfully supported new SMEs and advising on financial management and advising on tenders bidding and assisting fellow consultants with project proposals.

2014-2016

Speciss College, Harare, Zimbabwe. *Part- Time Tutor*

- Lecturing professional level students in: Corporate Reporting; Financial Accounting; Finance for Managers; Financial Analysis & Planning, Principles of Budgets and Financial Information, Pitmans Bookkeeping and Accounts.

2011-2013

TechServe Logistics & Car Hire, Lusaka, Zambia (Private Logistics Company)

Finance and Administration Manager

- Understanding the organisation's Vision, Mission and strategic objectives and developing and implementing Finance strategies in support of the organization.
- Analysing financial data to draw conclusions and produce forecasts for management decisions.
- Writing business and loan proposals.
- Research financial problems, determining their root causes and then proposing solutions.
- Putting together recommendations for clients and senior managers and interpreting complex financial data from a variety of accounting and operational sources.
- Creating models for financial planning processes and identifying financial risks and opportunities.

- Gathering financial information from various sources and preparing business forecasts monthly.
- Preparing monthly and quarterly financial analysis and delivering analyses that are accurate and timely.
- Developed and ensured appropriate policies and financial controls processes, procedures and systems were in place and adhered to.
- Sourced funds from internal sources to finance the business; Established cost structure and appropriate tariff structure for approval by the Managing Director; Making payment to regulatory authorities in time; Developed the organisation's annual budget; Cash flow management and forecasts.
- Produced annual financial statements in line with the regulatory statutes and standards.
- Provided regular sound financial and management advice and information to the Managing Director and other Executive Management.
- Modernized the organisation's financial and Management Information Systems by leading the implementation of effective IT System.
- Reviewed and monitored sales to ensure achievement of the budgeted revenues, through aggressive and efficient management of debtors; Established efficient and effective stores management.
- Identified and Analysed investment opportunities to effectively utilize available cash resources and manage financial risk; Managed Human Resources for the Organisation; Maintained assets and assets register; Ensured production of all required financial reports on time.
- Custodian of financial records of the company and financial targets set by the Executive Management and Maintained relationships with key clients.
- Prepared weekly sales analysis reports & monthly management reports.
- Prepared and facilitated annual external audit, implemented audit recommendations and annual financial reports and presented them to management and the Board.

Achievements

- Expanded the use of Pastel to fully leverage the software's benefits to the organisation, and corrected errors ensuring accurate calculation and tracking.
- Developed and implemented financial and administration procedures, such as payroll, insurance, budget and cost control, HR policies, accounting functions, procurement procedures, inventory management, financial reporting, and strategic planning.
- Successfully produced financial year end accounts in a timely manner for year-end auditing.
- Implemented a petty-cash and receipts system to track cash payments.
- Successfully wrote business and loan proposals, raised USD420,000 to purchase 10 modern class range 4 x 4 double cab Ford Rangers and USD300,000 for purchase of office accommodation.
- Successfully managed portfolios of: Huawei, Airtel, Ericsson, ZTE.

2007-2011

Panos Southern Africa (PSAf), Lusaka, Zambia.

Regional Finance and Administration Manager

- **Budgeting/Management/Commitments/Reporting:** Managed the funding requirements of all the Southern Regional Programs (both grants and Unrestricted organisation funds) through cash flow planning, following up on funding commitments and ensuring Program budgets had required funding as agreed with Support offices.
- **Financial Analysis:** Produced financial and management reports, carried out analysis and presented to the Senior Management Team and Board members for decision making purposes.

- **Financial accountability and reporting:** Accomplished submission of timely, accurate and complete relevant reporting for both grants and Unrestricted Organisation programs.
- **Audit/Compliance/Capacity Building:** Addressed both external and internal audits in partnership with national/program offices, providing required information to auditors and participating in the defense of disallowed costs for grants and ensuring all Organisation audits received an acceptable rating.
- **Policy/Procedure Development:** Assisted in the development of financial policies and procedures to ensure compliance to accounting standards, Organisational finance policies, and government and other donor regulations specifically for grants.
- **Leadership/management of Finance & Support Services Team in Southern Region:** Provided leadership to the finance and support services departments and ensured smooth running efficient delivery of services. Also ensured implementation of new partnership initiatives involving Finance and support services departments.
- **Supply Chain Management:** Coordinated and ensured an optimal interface between the supply chain and Programs in the Southern Region for efficient customer service delivery by ensuring procurement policies and procedures were in place as per organisation policies and followed through.
- **IT infrastructure and provided quality service:** Ensured improved office/programs connectivity through the Regional MIS officers in the Southern Region.
- **Administration:** Coordinated all administration related functions such as fleet management and office maintenance as per administration guidelines.

Achievements

- Contributed to the creation of a positive image and overall credibility of the organization, notably through the application of the organization's Code of Conduct, ethics, values and standpoint with regard to internal and external actors.
- Produced financial year-end accounts in a timely manner for year-end auditing.
- Successfully identified investment opportunities.
- Advising cost reduction measures and successfully reworking on a budget considering the recession allowing for the organization to operate on a low budget capacity and diverted operational funds to programme activities.
- Developed and maintained good relationships with the Donor Community.
- Supported the programme senior management staff in successful fundraising from institutional donors during the five-year strategic plan.
- Successfully provided the acting role in the Director's absence.
- Oversaw and managed the strategic financial framework of multiple projects of seven thematic areas.
- Successfully managed grants amounting to USD5 million with clean audit results.
- Supported the programme senior management staff in successful fundraising from institutional donors during the five-year strategic plan.

Other Positions

University of Zimbabwe, Bursars Department, Harare, Zimbabwe
Finance and Operations: Malawi Hotels Ltd
Supervisor: Malawi Pharmacies Ltd

COMMUNICATION

Excellent verbal and written communication skills

LEADERSHIP

Exceptional leadership, coordination and planning skills where I have led served committees
Experienced and trained mentor

REFERENCES

1. Mr. Kenneth Zimba
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